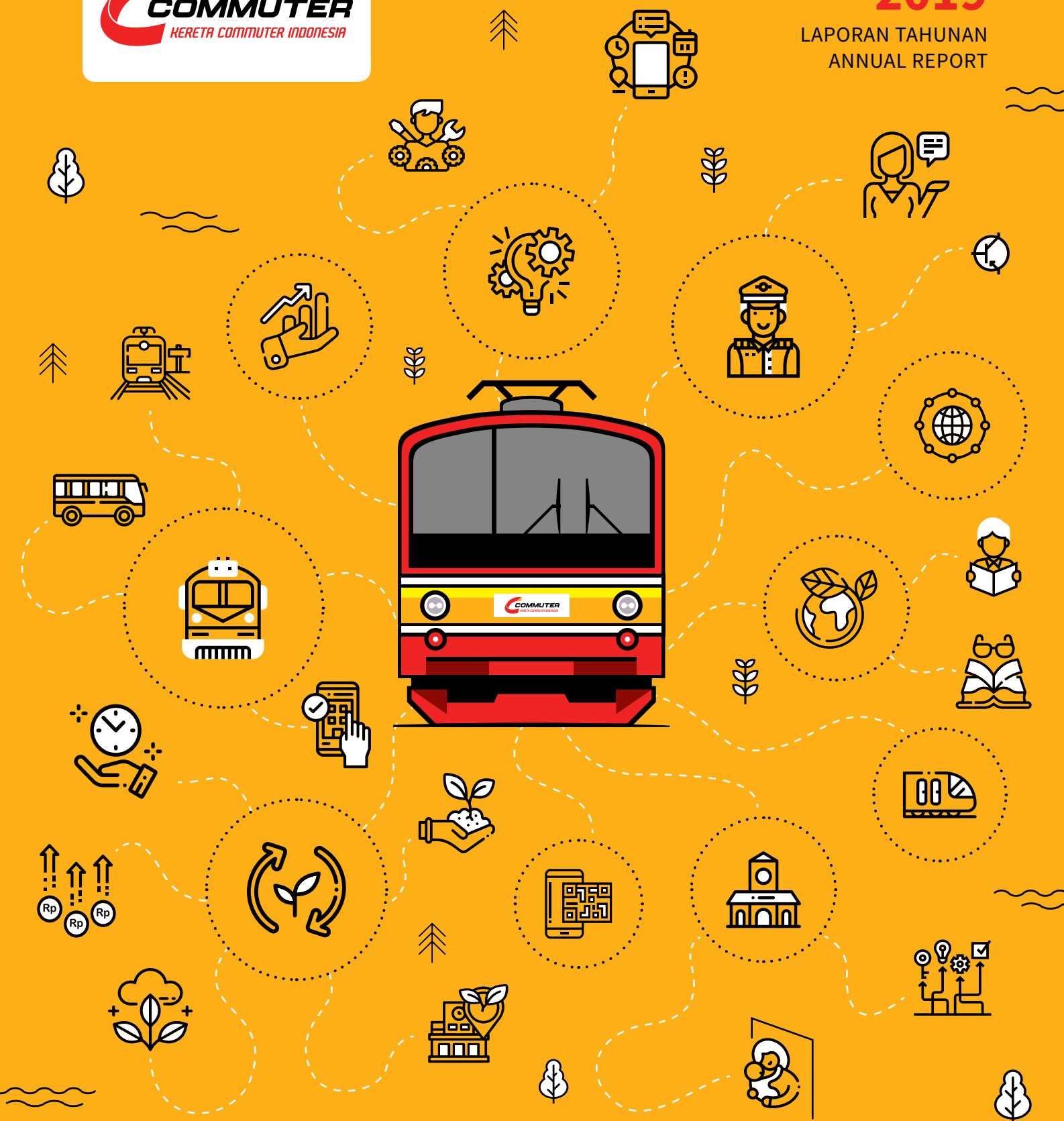




# Moving Forward: for Swift Integrated Mobility

## Bergerak Maju: untuk Mobilitas yang Terintegrasi



# Kesinambungan Tema

## Theme Sustainability



2016

### **Towards Excellent Public Services and Beyond**

Sebagai penyedia layanan transportasi publik, PT Kereta Commuter Indonesia yang dahulu disebut PT KAI Commuter Jabodetabek (KCJ) terus berbenah tidak hanya untuk memberikan pelayanan terbaik tetapi juga menumbuhkan budaya bertransportasi publik yang baik bagi seluruh pengguna KRL Commuter Line. Di tengah tingkat mobilitas masyarakat DKI Jakarta dan sekitarnya yang terus meningkat setiap tahunnya, KCJ membangun pilar-pilar budaya bertransportasi dengan sentuhan teknologi dan kontrol yang ketat. Tingginya laju penumpang harus diiringi oleh manajemen peron dan manajemen keselamatan yang baik guna memastikan perpindahan penumpang secara aman. Kebutuhan penumpang yang terus berubah mendorong kami untuk terus mencari, mengenali dan memenuhi kebutuhan penumpang untuk membawa KRL Commuter Line menuju standar pelayanan publik terdepan dan lebih baik lagi.

*As a public transportation provider, PT Kereta Commuter Indonesia, formerly known as PT KAI Commuter Jabodetabek (KCJ) is committed on continuous improvement not only to provide excellent public transportation services but also to grow positive transportation culture among all passengers of KRL Commuter Line. Amidst rapidly growing mobility of the society in DKI Jakarta and surrounding area every year, KCJ builds pillars of the transportation culture with touch of technology and tight control. High level of passengers stream shall be safeguarded by appropriate platform management and safety management to guarantee safety passengers mobilization. Changing needs of the customers has encouraged us to continuously seek, recognize and fulfill every need of the passenger, beyond primary transportation needs, to bring KRL Commuter Line towards excellent public services and beyond.*



2017

### **A Transformation for Greater Service**

Pada tahun 2017, Perseroan mencatat *milestone* baru melalui perubahan nama dari PT Kereta Commuter Jabodetabek ("KCJ") menjadi PT Kereta Commuter Indonesia ("KCI") yang menandai transformasi perluasan rentang jangkauan layanan. Seiring dengan perubahan nama tersebut, Perseroan hadir sebagai penyedia layanan komuter, tidak hanya di wilayah Jabodetabek tetapi memproyeksikan rentang jangkauan hingga seluruh wilayah Indonesia. Realisasi perluasan jangkauan pada tahun 2017 meliputi Stasiun Rangkasbitung dan Stasiun Cikarang yang diikuti oleh pembukaan stasiun di beberapa wilayah sekitar Jabodetabek antara lain Stasiun Citeras, Bekasi Timur, Tambun, Cibitung dan Angke. Untuk memastikan keandalan layanan komuter yang diberikan, Perseroan juga terus melakukan berbagai inovasi serta modernisasi layanan KRL Commuter Line, serta perbaikan pelayanan kepada pengguna pada tahun 2017, termasuk pembangunan Jembatan Penyeberangan Orang (JPO) dan *underpass*. Selain fokus pada perbaikan fasilitas, konektivitas antar moda angkutan dan keselamatan pengguna, Perseroan juga berhasil menurunkan tingkat gangguan dan kelambatan KRL. Langkah untuk terus memperbaiki fasilitas dan pelayanan merupakan komitmen nyata Perseroan dalam mendukung Transport Oriented Development (TOD) yang dilaksanakan oleh Pemerintah menuju integrasi antar-moda transportasi di Indonesia.

*The Company marked a new milestone in 2017 by transforming the name from PT Kereta Commuter Jabodetabek ("KCJ") into PT Kereta Commuter Indonesia ("KCI"), representing transformation of service coverage expansion. In line with the name changing, the Company is operated as a commuter service provider not only in Jabodetabek Area but projecting the service coverage across Indonesian region. Realization of the coverage expansion in 2017 has covered Rangkasbitung Station and Cikarang Station followed by opening stations in Jabodetabek area, such as Citeras, Bekasi Timur, Tambun, Cibitung and Angke Stations. To guarantee reliability of provider commuter services, the Company also continuously innovates and modernizes KRL Commuter Line services and improves services to the users throughout 2017, including building Passenger Walking Bridge (JPO) and underpass. Besides focusing on facilities improvement, connectivity among transportation modes and users' safety, the Company also successfully reduced level of KRL disruption and late schedule. The initiatives of continuous improvement on the facilities and services reflect the Company's concrete commitment in supporting Transport Oriented Development (TOD) initiated by the Government towards inter-modes transportation integration in Indonesia.*

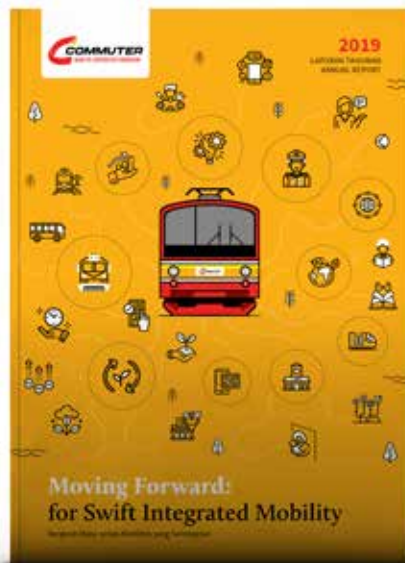


2018

### **Menggapai Kesuksesan, Melampaui Batas** ***Achieving Success Beyond Boundaries***

Setelah melakukan transformasi, Perseroan terus berkomitmen memberikan pelayanan terbaik bagi seluruh Stakeholders dengan melakukan berbagai inovasi, meningkatkan fasilitas, serta melanjutkan integrasi moda transportasi. Segala tantangan, rintangan, dan batasan yang akan dihadapi merupakan motivasi bagi Perseroan dalam meraih keberhasilan dan kesuksesan di masa depan.

*After the transformation, the Company continues to commit providing the best service to all stakeholders by conducting various innovations, improving facilities, and continuing the integration of transportation modes. All kind of challenges, obstacles, and limits that will be encountered are the motivations for the Company in achieving success and accomplishment in the future.*



2019

### **Bergerak Maju: Untuk Mobilitas yang Terintegrasi** ***Moving Forward: for Swift Integrated Mobility***

Kereta *commuter* milik PT KCI kini menjadi sarana transportasi terbaik yang digunakan oleh para penumpang transportasi umum. Jalur kereta *commuter* yang terintegrasi mulai dari Cikarang, Rangkasbitung, Tanjung Priok, Jakarta Kota hingga Bogor memberikan kemudahan bagi penumpang untuk menunjang tingkat mobilitas dan produktivitas yang tinggi. Dengan demikian, PT KCI terus memberikan inovasi-inovasi di tiap titik pelayanan stasiun terintegrasi. Pembangunan ruang-ruang menyusui dan juga penghijauan di area stasiun merupakan beberapa poin dari keseluruhan inovasi yang dicanangkan PT KCI. Pencapaian ini membawa PT KCI menerima berbagai penghargaan atas kualitas layanan yang diberikan dan juga memberikan pencapaian yang melampaui target yang ditetapkan oleh Perusahaan di awal tahun.

Penguatan dalam Proses penerapan Good Corporate Governance (GCG) juga menjadi salah satu pengembangan layanan yang dilakukan oleh Perusahaan. PT KCI siap untuk menunjang mobilitas cepat dan juga siap untuk menjadi sarana transportasi darat terbaik pilihan penumpang Indonesia.

*PT KCI commuter trains are now being the best transportation choice by the public transport passengers. Integrated commuter rail lines ranging from Cikarang, Rangkasbitung, Tanjung Priok, Jakarta Kota to Bogor provide convenience for passengers to support high levels of mobility and productivity. PT KCI continues to provide innovations at every point of the integrated station service. The development of nursing rooms and also reforestation in the station area were few points from the overall innovation proclaimed by PT KCI. This achievement brought PT KCI to receive various awards for the quality of the services provided and also provide an achievement that has been set by the company in the early years.*

*Strengthening in the implementation process of Good Corporate Governance (GCG) is also one of the service developments undertaken by the Company. PT KCI is ready to support fast mobility and also ready to be the best ground transportation option for Indonesian passengers.*



# Daftar Isi

## Table of Content

### 06

#### Ikhtisar

#### Kinerja 2019

##### 2019 Performance Highlights

- 8 Kilas Kinerja  
*Performance Highlights*
- 10 Ikhtisar Keuangan  
*Financial Highlights*
- 10 Laporan Posisi Keuangan  
*Statements of Financial Position*
- 13 Ikhtisar Bisnis dan Operasional  
*Business and Operational Highlights*
- 14 Peristiwa penting  
*Event Highlights*

### 22

#### Laporan

#### Manajemen

##### Management Report

- 24 Laporan Dewan Komisaris  
*Board of Commissioners Report*
- 34 Laporan Direksi  
*Board of Directors Report*

### 46

#### Profil

#### Perusahaan

##### Company Profile

- 48 Identitas Perseroan  
*Corporate Identity*
- 50 Jejak Langkah  
*Milestones*
- 53 Penghargaan dan Sertifikasi  
*Awards and Certification*
- 57 Riwayat Singkat Perseroan  
*Company's Brief History*
- 59 Bidang Usaha  
*Line of Business*
- 64 Wilayah Operasional  
*Operational Area*
- 66 Struktur Organisasi  
*Organizational Structure*
- 68 Visi, Misi, dan Budaya  
*Vision, Mission and Corporate Culture*
- 70 Logo dan Perubahannya  
*Logo and Transformations*
- 72 RJPP  
*Long-Term Company Plan*

- 75 Profil Dewan Komisaris  
*Board of Commissioners' Profile*
- 79 Profil Direksi  
*Board of Directors Profile*
- 84 Profil Pejabat Eksekutif  
*Executive Officers' Profile*
- 93 Struktur dan Komposisi Pemegang Saham  
*Structure and Composition of Shareholders*
- 96 Struktur Grup dan Asosiasi Perusahaan  
*Corporate Group and Association Structure*
- 105 Sumber Daya Manusia  
*Human Resources*
- 149 Teknologi Informasi  
*Information Technology*
- 169 Akses Informasi Daftar Pemegang Saham Bulanan, Triwulanan, dan Semester  
*Access Information on Shareholders Register of Monthly, Quarterly, and Semi-Annual*
- 169 Daftar Entitas Anak, Entitas Asosiasi, dan Ventura Bersama  
*List of Subsidiaries, Associates, and Joint Ventures*
- 170 Nama dan Alamat Lembaga dan/atau Profesi Penunjang Pasar Modal  
*Name and Address of Capital Market Supporting Institutions and Professionals*
- 171 Informasi pada Website Perseroan  
*Information on the Company's Website*
- 173 Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite, Sekretaris Perusahaan, dan Unit Audit Internal  
*Education and/or Training for the Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Unit*

### 176

#### Analisis dan

#### Pembahasan Manajemen

##### Management Discussion and Analysis

- 178 Kondisi Makroekonomi Indonesia dan Tinjauan Industri di 2019  
*Macroeconomic Condition of Indonesia and Industry Overview in 2019*
- 179 Permintaan Produk Secara Nasional  
*National Product Demand*
- 181 Tinjauan Operasi Per Segmen Usaha  
*Operating Overview Per Business Segment*
- 183 Tinjauan Kinerja Keuangan  
*Financial Performance Review*
- 198 Kemampuan Membayar Utang  
*Solvency*
- 199 Investasi Barang Modal  
*Capital Investment*

- 205 Perbandingan antara Target pada Awal Tahun Buku dengan Hasil yang Dicapai (Realisasi), dan Target atau Proyeksi yang Ingin Dicapai untuk Satu Tahun Mendatang  
*Comparison between Targets at Beginning of Fiscal Year with Achievement (Realization) and Target Projection for Next Year*
- 207 Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan  
*Subsequent Material Information and Facts after Accountant Reporting Date*
- 208 Aspek Pemasaran dan Pangsa Pasar  
*Marketing Aspect and Market Share*
- 209 Rencana Realisasi Pengembangan Strategis Bisnis 2019  
*Business Strategic Realization Plan in 2019*
- 210 Prospek Usaha  
*Business Prospect*
- 213 Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi atau Restrukturisasi Utang/Modal  
*Material Information Related to the Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition atau Restructuration of the Debt/Capital*
- 214 Kebijakan Dividen  
*Divident Policy*
- 214 Program Kepemilikan Saham Oleh Pegawai dan/atau Manajemen Yang Dilaksanakan Perseroan (ESOP/MSOP)  
*Employee and/or Management Stock Option Plan (ESOP/MSOP)*
- 215 Realisasi Penggunaan Dana Hasil Penawaran Umum  
*Realization of Public Offering Proceeds*
- 215 Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi  
*Material Information with Conflict of Interest and/or Transaction with Affiliated Party*
- 217 Saldo dan Transaksi Signifikan dengan Pihak Berelasi  
*Significant Balance and Transaction with Related Parties*
- 218 Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan Terhadap Perusahaan  
*Change in Regulation with Significant Impact to the Company*
- 220 Perubahan Kebijakan Akuntansi yang Diterapkan Perusahaan Pada Tahun Buku Terakhir  
*Changes in Accounting Policy Implemented in Current Fiscal Year*
- 222 Informasi Keberlangsungan Usaha  
*Information on Business Continuity*

## 224

### Tata Kelola Perusahaan

#### Corporate Governance

|     |                                                                   |                                                                                                 |
|-----|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| 226 | Tata Kelola Perusahaan                                            | <i>Good Corporate Governance</i>                                                                |
| 227 | Tujuan Penerapan Tata Kelola Perusahaan                           | <i>Objectives of Corporate Governance Implementation</i>                                        |
| 228 | Komitmen Penerapan Tata Kelola Perusahaan                         | <i>Commitment to Implementation of Corporate Governance</i>                                     |
| 229 | Prinsip-Prinsip Tata Kelola Perusahaan                            | <i>Principles of Corporate Governance</i>                                                       |
| 232 | Jejak Langkah Unit GCG                                            | <i>The Step of the GCG Unit</i>                                                                 |
| 232 | Kegiatan Implementasi Tata Kelola Perusahaan Tahun 2019           | <i>Corporate Governance Implementation Activity 2019</i>                                        |
| 234 | Kebijakan dan Struktur Tata Kelola Perusahaan                     | <i>Corporate Governance Policy and Structure</i>                                                |
| 236 | Penilaian Penerapan Good Corporate Governance                     | <i>GCG Assessment</i>                                                                           |
| 267 | Road Map GCG                                                      | <i>GCG Road Map</i>                                                                             |
| 269 | Rapat Umum Pemegang Saham                                         | <i>General Meeting of Shareholders (GMS)</i>                                                    |
| 285 | Dewan Komisaris                                                   | <i>Board of Commissioners</i>                                                                   |
| 301 | Direksi                                                           | <i>Board of Directors</i>                                                                       |
| 323 | Penilaian Kinerja Dewan Komisaris dan Direksi                     | <i>Board of Commissioners and Directors' Performance Assessment</i>                             |
| 334 | Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris dan Direksi | <i>Frequency and Attendance Level of Board of Commissioners and Board of Directors Meetings</i> |
| 348 | Keberagaman Komposisi Dewan Komisaris dan Direksi                 | <i>Diversity in the Composition of the Board of Commissioners and Directors</i>                 |
| 350 | Komite-Komite di Bawah Dewan Komisaris                            | <i>Committees Under the Board of Commissioners</i>                                              |
| 362 | Kebijakan Remunerasi                                              | <i>Remuneration Policy</i>                                                                      |
| 366 | Sekretaris Perusahaan                                             | <i>Corporate Secretary</i>                                                                      |

|     |                                          |                                               |
|-----|------------------------------------------|-----------------------------------------------|
| 379 | Audit Internal                           | <i>Internal Audit</i>                         |
| 407 | Akuntan Publik                           | <i>Public Accountant</i>                      |
| 411 | Sistem Pengendalian Internal             | <i>Internal Control System</i>                |
| 415 | Manajemen Risiko                         | <i>Risk Management</i>                        |
| 428 | Perkara Penting yang Dihadapi Perusahaan | <i>Legal Disputes</i>                         |
| 429 | Publikasi 2019                           | <i>Publication In 2019</i>                    |
| 430 | Kode Etik Perusahaan                     | <i>Company's Code of Conduct</i>              |
| 460 | Sistem Pelaporan Pelanggaran             | <i>Whistleblowing System</i>                  |
| 470 | LHKPN                                    | <i>LHKPN</i>                                  |
| 475 | Akses Informasi dan Data Perusahaan      | <i>Access to Company Information and Data</i> |

## 480

### Tanggung Jawab Sosial Perusahaan

#### Corporate Social Responsibility

|     |                                                              |                                                                              |
|-----|--------------------------------------------------------------|------------------------------------------------------------------------------|
| 482 | Tanggung Jawab Sosial Perusahaan                             | <i>Corporate Social Responsibilities</i>                                     |
| 483 | Kebijakan dan Implementasi CSR                               | <i>CSR Policy and Implementation</i>                                         |
| 484 | Struktur Pengelola                                           | <i>Management Structure</i>                                                  |
| 487 | Due Diligence terhadap Dampak Sosial, Ekonomi dan Lingkungan | <i>Due Diligence Towards Social, Economic, and Environmental Impacts</i>     |
| 489 | Strategi Penerapan CSR                                       | <i>CSR Implementation Strategies</i>                                         |
| 490 | Isu-isu Penting Sosial, Ekonomi dan Lingkungan               | <i>Important Issues concerning Social, Economy and Environment</i>           |
| 493 | Kegiatan CSR dalam Bidang Lingkungan Hidup                   | <i>CSR Activities Related to the Environment</i>                             |
| 495 | Pengembangan Sosial dan Masyarakat                           | <i>CSR Activities Related to the Social and Community Development</i>        |
| 498 | Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja            | <i>CSR Activities Related to Occupational, Health, and Safety Employment</i> |

|     |                                                              |                                                                            |
|-----|--------------------------------------------------------------|----------------------------------------------------------------------------|
| 500 | Tanggung Jawab Sosial Terkait Hak Asasi Manusia              | <i>The Company Responsibility Related to Human Rights</i>                  |
| 504 | Kegiatan CSR Berkaitan dengan Tanggung Jawab kepada Konsumen | <i>CSR Activities Related to Responsibility to the Customers</i>           |
| 508 | Tanggung Jawab Sosial Terkait Core Subject Operasi yang Adil | <i>Social Responsibility Related to Equitable Operational Core Subject</i> |

## 510

### Pernyataan Tanggung Jawab Dewan Komisaris untuk Laporan Tahunan 2019

Statement of Responsibility from Board of Commissioners for the 2019 Annual Report

## 512

### Referensi Kriteria Penilaian Annual Report Award

Reference of Annual Report Award Criteria

## 533

### Laporan Keuangan

Financial Statements

# 01

## Ikhtisar Kinerja 2019

2019 Performance Highlights

**KCI mencatat prestasi yang memuaskan selama tahun 2019 dengan kenaikan terjadi pada Total Pendapatan dan Laba. Selain itu, sebanyak 25 penghargaan diterima oleh KCI.**

KCI recorded satisfactory achievements during 2019 with an increase in Total Revenue and Profit. In addition, as many as 25 awards were received by KCI.







## Kilas Kinerja

Performance Highlights



Total **Pendapatan** tahun 2019 sebesar **Rp2.741.595.108.079** naik **Rp203.864.078.002** dari sebelumnya tahun 2018 sebesar Rp2.537.731.030.077  
*Total revenue of 2019 Rp2,741,595,108,079 increase Rp203,864,078,002 from the previous year 2018 amounted to Rp2,537,731,030,077*



Jumlah **Penumpang Rata-Rata** Per Hari **921.300** penumpang/hari  
*Average number of passengers Per day 921,300 passengers/day*



Total **Perjalanan KRL Tahun 2019** sebanyak **342.669** Perjalanan KRL  
*Total Travel KRL Year 2019 342,669 Travel KRL*



**Laba/Rugi Tahun 2019** sebesar **Rp251.818.701.184** naik **Rp562.386.886.988** dari sebelumnya tahun 2018 sebesar (Rp310.568.185.804)  
*Profit/Loss year 2019 Rp251,818,701,184, up Rp562,386,886,988 from previous year 2018 amounted to (Rp310,568,185,804)*



Jumlah **frekuensi perjalanan KRL** Per hari **980** Perjalanan  
*Number of frequency of KRL travel Per Day 980 Travel*



Jumlah **jangkauan rute** **418,5 km**  
*Total route range 418.5 km*



Total Asset | *Total Asset*  
**Rp1.818.342.416.185**



Jumlah **Kilometer KA** Penumpang **11.160.455.470 km**  
*Number of kilometers passenger KA 11,160,455,470 km*



Total Jumlah **Penumpang** Tahun 2019 sebanyak **336.274.343** penumpang  
*Total number of passengers 2019 336,274,343 passengers*





Jumlah **Stasiun 80**  
*Number of 80 stations*



**Skor Assessment GCG 80,58**  
**dengan Predikat “BAIK”**  
*”GOOD” GCG 80.58 Assessment  
Score*



Jumlah **Okupansi Dinamis**  
**62,2%**  
*Number of dynamic occupancy  
62.2%*



**Tingkat Kesehatan**  
**Perusahaan** berdasarkan  
perhitungan menurut Kep.  
Meneg BUMN No: KEP-  
100/MBU/2002, memiliki  
realisasi **skor** sebesar **97,00**  
dari program 94,00 dengan  
predikat **SEHAT “AAA”**  
*Level of health of the company  
based on calculation according  
to KEP. Meneg STATE No:  
KEP-100/MBU/2002, has the  
realization of a score of 97.00  
from the 94.00 program with a  
SOUND predicate ”AAA”*



Jumlah **Loop KRL 87 Trainset**  
*Number of EMU Loop 87 Trainset*



Indeks **Kepuasan Pelanggan**  
**86,1%**  
*Customer Satisfaction Index  
86.1%*



Indeks **Kepuasan Pegawai 4,0**  
dari **skala 5**  
*Employee Satisfaction Index 4.0  
from scale 5*



**KPI Tahun 2019** sebesar **93,76**  
*KPI Year 2019 of 93.76*



Jumlah **pegawai 2.852 orang**  
*Number of employees 2,852  
people*



**Jumlah Penghargaan**  
**Tahun 2019** sebanyak **25**  
**Penghargaan**  
*Total award year 2019 as many  
as 25 awards*



## Ikhtisar Keuangan

### Financial Highlights

(Dalam jutaan Rupiah, kecuali dinyatakan lain)  
(In million Rupiah, unless stated otherwise)

| Uraian<br>Description                                                   | 2019        | 2018        | 2017        | 2016        | 2015        |
|-------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Pendapatan<br>Revenues                                                  | 2.741.595   | 2.537.731   | 2.722.469   | 2.044.957   | 1.729.746   |
| Beban Pokok Pendapatan<br>Cost of Revenues                              | (1.881.533) | (1.809.872) | (1.574.558) | (1.328.312) | (1.161.326) |
| Laba Kotor<br>Gross Profit                                              | 860.062     | 727.859     | 1.147.911   | 716.645     | 568.420     |
| Beban Administrasi dan Umum<br>Administration and General Expenses      | (539.068)   | (618.451)   | (438.563)   | (320.423)   | (238.114)   |
| Laba Usaha<br>Operating Profit                                          | 320.994     | 109.408     | 709.348     | 396.222     | 330.306     |
| Pendapatan (Beban) Lain-Lain<br>Other Income (expenses)                 | 22.068      | (525.502)   | (45.429)    | (5.520)     | 7.201       |
| Pajak Penghasilan<br>Income Tax                                         | 91.133      | (106.782)   | (168.610)   | (102.311)   | (83.384)    |
| Laba Bersih<br>Net Profit                                               | 251.930     | (309.311)   | 495.310     | 288.392     | 254.122     |
| Laba Bersih per Saham Dasar (Rupiah)<br>Net Earnings per Share (Rupiah) | 1.093       | (1.342)     | 2.149       | 1.251       | 1.102       |
| EBITDA                                                                  | 460.957     | (344.446)   | 782.705     | 473.547     | 392.301     |

## Laporan Posisi Keuangan

### Statements of Financial Position

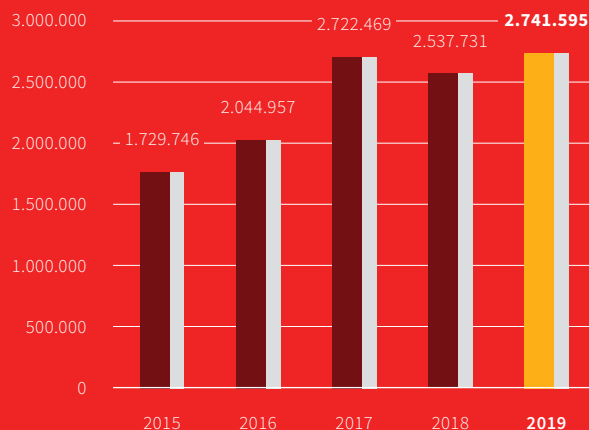
(Dalam jutaan Rupiah, kecuali dinyatakan lain)  
(In million Rupiah, unless stated otherwise)

| Uraian<br>Description                                 | 2019      | 2018      | 2017      | 2016      | 2015      |
|-------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>ASET   ASSETS</b>                                  |           |           |           |           |           |
| Aset Lancar<br>Current Assets                         | 932.093   | 752.646   | 1.322.137 | 876.987   | 981.691   |
| Aset Tetap-Bersih<br>Fixed Assets - Net               | 781.838   | 674.671   | 619.298   | 533.575   | 514.765   |
| Aset Tidak Berwujud<br>Intangible Assets              | 3.894     | 6.899     | 3.415     | 5.123     | 4.936     |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets | 92.922    | 135.605   | 48.387    | 68.718    | 14.443    |
| Jumlah Aset<br>Total Assets                           | 1.818.342 | 1.569.821 | 1.993.238 | 1.484.403 | 1.515.835 |

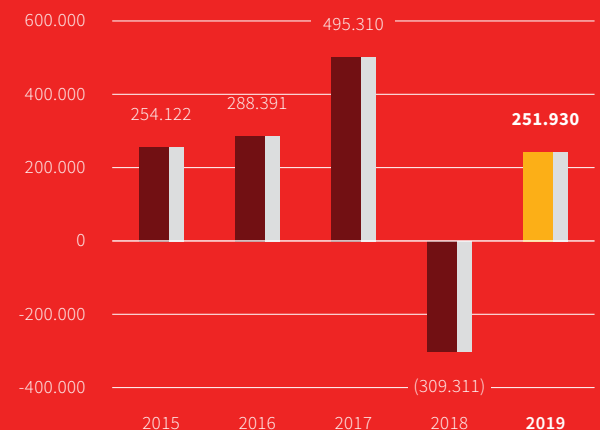
(Dalam jutaan Rupiah, kecuali dinyatakan lain)  
(In million Rupiah, unless stated otherwise)

| Uraian<br>Description                                                | 2019      | 2018      | 2017      | 2016      | 2015      |
|----------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>LIABILITAS DAN EKUITAS   LIABILITIES AND EQUITY</b>               |           |           |           |           |           |
| Liabilitas Jangka Pendek<br>Current Liabilities                      | 640.297   | 653.020   | 546.757   | 358.596   | 584.584   |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities                 | 184.394   | 174.968   | 146.425   | 176.448   | 145.746   |
| Jumlah Liabilitas<br>Total Liabilities                               | 824.690   | 827.988   | 693.181   | 535.044   | 730.330   |
| Jumlah Ekuitas<br>Total Equity                                       | 993.652   | 741.833   | 1.300.056 | 949.359   | 785.504   |
| Jumlah Liabilitas dan Ekuitas<br>Total Liability and Equity          | 1.818.342 | 1.569.821 | 1.993.238 | 1.484.403 | 1.515.835 |
| <b>INDIKATOR KEUANGAN   FINANCIAL INDICATORS</b>                     |           |           |           |           |           |
| Return on Equity (ROE)                                               | 37,17%    | (31,09%)  | 67,91%    | 45,84%    | 51,12%    |
| Return on Investment (ROI)                                           | 26,27%    | (20,79%)  | 39,42%    | 32,60%    | 26,48%    |
| Marjin Laba Operasional<br>Operating Profit Margin                   | 11,71%    | 4,31%     | 26,06%    | 19,37%    | 19,10%    |
| Marjin Laba Bersih<br>Net Profit Margin                              | 9,19%     | (12,19%)  | 18,19%    | 14,10%    | 14,69%    |
| Rasio Kas<br>Cash Ratio                                              | 72,01%    | 64,33%    | 116,93%   | 144,45%   | 98,61%    |
| Rasio Lancar<br>Current Ratio                                        | 145,57%   | 115,26%   | 241,81%   | 244,56%   | 167,93%   |
| Periode Penagihan (hari)<br>Collection Period (days)                 | 14,26     | 12,71     | 25,51     | 50,19     | 55,13     |
| Perputaran Total Aset<br>Total Assets Turnover                       | 159,38%   | 169,66%   | 138,48%   | 142,11%   | 117,93%   |
| Rasio Ekuitas terhadap Total Aset<br>Ratio of Equity to Total Assets | 54,65%    | 47,26%    | 65,22%    | 63,96%    | 51,82%    |

## Pendapatan Revenues

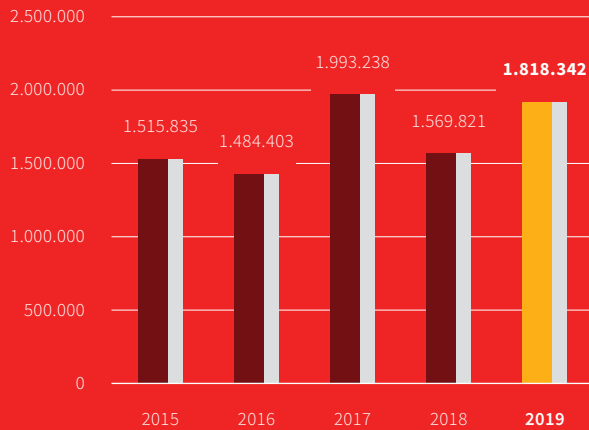


## Laba Bersih Net Profit

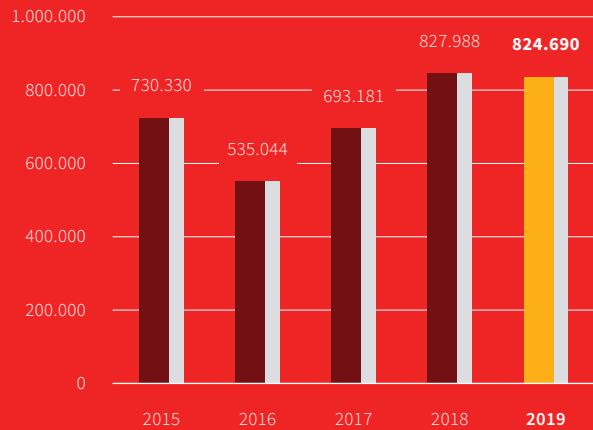




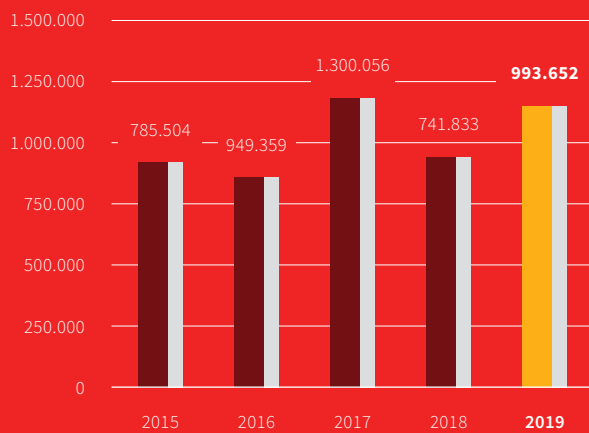
## Aset Assets



## Liabilitas Liabilities



## Ekuitas Equity



## Komposisi Aset Tahun 2019 Assets Composition in 2019

**48,7%**

Aset Tidak Lancar  
Non-Current Assets



**51,3%**

Aset Lancar  
Current Assets

## Komposisi Liabilitas 2019 Liabilities Composition in 2019

**22,4%**

Liabilitas Jangka Panjang  
Non-Current Liabilities



**77,6%**

Liabilitas Jangka Pendek  
Current Liabilities

# Ikhtisar Bisnis dan Operasional

## Business and Operational Highlights

(Dalam jutaan Rupiah, kecuali dinyatakan lain)  
(In million Rupiah, unless stated otherwise)

| Uraian<br>Description                                                                                 | 2019      | 2018      | 2017      | 2016      | 2015      |
|-------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Pendapatan   Revenues</b>                                                                          |           |           |           |           |           |
| Pendapatan angkutan penumpang<br>Revenue Passenger                                                    | 1.288.558 | 1.285.372 | 1.194.512 | 833.413   | 717.926   |
| Pendapatan pendukung KA lainnya<br>Other train supporting revenue                                     | 507       | 1.089     | 40.764    | 32.733    | 33.734    |
| Pendapatan usaha non-angkutan<br>Non-passenger revenue                                                | 168.728   | 117.550   | 92.416    | 99.462    | 87.387    |
| Subsidi pemerintah (PSO)<br>Government subsidy (PSO)                                                  | 1.283.802 | 1.133.718 | 1.394.775 | 1.079.349 | 890.700   |
| Jumlah<br>Total                                                                                       | 2.741.595 | 2.537.731 | 2.722.469 | 2.044.957 | 1.729.746 |
| <b>Beban Pokok Pendapatan   Cost of Revenues</b>                                                      |           |           |           |           |           |
| Perawatan sarana perkeretaapian<br>Railways Rolling Stocks maintenance                                | 377.792   | 419.962   | 424.224   | 338.385   | 240.212   |
| Pemakaian bahan bakar<br>Fuel used                                                                    | 177.213   | 181.832   | 171.638   | 162.989   | 148.845   |
| Track Access Charge<br>Track Access Charge                                                            | 75.448    | 120.966   | 95.023    | 88.613    | 93.831    |
| Pegawai operasional<br>Operational officers                                                           | 120.576   | 97.937    | 99.524    | 75.658    | 82.539    |
| Penggunaan prasarana<br>Infrastructure used                                                           | -         | -         | -         | -         | 67.825    |
| Sewa sarana dan stabling<br>Stabling and facilities rental                                            | 2.836     | 2.893     | 2.818     | 4.241     | 35.550    |
| Pemeliharaan prasarana pendukung<br>Maintenance of supporting infrastructure                          | 137.959   | 80.458    | 39.048    | 38.274    | 38.208    |
| Penyusutan sarana gerak<br>Rolling Stock depreciation                                                 | 38.853    | 34.354    | 32.160    | 33.279    | 30.450    |
| Penyusutan dan amortisasi prasarana pendukung<br>Infrastructure support depreciation and amortization | 49.669    | 45.457    | 36.148    | 24.498    | 17.245    |
| Cuci sarana<br>Railway wash                                                                           | 29.512    | 29.504    | 22.967    | 20.179    | 10.010    |
| Sub Jumlah<br>SubTotal                                                                                | 1.099.860 | 883.720   | 923.551   | 786.116   | 764.715   |
| <b>Beban Umum Stasiun Langsiran   General Expenses of Backward Station</b>                            |           |           |           |           |           |
| Sewa stasiun<br>Station rent                                                                          | 449.077   | 445.479   | 380.407   | 306.249   | 214.573   |
| Beban K3<br>HSE expenses                                                                              | 412.052   | 340.481   | 265.816   | 233.332   | 179.223   |
| Pemeliharaan<br>Maintenance                                                                           | 4.840     | 3.749     | 2.648     | 2.168     | 1.927     |
| Pakaian seragam<br>Uniform                                                                            | 4.680     | 6.415     | 1.560     | -         | 342       |
| Lain-lain<br>Others                                                                                   | 1.024     | 381       | 576       | 446       | 544       |
| Jumlah<br>Total                                                                                       | 1.881.533 | 1.809.872 | 1.574.558 | 1.328.311 | 1.161.325 |



## Peristiwa penting

### Event Highlights



8 Januari 2019 | Januari 8, 2019

Kedatangan Sarana KRL di Pelabuhan Tanjung Priok dari Jepang untuk menambah kekuatan armada Sarana KRL dalam pelayanan kepada pengguna perjalanan Kereta Commuter Line  
*The arrival of KRL facilities at Tanjung Priok Port from Japan to increase the strength of the KRL facilities in providing services to commuter line train users*

1 Februari 2019 | February 1, 2019

Peresmian pengoperasian bangunan baru Stasiun Cisauk  
*The inauguration of the operation of the new Cisauk Station building*



7 Februari 2019 | February 7, 2019

PT KCI menerima penghargaan pada ajang InMA 2019 yang diselenggarakan oleh Serikat Perusahaan Pers dengan mendapatkan penghargaan Gold Winner The Best of Private Company dan Bronze Winner The Best of E-Magazine Private Company  
*PT KCI achieved awards at the InMA 2019 event held by Serikat Perusahaan Pers with the award of Gold Winner The Best of Private Company and Bronze Winner The Best of E-Magazine Private Company*



12 Maret 2019 | March 12, 2019

Kampanye pencegahan pelecehan seksual oleh PT KCI kepada penumpang di transportasi umum khususnya transportasi KRL  
*PT KCI's sexual harassment prevention campaign to passengers in public transport, especially EMU transport*





4 April 2019 | April 4, 2019

Direktur Utama PT KCI, Wiwik Widayanti mendampingi Menteri Perhubungan RI, Budi Karya Sumadi saat meninjau Ruang Commuter Control Room di Kantor Pusat PT KCI, Stasiun Juanda  
*President Director of PT KCI, Wiwik Widayanti accompanied the Minister of Transportation, Budi Karya Sumadi when reviewing the Commuter Control Room at the head office of PT KCI, Juanda station*

18 Mei 2019 | May 18, 2019

Peresmian Stasiun Telaga Murni, Stasiun ini merupakan Stasiun ke 80 yang dapat melayani naik dan turun penumpang KRL, khususnya relasi Cikarang – Jakarta Kota (PP)

*The inauguration of Telaga Murni Station, this station is the 80 station that can serve up and down passengers KRL, especially the relation of Cikarang – Jakarta Kota (PP)*



27 Juni 2019 | June 27, 2019

PT KCI melaksanakan kegiatan sosial Donor Darah yang bisa diikuti oleh penumpang KRL maupun pegawai PT KCI  
*PT KCI conducted social activities of blood donation that can be carried out by KRL passengers and employees of PT KCI*

18 Juli 2019 | July 18, 2019

Direktur Utama PT KAI didampingi Direktur PT KCI meresmikan Sky Bridge Stasiun Batu Ceper yang merupakan fasilitas akses penghubung penumpang KRL dengan penumpang KA Bandara Soekarno Hatta  
*President Director of PT KAI in collaboration with Directors of PT KCI inaugurated Sky Bridge Station Batu Ceper which is a facility connecting EMU passengers with passengers of Soekarno Hatta Airport*







12 Agustus 2019 | August 12, 2019

Direktur Utama PT KCI hadir pada saat kegiatan Sosialisasi dan Edukasi Bahaya Vandalisme Terhadap KRL dan Perayaan Hari Raya Idul Adha dengan memberikan hewan qurban kepada masyarakat sekitar jalur Rel KA  
*President Director of PT KCI present in the socialization and education of Vandalism Threat Against EMU and Eid al-Adha celebration by providing Qurban to the community around the railway line*

3 September 2019 | September 3, 2019

Penandatanganan MoU antara PT KCI dengan PT Railink terkait pemanfaatan empat Train Set KA Bandara Soetta  
*MoU signing of PT KCI with PT Railink related to the utilization of four Train Set of Soetta Airport Railway*



4 September 2019 | September 4, 2019

PT KCI meresmikan PIN Khusus Ibu Hamil pada perayaan Hari Pelanggan Nasional yang merupakan fasilitas khusus bagi penumpang KRL wanita yang hamil khususnya pada trimester awal kehamilan  
*PT KCI inaugurated the special PIN of expectant mothers at the National Customer Day celebration, which was a special facility for passengers with female EMU Cabin for pregnant passengers especially in the early trimester of pregnancy*



5 September 2019 | September 5, 2019

Kunjungan Kerja Direktur Keuangan dan Administrasi, serta Direktur Teknik PT KCI ke PT INKA  
*Working visit of Finance and Administration Director, and Engineering Director of PT KCI to PT INKA*





6 September 2019 | September 6, 2019

Tim GCG-IT dan Sarana PT KCI meraih peringkat 1 dan 2 Kategori Karya Proyek dalam ajang Innovation and Improvement Award 2019  
*GCG-IT and Infrastructure Team of PT KCI achieved the 1st and 2nd category of Karya Proyek in the Innovation and Improvement Award 2019*

10 September 2019 | September 10, 2019

Penghargaan kepada PT KCI pada Ajang ICCA 2019  
*Award to PT KCI at ICCA 2019*



15 September 2019 | September 15, 2019

Peringatan HUT PT KCI ke-11 Tahun 2019 dengan meresmikan 11 inovasi di Lingkungan Kerja PT KCI  
*The 11 Anniversary of PT KCI year 2019 by inaugurating 11 Innovations in the working environment of PT KCI*



3 Oktober 2019 | October 3, 2019

Menteri BUMN Rini Soemarno didampingi Direktur Utama PT KAI saat meresmikan pembayaran tiket KRL dengan aplikasi layanan keuangan digital LinkAja, ini merupakan bentuk nyata sinergi BUMN yang ada  
*SOE Minister Rini Soemarno accompanied by the President Director of PT KAI when inaugurating the payment of EMU ticket with Digital Financial Services application LinkAja, this was a tangible form of the synergy of SOE*





**5 Oktober 2019 | October 5, 2019**

Peresmian perjalanan KA Bandara Soetta dari Stasiun Manggarai sebagai Transportasi Antar Moda oleh Menteri Perhubungan Budi Karya Sumadi  
*Inauguration of Soetta Airport TRAIN journey from Manggarai Station as Inter-Mode Transportation by Minister of Transportation Budi Karya Sumadi*

**17 Oktober 2019 | October 17, 2019**

Pembahasan Kerjasama Antara PT KAI, PT KCI dengan JR EAST, Jepang  
*Cooperation discussion between PT KAI, PT KCI and JR EAST, Japan*



**5 November 2019 | November 5, 2019**

Penghargaan BUMN Marketing Award ke-7 Tahun 2019  
*7th SOE Marketing Award Year 2019*



**8 November 2019 | November 8, 2019**

Kegiatan Sosialisasi dan Edukasi pencegahan Vandalisme terhadap Sarana dan Prasarana Perkeretaapian kepada murid-murid SD 01 dan 09 Tebet yang berlokasi di area sekitar jalur Rel KA  
*Socialization and education activities prevention of vandalism of the railway facilities and infrastructure to the students of SD 01 and 09 Tebet located in the area around the railway line*







**21 November 2019 | November 21, 2019**

Direktur Teknik PT KCI menerima penghargaan Silver Winner SNI Award 2019 dari Badan Standardisasi Nasional  
*Technical director of PT KCI received the Silver Winner SNI Award 2019 Award from the Badan Standardisasi Nasional*

**28 November 2019 | November 28, 2019**

Tim Inovasi PT KCI meraih penghargaan Gold pada ajang Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXIII di Solo  
*PT KCI Innovation team won the Gold award at the Temu Karya Mutu dan Produktivitas Nasional (TKMPN) XXIII in Solo*



**1 Desember 2019 | December 1, 2019**

Pemberlakuan Grafik Perjalanan Kereta (Gapeka) 2019  
*Enforcement of Train Trip Charts (Gapeka) 2019*

**9 Desember 2019 | December 9, 2019**

MoU Antara PT KAI dengan PT MRT terkait pengelolaan kawasan Integrasi Moda Angkutan Transportasi  
*MoU between PT KAI and PT MRT related to the management of Integrated Inter-Moda Transportation*







**17 Desember 2019 | December 17, 2019**

Direktur Utama PT KCI, Wiwik Widayanti saat melihat pengisian daya ponsel di Eco Charger yang merupakan salah satu fasilitas penumpang di Stasiun Ramah Lingkungan pada peresmian Stasiun Ramah Lingkungan  
*President Director of PT KCI, Wiwik Widayanti charged the mobile phone at Eco Charger which was one of the passenger facilities at the green station at the inauguration of the environmentally friendly station*

**17 Desember 2019 | December 17, 2019**

Penghargaan Safety Award 2019 oleh Kementerian Perhubungan RI  
*Safety Award 2019 by Ministry of Transportation of Republic of Indonesia*



**31 Desember 2019 | December 31, 2019**

Peresmian Go-Green Office PT KCI dalam mendukung pencegahan pemanasan Global  
*Inauguration of Go-Green Office PT KCI in supporting of the prevention of Global warming*

Halaman ini sengaja dikosongkan  
*This page is intentionally left blank*



# 02

## Laporan Manajemen

Management Report

Layanan KRL merupakan etalase perkeretaapian Indonesia. Maka dari itu, perlu ada pembenahan pelayanan dan inovasi bidang pelayanan kepada masyarakat pengguna KRL secara berkelanjutan.

KRL services are the showcase for Indonesian railways. Therefore, it is necessary to improve services and innovations in the field of service to KRL user community in a sustainable manner.







## Laporan Dewan Komisaris

Board of Commissioners Report

“ Pada tahun 2019 KCI mampu meningkatkan rasio kinerja yang disebabkan oleh efisiensi biaya *non-allowable*, menurunnya gangguan sarana baik teknik maupun non teknik, serta 25 penghargaan yang diterima manajemen selama satu tahun terakhir.

In 2019 KCI was able to increase performance ratio due to the efficiency of non-allowable costs, decreased disruption of both technical and non-technical facilities, and 25 awards received by management during the past year.

**EDI SUKMORO**

Presiden Komisaris

*President Commissioner*



Pemegang saham dan pemangku kepentingan yang terhormat,

Selama tahun 2019, Dewan Komisaris telah melaksanakan kegiatan pengawasan dan pemberian arahan kepada Direksi. Berdasarkan penilaian Dewan Komisaris, kegiatan usaha yang dijalankan PT Kereta Commuter Indonesia pada tahun 2019 telah dilaksanakan dengan sangat baik.

Kondisi ekonomi dunia pada umumnya dan Indonesia pada khususnya terus mengalami fluktuasi serta ketidakpastian global. Perang Dagang antara Amerika Serikat dengan Tiongkok masih terjadi dengan saling menaikkan bea impor atas barang dari kedua negara. Perlambatan pertumbuhan ekonomi Amerika Serikat akibat perang dagang diprediksi akan mendorong Amerika untuk memberikan stimulus dengan menurunkan suku bunga kebijakannya. Hal tersebut direspon oleh sebagian Negara dengan menurunkan tingkat suku bunga.

Pergeseran perekonomian global yang berlanjut pada 2019 memberikan tantangan kepada upaya memperkuat kesinambungan pertumbuhan ekonomi dunia. Kebijakan perdagangan yang berorientasi domestik dan risiko geopolitik yang naik di beberapa negara memicu ketidakpastian pasar keuangan dunia dan berdampak kurang menguntungkan kepada perekonomian Indonesia.

Pada realisasi Anggaran dan Pendapatan Belanja Negara (APBN) Tahun 2019 yang dipaparkan Kementerian Keuangan, Indonesia ternyata masih mampu mencatatkan pertumbuhan ekonomi 5,05% akhir Desember 2019. Capaian ini meleset dibandingkan target pertumbuhan ekonomi nasional dalam APBN 2019 yang mencapai 5,3%, akan tetapi hal itu tidak berdampak langsung terhadap daya beli karena tarif KRL relatif terjangkau. Perekonomian domestik sepanjang 2019 mampu menunjukkan ketahanan di tengah gejolak ekonomi global. Hal itu terlihat dari pertumbuhan yang diproyeksikan stabil pada kisaran 5% dengan didukung inflasi yang rendah dan nilai tukar yang terkendali.

*Dear shareholders and stakeholders,*

*In 2019, the Board of Commissioners carried out supervisory activities and provided directly to the Board of Directors. Based on the Board of Commissioners' assessment, PT Kereta Commuter Indonesia's business activities in 2019 have been carried out very well.*

*The global economic condition in general and Indonesia in particular continued to experience global fluctuations and uncertainties. The trade war between The united States and China was still occurring by raising import duties on goods from the two countries. An economic slowdown in the United States due to the trade wars is predicted to encourage the US to provide stimulus by lowering its policy interest rate. Some countries responded to this by lowering interest rates.*

*Shifting in the global economy that has continued in 2019 presented challenges to efforts to strengthen the sustainability of world economic growth. Domestic-oriented trade policies and rising geopolitical risks in several countries triggered uncertainty in world financial markets and had an unfavorable impact on The Indonesian economy.*

*In the 2019 Indonesia Government State Budget (APBN) realization presented by Ministry of Finance, Indonesia was still able to record economic growth of 5.05% at the end of December 2019. This achievement missed the national economic growth target in 2019 State Budget which reached 5.3%. However, this does not have a direct impact on purchasing power because KRL tariff is relatively affordable. The domestic economy throughout 2019 was able to show resilience amid global economic turmoil. This is evident from the projected growth of stability in the range of 5%, supported by low inflation and a controlled exchange rate.*



Di tengah tantangan global, pertumbuhan ekonomi Indonesia tahun 2019 tetap berdaya tahan, ditopang oleh permintaan domestik serta stabilitas perekonomian dan sistem keuangan yang terjaga. Kaitannya dengan hal itu, memberikan dampak positif terhadap laju perkembangan sektor transportasi yang terus mengalami perkembangan tiap tahunnya dengan program-program pemerintah yang sejalan dalam mendukung moda transportasi umum, salah satunya diwujudkan dalam perkembangan dalam bidang jasa perkeretaapian commuter. Secara signifikan hal itu berpengaruh terhadap kinerja PT KCI yang terus-menerus mengalami peningkatan.

#### Penilaian atas Kinerja Direksi tahun 2019

Dewan Komisaris mengapresiasi mendalam kerja keras dan usaha Direksi dalam meraih sejumlah pencapaian sepanjang tahun 2019 yang sejalan dengan visi dan misi, serta sesuai dengan arah strategis dan program kerja yang telah direncanakan.

Pada tahun 2019 KCI mampu meningkatkan rasio kinerja yang disebabkan oleh efisiensi biaya *non-allowable*, menurunnya gangguan sarana baik teknik maupun non teknik, keluhan pelanggan dengan rasio *complain* sebesar 0,0018% dari jumlah 6.050 *complain* dibandingkan jumlah penumpang sebesar 336.274.343, serta 25 penghargaan yang diterima manajemen selama satu tahun terakhir.

Perseroan juga menerima sarana KRL dari Jepang sebanyak 168 unit dari Januari sampai Desember 2019. Untuk tingkat Kesehatan perusahaan, KCI mencapai predikat SEHAT "AAA" dengan nilai 97,00 dari target 94,00 (Sehat AA). Sedangkan pencapaian Key Performance Indicator (KPI) sebesar 94,10 dari target 96,00. Di sisi lain, nilai GCG di tahun 2019 berdasarkan *assessment* sendiri dengan pendampingan dari BPKP Perwakilan DKI Jakarta adalah sebesar 80,58 dengan klasifikasi Baik atau meningkat 1,76 poin dari hasil *assessment* tahun 2018 dengan skor 78,81.

*Amid global challenges, Indonesia's economic growth in 2019 has remained resilient, supported by domestic demand and maintained economic and financial system stability. In this regard, it has a positive impact on the rate of development of the transportation sector which continues to develop every year with government programs that are in line with supporting public transportation modes, one of which is manifested in developments in the commuter rail services sector. This has a significant effect on the performance of PT KCI which continues to increase.*

#### Assessment of the Board of Directors' Performance in 2019

*The Board of Commissioners deeply appreciates the hard work and efforts of the Board of Directors in achieving a number of achievements throughout 2019 that are in line with the vision and mission, and in accordance with strategic direction and work program that has been planned.*

*In 2019 KCI was able to increase performance ratio due to the efficiency of non-allowable costs, decreased disruption of both technical and non-technical facilities, customer complaints with a complaint ratio of 0.0018% of the total 6,050 complaints compared to the number of passengers of 336,274,343, and 25 awards received by the management during the past year.*

*The Company also received 168 units of KRL facilities from Japan from January to December 2019. For the company's soundness level, KCI achieved HEALTH predicate "AAA" with 97.00 score from the target of 94.00 (Healthy AA). Meanwhile, the achievement of Key Performance Indicator (KPI) was 94.10 from the target of 96.00. On the other hand, GCG score in 2019 based on its own assessment with assistance from BPKP DKI Jakarta Representative was 80.58 with a Good classification or an increase of 1.76 points from 2018 assessment results with a score of 78.81.*

Dewan Komisaris juga mengapresiasi total peningkatan pendapatan angkutan penumpang yang naik 6,3% dari tahun sebelumnya. Hal ini disebabkan jumlah penumpang mencapai 97,2% dari program yang disebabkan realisasi kapasitas angkut sebesar 96,9% dari program, sehingga pendapatan angkutan KA penumpang terealisasi Rp1.288.557.878.161 atau 97,7% dari target sebesar Rp1.319.449.338.048 dan pendapatan PSO terealisasi Rp1.283.802.281.899 atau 99,7% dari target sebesar Rp1.288.250.599.209.

Perkembangan bisnis KCI dalam bidang non angkutan mengalami perkembangan yang cukup signifikan. Pendapatan non angkutan penumpang dan pendukung angkutan KA di tahun 2019 terealisasi sebesar Rp169.234.948.019 atau sebesar 99,4% terhadap program. Jika dibandingkan dengan tahun 2018, pendapatan tersebut mengalami kenaikan sebesar 42,6%. Pendapatan non angkutan penumpang dan pendukung diperoleh dari: pendapatan kerja sama usaha (Himbara dan BCA), sewa iklan, sewa KRL (sewa kereta untuk rombongan anak sekolah, tempat *shooting*), suplesi (denda terhadap penumpang karena tidak bertiket), penjualan KMT dan THB, pinalti (pinalti penumpang karena melebihi perjalanan dibandingkan dengan dana yang ada di tiket), dan penjualan c-corner.

Kami mengimbau agar Direksi dapat lebih memaksimalkan potensi usaha di samping angkutan penumpang untuk menambah nilai pendapatan perusahaan.

Dari sisi keuangan, realisasi laba bersih Perusahaan mencapai Rp251.929.526.513 dari program sebesar Rp223.683.427.386 atau naik sebesar 110%. Kami menilai capaian pendapatan sebesar Rp2,7 triliun atau 98,7% dari target merupakan indikator keberhasilan Direksi mengelola aspek operasional KCI, kendati jumlah penumpang belum tercapai sesuai target. Hal ini menjadi aspek perhatian untuk dapat ditingkatkan di periode mendatang.

*The Board of Commissioners also appreciates total increase in passenger transportation revenues, which rose 6.3% from the previous year. This was due to the number of passengers reached 97.2% of the program due to realization of the carrying capacity of 96.9% of the program, hence the revenues of passenger train transportation was realized at Rp1,288,557,878,161 or 97.7% of the target of Rp1,319,449,338,048 and realized PSO revenue was Rp1,283,802,281,899 or 99.7% of the target of Rp1,288,250,599,209.*

*KCI business development in non-transportation sector has developed quite significantly. Non-passenger and supporting rail transportation revenue in 2019 was realized amounted to Rp169,234,948,019 or 99.4% of the program. When compared to 2018, this income has increased by 42.6%. Non-transportation income for passengers and supporters is obtained from: business cooperation income (Himbara and BCA), advertising rental, KRL rental (train rental for groups of school children, shooting places), supplies (fines for passengers for not having tickets), KMT and THB sales, penalty (passenger penalty for exceeding the trip compared to the funds in the ticket), and c-corner sales.*

*We demand the Board of Directors to maximize business potential in addition to passenger transportation to add value to company revenues.*

*From financial side, the Company's net profit realization reached Rp251,929,526,513 from the program amounted to Rp223,683,427,386 or an increase of 110%. We assess that the revenue achievement of Rp2.7 trillion or 98.7% of the target is an indicator of the success of the Board of Directors in managing operational aspects of KCI, even though passengers number has not met the target. This is an aspect of concern that can be improved in the coming period.*





Layanan KRL merupakan etalase perkeretaapian Indonesia. Maka dari itu, perlu ada pembenahan pelayanan dan inovasi bidang pelayanan kepada masyarakat pengguna KRL secara berkelanjutan. Secara garis besar Direksi sudah menerapkan strategi bisnis yang tepat dan ke depannya perlu lebih meningkatkan efektivitas penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance-GCG), Manajemen Risiko, Manajemen Kepatuhan yang terintegrasi dengan Strategi Korporasi dan melakukan audit secara berkala sehingga dapat meningkatkan keyakinan Manajemen dalam menjalankan proses bisnis dengan baik.

Kami senantiasa berharap seluruh jajaran Manajemen dapat terus menghasilkan kinerja terbaik dengan mempertahankan komitmen terkait keamanan, keandalan, dan kenyamanan penumpang, serta terus melakukan pengembangan pada Sumber Daya Manusia yang kompeten di berbagai bidang guna mendukung peningkatan layanan komuter terbaik di seluruh penjuru Indonesia.

#### Frekuensi dan Cara Pemberian Nasihat kepada Direksi

Pemberian nasihat oleh Dewan Komisaris dilakukan melalui rapat gabungan yaitu rapat antara Dewan Komisaris dengan Direksi. Pemberian nasihat Dewan Komisaris yang lain berupa penyampaian surat tanggapan atas permohonan yang diajukan Direksi. Selain itu, Dewan Komisaris beserta Organ Pendukung Dewan Komisaris tetap menjaga koordinasi dengan Manajemen KCI melalui rapat yang diadakan dengan beberapa Vice President. Secara terstruktur, dalam memberikan nasihat kepada Direksi, Dewan Komisaris melaksanakannya berdasarkan Keputusan Dewan Komisaris PT KCI Nomor: SK.008/KOM/KCI/X/2019 tanggal 21 Oktober 2019 tentang Mekanisme Pengambilan Keputusan, Pengawasan dan Pemberian Nasihat Dewan Komisaris PT Kereta Commuter Indonesia.

*KRL services are the showcase for Indonesian railways. Therefore, it is necessary to improve services and innovations in the field of service to KRL user community in a sustainable manner. Broadly speaking, the Board of Directors has implemented proper business strategy and in the future it is necessary to further improve the effectiveness of the implementation of Good Corporate Governance (GCG), Risk Management, Compliance Management which is integrated with Corporate Strategy and conducts regular audits so as to increase confidence of the Management in carrying out business processes well.*

*We always hope that all levels of management able to continue to produce the best performance by maintaining commitments related to safety, reliability and passenger comfort, as well as continuing to develop competent Human Resources in various fields to support the improvement of the best commuter services throughout Indonesia.*

#### Frequency and Mechanism of Giving Advice to the Board of Directors

*The Board of Commissioners providing advice through joint meetings, namely meetings between the Board of Commissioners and the Board of Directors. Other advice to the Board of Commissioners is in the form of submitting response letter to the request submitted by the Board of Directors. In addition, the Board of Commissioners and the Supporting Organs of the Board of Commissioners maintain coordination with KCI Management through meetings held with several Vice Presidents. In a structured manner, in providing advice to the Board of Directors, the Board of Commissioners implements based on the Decree of the Board of Commissioners of PT KCI Number: SK.008/KOM/KCI/X/2019 dated October 21, 2019 concerning the Mechanism of Decision Making, Supervision and Giving Advice to the Board of Commissioners of PT Kereta Commuter Indonesia.*

### Pandangan Terhadap Prospek Usaha

Dewan Komisaris mendukung penuh penugasan dari PT KAI kepada PT KCI untuk mengembangkan wilayah operasional. Pengoperasian KA Lokal merupakan peluang ekspansi bisnis untuk menjangkau seluruh wilayah Indonesia yang sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP). Mulai tahun 2020, KCI akan mengoperasikan KA Lokal Merak Jaya dan Prameks. Tentu seluruh rencana ekspansi ini dapat merambah ke berbagai wilayah dengan persiapan dan eksekusi yang matang. Selain itu, perlu diadakan koordinasi berkelanjutan dengan pihak regulator maupun PT KAI mengenai rencana pengoperasian KRL non PSO.

Kami juga mendukung terobosan-terobosan yang dilakukan Manajemen seperti penyetoran saham tahap pertama pada PT Fintek Karya Nusantara (Finarya) pada 18 Desember 2019, sebuah kolaborasi beberapa BUMN yang bergerak di bidang *digital payment* berbasis QR Code dengan produk bernama LinkAja. KCI pun diharapkan ikut andil dan aktif dalam integrasi antar moda yang ditunjukkan melalui kerja sama Pemprov DKI melalui PT MRT Jakarta dan PT KAI membentuk perusahaan baru, yaitu PT Moda Integrasi Transportasi Jabodetabek (MITJ).

Dewan Komisaris berpendapat bahwa sasaran KCI untuk tahun 2020 sudah realistis, dengan pertimbangan-pertimbangan kekuatan, kelemahan, peluang, dan ancaman yang dimiliki dan dihadapi oleh Perusahaan pada tahun 2020. Pada prinsipnya sasaran tersebut sudah mempertimbangkan faktor-faktor strategis Perusahaan yang berkaitan dengan penugasan dari Pemegang Saham, regulasi dari Pemerintah dan risiko yang memberikan dampak signifikan bagi perusahaan. Di samping itu, sasaran tersebut sudah selaras dengan Sasaran Jangka Panjang Perusahaan 2016-2021, yaitu dapat mengangkut 1,3 Juta penumpang per hari pada tahun 2020. Target yang tidak mudah, namun sangat mungkin diwujudkan dengan kekompakan, komunikasi, profesionalisme, dan integritas dari seluruh insan KCI, Kita akan melewati seluruh tantangan yang menghadang.

### Views on Business Prospects

*The Board of Commissioners fully supports the assignment from PT KAI to PT KCI to develop operational areas. The operation of local trains is an opportunity for business expansion to reach all regions of Indonesia in accordance with the Company's Long Term Plan (RJPP). Starting in 2020, KCI will operate Merak Jaya and Prameks local trains. The entire expansion plan can reach various regions with careful preparation and execution. In addition, it is necessary to hold ongoing coordination with regulators and PT KAI regarding plans for operating non-PSO KRL.*

*We also support breakthroughs made by Management such as the first stage of share payment at PT Fintek Karya Nusantara (Finarya) on December 18, 2019, a collaboration of several BUMNs engaged in QR Code-based digital payments with a product called LinkAja. KCI is also expected to take part and be active in intermodal integration which is shown through the cooperation between DKI Jakarta Provincial Government through PT MRT Jakarta and PT KAI to form a new company, namely PT Moda Integrasi Transportasi Jabodetabek (MITJ).*

*The Board of Commissioners conclude that KCI's goals for 2020 are realistic, taking into account the strengths, weaknesses, opportunities and threats that the Company will have and face in 2020. In principle, these goals have considered the Company's strategic factors related to the assignment of the company from Shareholders, government regulations and risks that have a significant impact on the company. In addition, these targets are in line with the Company's Long-Term Goal 2016-2021, which is to be able to carry 1.3 million passengers per day by 2020. A target that is not easy, but very likely to be realized. With the cohesiveness, communication, professionalism and integrity all KCI people, we will go through all the challenges that are facing us.*



### Peran Dewan Komisaris dalam Tata Kelola Perusahaan yang Baik dan Penilaian Kinerja Komite-Komite di Bawah Dewan Komisaris

Sesuai dengan tugas dan tanggung jawabnya, peran kami dalam praktik tata kelola perusahaan yang baik adalah untuk mengawasi dan memastikan implementasi praktik GCG di Perseroan terlaksana dengan baik terutama terkait kepatuhan terhadap peraturan perundang-undangan yang berlaku dan mencapai target kinerja Perseroan yang telah ditetapkan. Secara umum, Dewan Komisaris menilai Perseroan telah dijalankan dengan baik dengan tingkat kepatuhan yang terus meningkat dan tercapainya target kinerja yang sesuai harapan.

Untuk tahun 2019, PT KCI telah melaksanakan *Self Assessment* penerapan GCG, yaitu dari Unit GCG dengan pendampingan dari BPKP Perwakilan DKI Jakarta. Dari hasil tersebut, telah dicapai skor sebesar 80,58 dengan klasifikasi Baik atau meningkat sebesar 1,76 point dari hasil *assessment* tahun 2018 dengan skor 78,817, sedangkan hasil *Self Assessment* GCG Tahun 2019 aspek Dewan Komisaris mencapai skor 85,04.

Terkait proses audit di dalam kinerja Perseroan, Dewan Komisaris menilai proses audit yang dilaksanakan telah berjalan dengan efektif. Keefektifan dalam proses audit tersebut karena Manajemen melibatkan beberapa pihak baik untuk melakukan audit internal maupun audit eksternal, seperti adanya Satuan Pengawas Internal dan Komite Audit. Dewan Komisaris juga melihat seluruh pihak sudah cukup baik dalam memegang komitmen dan menyelesaikan rekomendasi-rekomendasi dari audit yang dilaksanakan sepanjang tahun 2019.

Secara khusus terkait pelaksanaan tugas komite di bawah Dewan Komisaris, yaitu Komite Audit dan Komite Manajemen Risiko, Dewan Komisaris menilai komite-komite tersebut telah melakukan fungsinya dengan baik serta telah berkontribusi dalam mendukung proses pengawasan pengelolaan Perseroan dalam memberikan rekomendasi dalam proses audit dan rekomendasi lainnya kepada Dewan Komisaris.

### Role of the Board of Commissioners in Good Corporate Governance and Performance Assessment of Committees under the Board of Commissioners

*In accordance with our duties and responsibilities, our role in good corporate governance practices is to supervise and ensure that the implementation of GCG practices in the Company is carried out properly, especially regarding compliance with applicable laws and regulations and achieving the Company's performance targets that have been set. In general, the Board of Commissioners views that the Company has run well with the level of compliance that continues to increase and the achievement of performance targets as expected.*

*For 2019, PT KCI has carried out a Self-Assessment of GCG implementation, namely from the GCG Unit with assistance from BPKP DKI Jakarta Representatives. From these results, a score of 80.58 was achieved with a Good classification or an increase of 1.76 points from 2018 assessment with a score of 78.817, while the 2019 GCG Self Assessment results for the Board of Commissioners aspect reached a score of 85.04.*

*Regarding audit process in the Company's performance, the Board of Commissioners assesses that audit process has been running effectively. The effectiveness of audit process is because Management involves several parties both to carry out internal audits and external audits, such as the existence of an Internal Supervisory Unit and the Audit Committee. The Board of Commissioners also sees that all parties are quite good at holding commitments and completing recommendations from the audit carried out throughout 2019.*

*In particular regarding the implementation of the duties of the committees under the Board of Commissioners, namely Audit Committee and Risk Management Committee, the Board of Commissioners assesses that these committees have performed their function well and have contributed in supporting the supervisory process of the Company's management in providing recommendations in audit process and other recommendations to Board of Commissioners.*

Diharapkan ke depannya kinerja Komite Audit maupun Manajemen Risiko dapat lebih optimal dan saling berkesinambungan dalam menjalankan program kerja melalui koordinasi dengan Manajemen KCI untuk memperlancar tugas Dewan Komisaris dalam mengawasi jalannya Perusahaan.

### Perubahan Komposisi Dewan Komisaris

Selama tahun 2019, susunan Dewan Komisaris PT KCI mengalami beberapa kali perubahan, yaitu:

1. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT KAI (Persero): KP.303/XI/1/KA-2018, Nomor Yayasan Pusaka: 14/RIS-KCI/XI/2018 tanggal 9 November 2018 tentang Pengangkatan Komisaris Perseroan, yang telah dituangkan dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 07 tanggal 07 Desember 2018 yang dibuat di hadapan Notaris Tri Mulyahati, S.H, M.Kn., Notaris di Bekasi yang pemberitahuannya telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor AHU-AH.01.03-0275010 tanggal 13 Desember 2018, susunan Dewan Komisaris Perseroan sebagai berikut:
  - a. Komisaris Utama : Edi Sukmoro
  - b. Komisaris : Sugiadi Waluyo
  - c. Komisaris : Endra Gunawan
2. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT KAI (Persero): KP.303/VI/1/KA-2019, Nomor Yayasan Pusaka: 04/RIS-KCI/VI/2019 tanggal 14 Juni 2019, tentang Pemberhentian Komisaris dan Pengangkatan Komisaris Perseroan, yang telah dituangkan ke dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 02 tanggal 04 Juli 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn., Notaris di Bekasi yang pemberitahuannya telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor:

*It is hoped that in the future the performance of Audit Committee and Risk Management can be more optimal and mutually sustainable in carrying out work programs through coordination with KCI Management to streamline the duties of the Board of Commissioners in overseeing the running of the Company.*

### Changes in the Composition of the Board of Commissioners

*During 2019, the composition of the Board of Commissioners of PT KCI underwent several changes, namely:*

1. *Based on the Circular Minutes of PT Kereta Commuter Indonesia's Shareholders' Decision, PT KAI (Persero) Number: KP.303/XI/1/KA-2018, Pusaka Foundation Number: 14/RIS-KCI/XI/2018 dated November 9, 2018 concerning the Appointment of Commissioners of the Company, which stated in the Deed of Decision of Shareholders of PT Kereta Commuter Indonesia Number 07 dated December 7, 2018 made before the Notary Tri Mulyahati, S.H, M.Kn., Notary in Bekasi whose notification has been received by Ministry of Law and Human Rights Republic of Indonesia, Number AHU-AH.01.03-0275010 dated December 13, 2018, the composition of the Company's Board of Commissioners is as follows:*
  - a. *President Commissioner : Edi Sukmoro*
  - b. *Commissioner : Sugiadi Waluyo*
  - c. *Commissioner : Endra Gunawan*
2. *Based on the Circular Minutes of the Decision of PT Kereta Commuter Indonesia Shareholders, PT KAI (Persero) Number: KP.303/VI/1/KA-2019, Pusaka Foundation Number: 04/RIS-KCI/VI/2019 dated June 14, 2019, regarding Termination of the Commissioners and the Appointment of Commissioners of the Company, which have been stated in the Deed of Decision of Shareholders of PT Kereta Commuter Indonesia Number 02 dated July 04, 2019 made before Notary Tri Mulyahati, S.H, M.Kn., Notary in Bekasi whose notification has been received by Ministry Law and Human Rights of the Republic of Indonesia, Number:*





AHU-AH.01.03-0295897 tanggal 10 Juli 2019, maka susunan Dewan Komisaris Perseroan sebagai berikut:

- a. Komisaris Utama : Edi Sukmoro
- b. Komisaris : Edy Widyaya

3. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT KAI (Persero): KP.303/X/1/KA-2019, Nomor Yayasan Pusaka: 08/RIS-KCI/X/2019 tanggal 09 Oktober 2019, tentang Pengangkatan Pelaksana Tugas Komisaris Perseroan, yang telah dituangkan ke dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 19 tanggal 14 Oktober 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn., Notaris di Bekasi yang pemberitahuannya telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor AHU-AH.01.03.-0352258 tanggal 29 Oktober 2019, maka susunan Dewan Komisaris Perseroan sebagai berikut:
  - a. Komisaris Utama : Edi Sukmoro
  - b. Komisaris : Edy Widyaya
  - c. Plt Komisaris : Dariyadi

### Penutup dan Apresiasi

Dewan Komisaris menyampaikan apresiasi yang setinggi-tingginya kepada seluruh pihak yang telah mendukung kinerja KCI selama tahun 2019. Kepada Pemegang Saham, Dewan Komisaris mengucapkan terima kasih atas kepercayaan kepada kami selama tahun 2019. Ucapan terima kasih juga kami sampaikan kepada pemerintah dan pemangku kepentingan lainnya atas dukungan yang diberikan.

Kami berterima kasih kepada Direksi, pegawai dan seluruh pihak yang telah bekerja keras dan memberikan dedikasinya kepada KCI sehingga tetap berkinerja dengan maksimal untuk melayani masyarakat dalam menyediakan pelayanan komuter yang andal, aman, dan nyaman.

*AHU-AH.01.03-0295897 dated July 10, 2019, then the composition of the Company's Board of Commissioners is as follows:*

- a. President Commissioner : Edi Sukmoro*
- b. Commissioner : Edy Widyaya*

- 3. Based on the Circular Minutes of the Decision of PT Kereta Commuter Indonesia Shareholders, PT KAI (Persero) Number: KP.303/X/1/KA-2019, Pusaka Foundation Number: 08/RIS-KCI/X/2019 dated October 9, 2019, regarding Appointment Acting Commissioner of the Company, which has been stated in the Deed of Decision of Shareholders of PT Kereta Commuter Indonesia Number 19 dated October 14, 2019 made before Notary Tri Mulyahati, S.H., M.Kn., Notary in Bekasi whose notification has been received by Ministry of Law and Human Rights of the Republic of Indonesia, Number AHU-AH.01.03.-0352258 dated October 29, 2019, the composition of the Company's Board of Commissioners is as follows:*
  - a. President Commissioner : Edi Sukmoro*
  - b. Commissioner : Edy Widyaya*
  - c. Acting Commissioner : Dariyadi*

### Closing and Appreciation

*The Board of Commissioners would like to express its highest appreciation to all parties who have supported the performance of KCI during 2019. To Shareholders, the Board of Commissioners would like to thank for their trust during 2019. We would also like to express our gratitude to the government and other stakeholders for the support.*

*We thank the Board of Directors, employees and all parties who have worked hard and gave their dedication to KCI so that it continues to perform optimally to serve the community in providing reliable, safe, and comfortable commuter services.*

Tidak lupa kami berterima kasih kepada seluruh pengguna jasa angkutan komuter atas kepercayaan dan loyalitas yang diberikan. Semoga kami dapat terus memberikan layanan yang lebih baik di masa yang akan datang.

Akhir kata, mari dukung dan jadikan transportasi publik sebagai pilihan utama masyarakat untuk memenuhi kebutuhan mobilitas warga. Dengan menjadi pengguna angkutan masal, tidak hanya mengurangi permasalahan kemacetan dan polusi udara di kota besar, namun secara tidak langsung kita juga mendukung program pembangunan pemerintah yang berkelanjutan.

Jakarta, Juli 2020

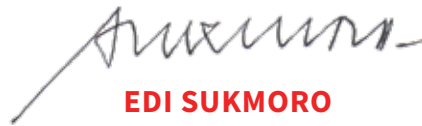
Atas nama Dewan Komisaris,

*Do not forget to thank all commuter service users for their trust and loyalty. Hopefully we can continue to provide better service in the future.*

*Finally, let's support and make public transportation the primary choice of society to meet the mobility needs of the citizens. By becoming users of mass transportation, not only reducing congestion problems and air pollution in big cities, but indirectly we also support sustainable government development programs.*

*Jakarta, July 2020*

*On behalf of the Board of Commissioners,*



**EDI SUKMORO**

Presiden Komisaris

*President Commissioner*



## Laporan Direksi

Board of Directors Report

“ Pada tahun 2019 PT KCI telah melakukan inovasi-inovasi peningkatan fasilitas dan pengembangan layanan bagi penumpang, termasuk peningkatan layanan digitalisasi pembayaran non tunai.

In 2019 PT KCI has made innovations in improving facilities and developing services for passengers, including improving non-cash payment digitization services.

**WIWIK WIDAYANTI**

Direktur Utama

*President Director*



Pemegang saham dan pemangku kepentingan yang terhormat,

PT Kereta Commuter Indonesia merencanakan anggaran untuk tahun 2019 dengan mengacu pada asumsi-asumsi kondisi ekonomi makro, seperti tingkat pertumbuhan ekonomi, inflasi, suku bunga perbendaharaan negara, Upah Minimum Regional (UMR), kompensasi pemerintah, nilai tukar mata uang asing, serta tarif dasar listrik. Namun, pertumbuhan ekonomi di 2019 sedikit meleset dengan yang telah diproyeksikan. Nilai tukar Rupiah terhadap Dolar Amerika Serikat terkendali di Rp13.901/1USD. Walau demikian, pertumbuhan ekonomi Indonesia masih cukup terjaga. Asumsi inflasi mantap di level 2,72% dari target 3,5%. Secara keseluruhan, pertumbuhan ekonomi Indonesia tahun 2019 tumbuh 5,02%, lebih rendah dibandingkan capaian tahun 2018 sebesar 5,17%.

Patut dicatat bahwa hal-hal tersebut tidak berdampak langsung pada kinerja Perseroan. Pada tahun 2019, kondisi sektor transportasi Indonesia di sisi pengguna jasa PT KCI di tahun 2019 mengalami perkembangan pada permintaan peningkatan layanan transportasi publik yang lebih modern dan nyaman, dan di periode yang sama, sejalan dengan program berkelanjutan Pemerintah untuk menekan angka kemacetan di wilayah Jabodetabek melalui dorongan kepada masyarakat untuk menggunakan layanan transportasi publik, mendorong PT KCI untuk terus berupaya meningkatkan layanan untuk memenuhi permintaan masyarakat.

Oleh karena itu, di tahun 2019 PT KCI telah melakukan inovasi-inovasi peningkatan fasilitas dan pengembangan layanan bagi penumpang, termasuk peningkatan layanan digitalisasi pembayaran non tunai. Adapun inovasi-inovasi pelayanan yang diberikan kepada penumpang antara lain penyediaan pin ibu hamil, stasiun ramah lingkungan, ruang *nursery portable* di stasiun serta Papan Informasi Kereta (PIK) untuk menginformasikan kedatangan kereta dan jumlah kereta yang akan datang.

*Dear shareholders and stakeholders,*

*PT Kereta Commuter Indonesia planned the budget for 2019 by referred to the assumptions of macroeconomic conditions, such as economic growth rates, inflation, state treasury interest rates, Regional Minimum Wages (UMR), government compensation, foreign currency exchange rates, and basic rate of electricity. However, economic growth in 2019 missed a bit with what had been projected. Rupiah exchange rate against US Dollar was under control at Rp13,901/1USD. However, Indonesia's economic growth was still sufficiently maintained. Inflation assumption is steady at 2.72% from the target of 3.5%. Overall, Indonesia's economic growth in 2019 grew 5.02%, lower than the 2018 achievement of 5.17%.*

*It is noteworthy that these matters do not have a direct impact on the Company's performance. In 2019, the condition of Indonesian transportation sector on PT KCI service users in 2019 experienced developments in the demand for more modern and comfortable public transportation services, and in the same period, in line with Government's ongoing program to reduce the congestion rate in Greater Jakarta area through encouragement for the public to use public transportation services, encouraging PT KCI to continue to strive to improve services to meet community demand.*

*Therefore, in 2019 PT KCI has made innovations in improving facilities and developing services for passengers, including improving non-cash payment digitization services. The service innovations provided to passengers include the provision of pins for pregnant women, environmentally friendly stations, portable nursery rooms at stations and a Train Information Board (PIK) to inform the arrival of trains and the number of upcoming trains.*





## Pencapaian Kinerja KCI 2019

Dari sisi operasional, dari bulan Januari s.d November 2019 yang masih mengacu pada GAPEKA 2017, KCI sudah mengoperasikan 84 Loop KA dan 958 perjalanan KRL. Di bulan Desember 2019 dengan acuan GAPEKA baru, Perseroan mengoperasikan 90 Loop KA dan 1.057 garis perjalanan KRL. Secara bertahap di tahun 2020 KCI akan mengoptimalkan perjalanan sesuai dengan tahapan RKAP yang telah ditetapkan.

Jumlah penumpang mengalami peningkatan dari 336.798.524 penumpang di tahun 2018 menjadi 336.274.343 di tahun 2019 atau turun 0,2%. Saat ini, rata-rata jumlah pengguna KRL sebesar 921.300 penumpang per harinya. Untuk jumlah perjalanan, KCI berhasil mengoperasikan 98,5% jumlah perjalanan dari program.

Dari sisi finansial, pada tahun 2019 Perseroan mencatatkan total Pendapatan sebesar Rp2.741.595.108.079, naik Rp203.864.078.002 dari sebelumnya tahun 2018 sebesar Rp2.537.731.030.077. Laba/Rugi tahun 2019 sebesar Rp251.818.701.184, naik Rp562.386.886.988 dari tahun 2018 sebesar (Rp310.568.185.804).

Tingkat Kesehatan Perusahaan berdasarkan perhitungan menurut Keputusan Menteri Negara BUMN No: KEP-100/MBU/2002, tahun 2019 memiliki realisasi skor sebesar 97,00 dari program 94,00 dengan kategori predikat SEHAT "AAA" dan realisasi skor KPI sebesar 94,10 dari program sebesar 96,00. Berdasarkan hasil survey kepuasan pelanggan tahun 2019, indeks kepuasan pelanggan naik dari 84.1% (2018) menjadi 86.1% (2019), sementara tingkat komplain turun dari 15.817 kali (2018) atau 31%, menjadi 10.875 kali (2019).

Dari Unit Perencanaan Strategis dan Manajemen Risiko, terdapat peningkatan kapasitas angkut dengan melakukan penggantian rangkaian SF 8 menjadi SF 10 atau SF 12 dengan tetap memperhatikan aspek prasarana. Kemudian, terdapat pembangunan *underpass* di Stasiun Depok, Durenkalibata dan Pasarmingu untuk meningkatkan keselamatan dan pelayanan penumpang.

## 2019 Performance Achievement

*From the operational side, from January to November 2019 which was still referred to GAPEKA 2017, KCI has operated 84 Loop KA and 958 KRL trips. In December 2019 with the new GAPEKA reference, the Company operated 90 Loop KA and 1,057 KRL travel lines. Gradually in 2020 KCI will optimize the trip according to the predetermined RKAP stages.*

*The number of passengers increased from 336,798,524 passengers in 2018 to 336,274,343 in 2019 or decreased 0.2%. Currently, the average number of KRL users is 921,300 passengers per day. For the number of trips, KCI managed to operate 98.5% of the total trips of the program.*

*From the financial side, in 2019 the Company recorded total revenue of Rp2,741,595,108,079, an increase of Rp203,864,078,002 from 2018 of Rp2,537,731,030,077. Profit/Loss in 2019 amounted to Rp251,818,701,184, an increase of Rp562,386,886,988 from 2018 amounted to (Rp310,568,185,804).*

*The soundness level of the Company based on the calculation according to the Minister of SOE Decree No: KEP-100/MBU/2002, in 2019 had a realization score of 97.00 from the 94.00 program with the category SOUND predicate "AAA" and the realization of KPI score was 94.10 from the program amounted to 96.00. Based on the results of the customer satisfaction survey in 2019, the customer satisfaction index increased from 84.1% (2018) to 86.1% (2019), while the complaint rate fell from 15,817 times (2018) or 31%, to 10,875 times (2019).*

*From the Strategic Planning and Risk Management Unit, there is an increase in transport capacity by changing the series from SF 8 to SF 10 or SF 12 while still paying attention to infrastructure aspects. Then, there is the construction of underpasses at Depok, Durenkalibata and Pasarmingu Stations to improve safety and passenger service.*

Sepanjang tahun 2019, PT KCI menetapkan kebijakan strategis dalam bentuk implementasi berbagai macam inovasi serta modernisasi layanan KRL Commuter Line, sejalan dengan bertambahnya kebutuhan pengguna Jasa KRL, dengan fokus program pada upaya perbaikan fasilitas pelayanan.

- Sejumlah inovasi yang dilakukan antara lain pemberlakuan 5 Stasiun khusus pengguna Kartu Multi Trip (KMT) di Stasiun Sudirman, Stasiun Cikini, Stasiun Palmerah, Stasiun Universitas Indonesia dan Stasiun Taman Kota. Dengan pemberlakuan kebijakan ini tercatat penjualan KMT di tahun 2019 mencapai 751.122 Kartu, yaitu pertumbuhan 86% dibanding tahun 2018, dan semakin mendorong para pengguna KRL untuk beralih ke transaksi non tunai dengan menggunakan KMT maupun Uang Elektronik Lainnya. Di tahun mendatang PT KCI akan terus melakukan penambahan implementasi Stasiun Khusus KMT.
- PT KCI telah bersinergi dengan PT Fintek Karya Nusantara melalui Produk Aplikasi LinkAja yang dapat digunakan sebagai QR Ticket pada layanan KRL Commuter Line, sehingga Pengguna Jasa memiliki tambahan alternatif pembayaran Non Tunai pada Layanan KRL.
- Di sisi program strategis peningkatan pelayanan, PT KCI menghadirkan Stasiun Ramah Lingkungan di Stasiun Sudirman, Stasiun Klender dan Stasiun Jurangmangu, di mana stasiun-stasiun tersebut telah mengikuti berbagai standar pelayanan masyarakat, fasilitas publik dari Kementerian Lingkungan Hidup dan Kehutanan, serta inovasi di sisi aksesibilitas bagi pengguna jasa disabilitas dan implementasi layanan Pin Ibu Hamil.
- Di sisi angkutan penumpang, kebijakan strategis yang dilakukan secara berkelanjutan terkait dengan penambahan jumlah perjalanan KRL, dengan pemberlakuan Grafik Perjalanan Kereta Api (GAPEKA) 2019 di mana KCI dapat mengoperasikan 90 Loop KA dengan 1.057 Perjalanan KA dan mulai bulan Desember 2019 peningkatan akan mulai dilakukan secara bertahap, di mana sebelumnya PT KCI hanya dapat mengoperasikan 86 Loop KA dengan 958

*Throughout 2019, PT KCI established strategic policies in the form of implementing various kinds of innovations and modernizing the KRL Commuter Line services, in line with the increasing needs of KRL service users, with a program focus on efforts to improve service facilities.*

- *A number of innovations were made, including the implementation of 5 special stations for Multi Trip Card users (KMT) at Sudirman Station, Cikini Station, Palmerah Station, University of Indonesia Station and Taman Kota Station. With the enactment of this policy, KMT sales in 2019 reached 751,122 cards, which is an 86% growth compared to 2018, and further encourages KRL users to switch to non-cash transactions using KMT or other electronic money. In the coming year PT KCI will continue to implement additional KMT Special Station implementations.*
- *PT KCI has synergized with PT Fintek Karya Nusantara through LinkAja Application Product which can be used as a QR Ticket on KRL Commuter Line service, hence Service Users have additional Non-Cash payment alternatives on KRL Services.*
- *On the strategic side of the service improvement program, PT KCI presents Environmentally Friendly Stations at Sudirman Station, Klender Station and Jurangmangu Station, where these stations have followed various community service standards, public facilities from Ministry of Environment and Forestry, and innovation on the accessibility side. for users with disabilities and the implementation of the Maternity Pin service.*
- *On the passenger transportation side, strategic policies that are carried out on an ongoing basis are related to the increase in the number of KRL trips, with the enactment of the 2019 Railway Travel Chart (GAPEKA) in which KCI can operate 90 Loop Rail with 1,057 train trips and starting in December 2019 the increase will begin to be carried out continuously. gradually, whereas previously PT KCI was only able to operate 86 Loop KA with 958 Train trips. In 2020, PT KCI will*



Perjalanan KA. Pada 2020, PT KCI secara bertahap akan melakukan optimalisasi pengoperasian *loop* KA sesuai dengan GAPEKA yang telah ditetapkan tersebut.

*gradually optimize the operation of the railway loop in accordance with the stipulated GAPEKA.*

Kendala yang dialami Perseroan di tahun 2019 adalah keterbatasan jumlah sarana, dalam hal ini armada Siap Guna (SG), yang apabila ditambah, maka daya angkut penumpang KRL dapat dimaksimalkan. Pada tahun 2019 Perseroan kedatangan 168 unit KRL. Untuk 2020 rencananya akan mendatangkan 120 unit. Selain itu, peningkatan jumlah sarana perlu didukung oleh *stabling* KRL yang memadai, ketersediaan suku cadang, serta penambahan Depo dan Balai Yasa. Hal-hal ini perlu diperhatikan supaya dapat memaksimalkan potensi pasar yang tengah terbuka.

*The obstacle of the Company in 2019 was the limited number of facilities, in this case the Ready-to-Use (SG) fleet, which if added, the KRL passenger carrying capacity can be maximized. In 2019, the Company had 168 KRL units. For 2020, the plan is to bring in 120 units. In addition, the increase in the number of facilities needs to be supported by adequate stabling of KRL, the availability of spare parts, and the addition of Depo and Balai Yasa. These things need to be considered in order to maximize the potential of the currently open market.*

### Penghargaan

PT KCI mendapatkan penghargaan sebanyak 25 penghargaan di tahun 2019, terdiri dari penghargaan level Regional, Nasional dan Internasional. Penghargaan yang diraih oleh PT KCI dikarenakan Perseroan melakukan inovasi-inovasi dan peningkatan pelayanan terhadap pelanggan kereta serta peningkatan kualitas manajemen dan SDM unggul. Berikut adalah rincian penghargaan yang diraih oleh PT KCI selama tahun 2019.

### Awards

*PT KCI received 25 awards in 2019, consisting of awards at the regional, national and international levels. The award achieved by PT KCI is due to the Company making innovations and improving service to train customers as well as improving the quality of management and superior human resources. The following are details of the awards won by PT KCI during 2019.*

Penghargaan yang diraih PT KCI pada tahun 2019 di antaranya The International Business Award Tahun 2019 dengan peringkat Silver untuk kategori Jasa Transportasi dan Peringkat Silver dalam Ajang SNI Award 2019.

*Awards received by PT KCI in 2019 include The International Business Award 2019 with a Silver rank for Transportation Services category and Silver Rank in the 2019 SNI Award.*

### Penerapan Tata Kelola Perusahaan yang Baik 2019

Pelaksanaan prinsip-prinsip GCG dapat berjalan secara konsisten dan berkelanjutan sesuai aturan yang berlaku dengan memperhatikan nilai-nilai transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran. Untuk tahun 2019, Perseroan telah melaksanakan *Self Assessment* penerapan GCG, yaitu dari Unit GCG dengan pendampingan dari BPKP Perwakilan DKI Jakarta. Dari hasil tersebut, telah dicapai skor sebesar 80,58 dengan klasifikasi Baik atau meningkat sebesar 1,76 poin dari hasil *assessment* tahun 2018 dengan skor 78,81.

### Implementation of Good Corporate Governance 2019

*The implementation of GCG principles can run consistently and sustainably according to applicable regulations by taking into account the values of transparency, accountability, responsibility, independence and fairness. For 2019, the Company has carried out a Self-Assessment of GCG implementation, namely from GCG Unit with assistance from BPKP Representatives of DKI Jakarta. From these results, a score of 80.58 was achieved with the classification Good or an increase of 1.76 points from the 2018 assessment with a score of 78.81.*

Pada tahun 2019 PT KCI melakukan berbagai kebijakan untuk peningkatan penerapan GCG. Hal yang dilakukan, antara lain, meningkatkan komitmen penerapan GCG di seluruh lini perusahaan dengan melakukan *update* kebijakan terkait GCG yaitu kebijakan Kode Etik dan pembuatan kebijakan Sistem Manajemen Mutu serta melakukan pembuatan Aplikasi Kode Etik Online.

Pada bidang penerapan GCG aspek Pemegang Saham, Perseroan melakukan koordinasi dengan Unit Subsidiary dan Unit GCG dan Quality Assurance (QA) PT Kereta Api Indonesia (Persero) selaku unit yang melakukan pembinaan dan koordinasi penerapan GCG dan QA di KAI Group. Hal ini dilakukan agar kebijakan terkait penerapan GCG yang dibuat atau akan diterapkan dapat sejalan antara di PT KCI maupun di KAI Group lainnya.

Penerapan GCG aspek Dewan Komisaris banyak mengalami peningkatan, di antaranya, kebijakan pengawasan dan telaah yang sesuai dengan aturan penerapan GCG sesuai SK Kementerian BUMN.

Penerapan GCG aspek Direksi dan manajemen mengalami peningkatan terutama pada aspek SDM yang saat ini sudah terdapat KPI sampai dengan level Unit (Level VP) yang ke depannya sedang dikembangkan kembali hingga level personal pegawai.

Penerapan GCG aspek transparansi dan pengungkapan mengalami peningkatan terutama pada level transparansi yang mana pada tahun 2019 Perusahaan sudah menyesuaikan Annual Report dengan peraturan Assessment GCG dan Annual Report Award.

Saat ini Perseroan sedang melakukan pembuatan aplikasi GCG Online untuk mendukung sarana pelaporan Whistleblowing System yang ada di Perusahaan. Lewat GCG online nantinya para *stakeholder* PT KCI dapat melakukan pelaporan baik gratifikasi, *fraud* dan Whistleblowing System setiap saat. Perseroan dengan sangat terbuka

*In 2019 PT KCI carried out various policies to improve the implementation of GCG. This includes increasing commitment to implementing GCG in all lines of the company by updating policies related to GCG, namely the Code of Ethics policy and the making of Quality Management System policies and making an Online Code of Conduct Application.*

*In the GCG implementation in the Shareholder aspect, the Company coordinates with Subsidiary Unit and GCG and Quality Assurance (QA) Unit of PT Kereta Api Indonesia (Persero) as the unit that carries out guidance and coordination of the implementation of GCG and QA in KAI Group. This is done so that the policies related to the implementation of GCG that are made or will be implemented can be in line between PT KCI and other KAI Group.*

*The implementation of GCG in the aspects of the Board of Commissioners has improved a lot, including the monitoring and review policies that are in accordance with the rules for implementing GCG in accordance with the Decree of the Ministry of SOEs.*

*The implementation of GCG in the aspects of the Board of Directors and management has increased, especially in the HR aspect, which currently has KPIs up to the Unit level (VP Level), which in the future is being redeveloped to the employee personal level.*

*The implementation of GCG in transparency and disclosure aspects has increased, especially at the level of transparency, which in 2019 the Company has adjusted its Annual Report to the GCG Assessment regulations and the Annual Report Award.*

*Currently, the Company is making a GCG Online application to support the Whistleblowing System reporting facility in the Company. Through online GCG, PT KCI stakeholders can report both gratuities, fraud and the Whistleblowing System at any time. The Company very openly accepts all forms of reports related to violations such as monopolistic practices,*





menerima segala bentuk laporan terkait pelanggaran-pelanggaran seperti praktik monopoli, *money laundering*, gratifikasi, dan jenis pelanggaran kepentingan lainnya.

Di tahun 2019 belum ada laporan pelanggaran terkait Whistleblowing System yang masuk ke unit Policy Good Corporate Governance selaku pengelola laporan pelanggaran tersebut serta yang mengelola aplikasi pelanggaran.

### Pelaksanaan Tanggung Jawab Sosial

Perseroan terus berupaya mewujudkan komitmen untuk terus tumbuh bersama seluruh pemangku kepentingan. Dalam pelaksanaannya, terdapat berbagai pihak yang terlibat, baik internal maupun eksternal, mulai dari pegawai, komunitas pengguna kereta *commuter*, hingga masyarakat umum. Hal ini bertujuan untuk menciptakan hubungan yang seimbang serta berkelanjutan sosial setiap tahunnya yang ditetapkan dalam RKAP 2018 dan sesuai dengan Undang-Undang Perseroan No. 40 Tahun 2007 tentang Perseroan Terbatas yang menyatakan bahwa Perseroan memiliki tanggung jawab untuk menciptakan hubungan yang serasi, seimbang dan sesuai dengan lingkungan, nilai, norma dan budaya masyarakat setempat. Perseroan selalu berkomitmen untuk menjalankan praktik bisnis yang tidak hanya mengejar profit namun selalu memperhatikan lingkungan dan masyarakat dengan semangat kemandirian. Secara umum program-program tanggung jawab sosial di Perseroan ditujukan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah Perseroan.

Perseroan menyusun program tanggung jawab sosial pada setiap tahunnya berdasarkan data dari pembelajaran pada tahun lalu yang diawali dengan pemetaan potensi kejadian ataupun melalui usulan masyarakat yang diajukan kepada Perseroan baik melalui Divisi Sekretaris Perusahaan maupun Divisi Komunikasi Perusahaan. Perseroan juga melakukan kerja sama dengan pihak ketiga dengan harapan bisa lebih detail dalam memenuhi kebutuhan dan harapan dari masyarakat.

*money laundering, gratuities, and other types of violations of interest.*

*In 2019, there were no reports of violations related to the Whistleblowing System that were included in the Policy Good Corporate Governance unit as the manager of the violation report and the one who manages the violation application.*

### Implementation of Social Responsibility

*The Company continues to strive to realize its commitment to continue to grow together with all stakeholders. In its implementation, there are various parties involved, both internally and externally, starting from employees, commuter train user communities, to the general public. This aims to create a balanced and socially sustainable relationship every year as stipulated in the 2018 RKAP and in accordance with Company Law No. 40 of 2007 concerning Limited Liability Companies, which states that the Company has the responsibility to create harmonious, balanced relationships and in accordance with the environment, values, norms and culture of the local community. The Company is always committed to carrying out business practices that are not only pursuing profit but always paying attention to the environment and society with a spirit of independence. In general, social responsibility programs in the Company are aimed at building harmonious relationships with communities around the Company's area.*

*The Company prepares a social responsibility program every year based on data from lessons learned in the last year which begins with mapping of potential events or through community suggestions submitted to the Company either through Corporate Secretary Division or Corporate Communication Division. The Company also collaborates with third parties in the hope that it can be more detailed in meeting the needs and expectations of the community.*

Penerapan CSR di Perseroan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP Perseroan dan program-program pada Induk Perseroan yaitu PT KAI. Secara umum, lingkup tanggung jawab sosial perusahaan terletak pada Program Bina Lingkungan dan Program Community Development. Hal ini dikarenakan program kemitraan sudah dilakukan oleh PT KAI.

- Program Bina Lingkungan merupakan suatu kegiatan dengan tujuan pemberdayaan masyarakat yang berada atau terdampak dari kegiatan operasional Perseroan. Dalam pelaksanaannya kegiatan yang dilakukan oleh Perseroan antara lain: peningkatan kualitas pendidikan, peningkatan layanan kesehatan, pengembangan sarana dan prasarana umum, bantuan korban bencana alam, bantuan sosial untuk pelestarian alam dan kemasyarakatan.
- Program Community Development, merupakan program sosial yang bertujuan untuk membangun dan meningkatkan hubungan yang harmonis antara Perseroan dengan masyarakat guna mengatasi masalah-masalah sosial dan lingkungan yang timbul dari kegiatan operasional Perusahaan. Kegiatan Community Development ini juga dapat meningkatkan citra Perseroan di hadapan *Stakeholder*.

### Penerapan Manajemen Risiko

Unit pengelola manajemen risiko dibentuk atas dasar Surat Keputusan Direksi Nomor SK-002/KCJ/DIR-HRD/2/2017 tanggal 1 Februari 2017 tentang Pembentukan Struktur Organisasi dan Tata Laksana di Lingkungan Perseroan. Saat ini pengelolaan risiko dalam berbagai kebijakan dan pengambilan keputusan bisnis di perusahaan masih fokus pada pengelolaan risiko investasi, termasuk di dalamnya mengenai *assessment* risiko hingga monitoring dan evaluasi. Sepanjang tahun 2019, Unit Manajemen Risiko telah melakukan 13 *assessment* risiko dengan total 84 risiko.

*The implementation of CSR in the Company is carried out based on the current year's RKAP which is in line with the Company's RJPP and programs in the Parent Company, namely PT KAI. In general, the scope of corporate social responsibility lies in the Community Development Program and the Community Development Program. This is because the partnership program has been carried out by PT KAI.*

- *The Community Development Program is an activity with the aim of empowering people who are or are affected by the Company's operational activities. In its implementation, the activities carried out by the Company include: improving the quality of education, improving health services, developing public facilities and infrastructure, assistance for victims of natural disasters, social assistance for nature and community preservation.*
- *Community Development Program, is a social program that aims to build and enhance a harmonious relationship between the Company and the community in order to overcome social and environmental problems arising from the Company's operational activities. This Community Development activity can also improve the Company's image in front of Stakeholders.*

### Risk Management Implementation

*The risk management unit was formed based on the Decree of the Board of Directors Number SK-002/KCJ/DIR-HRD/2/2017 dated February 1, 2017 concerning the Formation of Organizational Structure and Management in the Company. Currently, risk management in various policies and business decision making in companies is still focused on managing investment risk, including risk assessment to monitoring and evaluation. Throughout 2019, the Risk Management Unit carried out 13 risk assessments with a total of 84 risks.*



Untuk pengelolaan risiko, ke depannya Perseroan akan menerapkan Manajemen Risiko Korporasi/ Enterprise Risk Management (ERM) berdasarkan ISO 31000:2018. Penerapan ERM direncanakan akan mulai diimplementasikan secara bertahap pada tahun 2020. Dengan menerapkan ERM diharapkan dapat menjamin nilai tambah pemegang saham (*shareholder value added*).

### Sumber Daya Manusia

Sampai akhir tahun 2019, Perseroan memiliki 2.852 karyawan. Untuk meningkatkan kualitas dan mengembangkan potensi SDM, Perseroan mengadakan pembinaan dan pelatihan secara berkala. Total pelatihan selama tahun 2019 sebanyak 170 kegiatan dari program RKAP 193 kegiatan, sehingga pencapaian program sebesar 88,08%. Jumlah peserta pelatihan tahun 2019 sebanyak 2.460 karyawan atau 94,14% dari target RKAP 2.613 karyawan.

### Perubahan Komposisi Direksi

Selama tahun 2019, susunan Direksi PT KCI mengalami perubahan, yaitu:

Berdasarkan Akta Nomor 61 tanggal 30 Maret 2019, dibuat di hadapan Notaris Tri Mulyahati, S.H, M.kn dengan Penerimaan Pemberitahuan Perubahan Data Perseroan Nomor AHU-AH.01.03-0979810 tanggal 13 November 2015, maka susunan Direksi sebagai berikut:

- 1) Direktur Utama: Widayanti (Wiwik);
- 2) Plt Direktur Keuangan dan Administrasi: Januar Parlindungan;
- 3) Plt Direktur Teknik : John Robertho; dan
- 4) Plt Direktur Operasi dan Pemasaran: Subakir.

Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor KP.303/VIII/2/KA-2019 dan 06/RIS-KCI/VIII/2019 tanggal 2 Agustus 2019 tentang Pemberhentian Direktur Pelaksana Tugas Direktur Perseroan PT Kereta Commuter Indonesia memutuskan memberhentikan secara hormat Sdr. John Roberto sebagai Direktur Perseroan.

*For risk management, in the future the Company will implement Enterprise Risk Management (ERM) based on ISO 31000: 2018. ERM implementation is planned to be carry out gradually in 2020. By implementing ERM, it is hoped that it can guarantee shareholder value added.*

### Human Resources

*As of the end of 2019, the Company has 2,852 employees. To improve quality and develop human resource potential, the Company conducts regular coaching and training. The total training during 2019 was 170 activities from the RKAP program with 193 activities, so that the program achievement was 88.08%. The number of training participants in 2019 was 2,460 employees or 94.14% of the RKAP target of 2,613 employees.*

### Changes in the Composition of the Board of Directors

*During 2019, the composition of the Board of Directors of PT KCI underwent changes, namely:*

*Based on Deed Number 61 dated March 30, 2019, made before the Notary Tri Mulyahati, S.H, M.kn with the receipt of Notification of Changes to Company Data Number AHU-AH.01.03-0979810 dated November 13, 2015, the composition of the Board of Directors is as follows:*

- 1) *President Director: Widayanti (Wiwik);*
- 2) *Acting Director of Finance and Administration: Januar Parlindungan;*
- 3) *Acting Technical Director: John Robertho; and*
- 4) *Acting Director of Operations and Marketing: Subakir.*

*Based on the Circular Minutes of PT Kereta Commuter Indonesia Shareholder Decree Number KP.303/VIII/2/KA-2019 and 06/RIS-KCI/VIII/2019 dated August 2, 2019 concerning Dismissal of the Acting Director of the Company's Director of the Company PT Kereta Commuter Indonesia decided to dismiss respect John Roberto as Director of the Company.*

Berdasarkan Akta Nomor 51 tanggal 25 September 2019 dibuat di hadapan Notaris Tri Muyahati telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan nomor AHU-0002753.AH.01.02 tahun 2019 mengangkat Sdr. Saridal sebagai Pelaksana Tugas Direktur Perseroan terhitung mulai tanggal 21 Agustus 2019, maka susunan Direksi sebagai berikut:

1. Direktur Utama: Widayanti (Wiwik);
2. Plt Direktur Keuangan dan Administrasi: Januar Parlindungan;
3. Plt Direktur Teknik: Saridal; dan
4. Direktur Operasi dan Pemasaran: Subakir.

### Prospek 2020

Pada tahun 2020, KCI akan mengoperasikan KA Lokal Merak Jaya dan Prameks sebagai bagian dari upaya ekspansi bisnis untuk menjangkau seluruh wilayah Indonesia sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP). Perseroan juga berencana melebarkan sayap di Bali dan Medan yang saat ini masih sedang dalam tahap kajian.

Tanggal 18 Desember 2019 Perseroan telah melakukan penyetoran saham tahap pertama pada PT Fintek Karya Nusantara (Finarya), perusahaan kolaborasi dari beberapa BUMN yang bergerak di bidang pembayaran digital berbasis QR Code dengan produk bernama LinkAja. Bentuk sinergi KCI dengan LinkAja yaitu, pembayaran menggunakan LinkAja sudah dapat digunakan di pintu keluar-masuk KRL mulai Oktober 2019. Ke depannya, Perseroan akan terus mendukung kelangsungan LinkAja di tengah persaingan antar produk serupa yang menjamur belakangan ini.

Dalam rangka menindaklanjuti arahan Presiden untuk membentuk perusahaan yang melakukan pengelolaan angkutan massal terpadu dan terintegrasi, Pemprov DKI Jakarta melalui PT MRT Jakarta (Perseroda) dan PT KAI (Persero) melakukan kerja sama membentuk perusahaan baru yaitu PT Moda Integrasi Transportasi Jabodetabek (MITJ), yang melakukan integrasi antar moda yaitu dengan penataan kawasan stasiun dan mengembangkan kawasan Transit Oriented Development (TOD). Hal itu disambut baik

*Based on Deed Number 51 dated September 25, 2019 made before Notary Tri Muyahati, it was approved by the Minister of Law and Human Rights of the Republic of Indonesia with number AHU-0002753.AH.01.02 in 2019 to appoint Mr. Saridal as Acting Director of the Company as of August 21, 2019, the composition of the Board of Directors is as follows:*

1. *President Director: Widayanti (Wiwik);*
2. *Acting Director of Finance and Administration: Januar Parlindungan;*
3. *Acting Technical Director: Saridal; and*
4. *Director of Operations and Marketing: Subakir.*

### 2020 Prospects

*In 2020, KCI will operate Merak Jaya and Prameks local trains as part of its business expansion efforts to reach all parts of Indonesia in accordance with the Company's Long Term Plan (RJPP). The Company also plans to expand in Bali and Medan, which are currently still being studied.*

*On December 18, 2019, the Company paid the first phase of shares to PT Fintek Karya Nusantara (Finarya), a collaboration company of several BUMNs engaged in QR Code-based digital payments with a product called LinkAja. A form of synergy between KCI and LinkAja, namely, payments using LinkAja can be used at the exit and entry of KRL starting October 2019. Going forward, the Company will continue to support the continuity of LinkAja amidst the competition between similar products that has mushroomed recently.*

*In order to follow up on the President's directive to form a company that manages integrated and integrated mass transportation, the DKI Jakarta Provincial Government, through PT MRT Jakarta (Perseroda) and PT KAI (Persero), is collaborating to form a new company, namely PT Moda Integrasi Transportasi Jabodetabek (MITJ), which integrates inter mode, namely by structuring the station area and developing the Transit Oriented Development (TOD) area. This was welcomed by the Ministry of Transportation and*





oleh Kementerian Perhubungan dan Kementerian BUMN. Perseroan diharapkan ikut andil dan aktif sebagai penyedia jasa transportasi yang andal dalam meningkatkan peran serta mengatasi permasalahan transportasi perkotaan. Semoga kerja sama tersebut dapat diperluas terhadap moda lain seperti Transjakarta, maupun LRT Jakarta.

### Penutup dan Apresiasi

Atas pencapaian-pencapaian kinerja yang memuaskan, Direksi mewakili seluruh Manajemen mengucapkan terima kasih kepada Dewan Komisaris atas rekomendasi dan nasihat yang diberikan serta terima kasih mendalam kepada Pemegang Saham dan Pemangku Kepentingan atas dukungan yang diberikan demi tercapainya performa Perseroan tahun 2019. Tidak lupa ucapan terima kasih dan apresiasi yang setinggi-tinggi kepada seluruh jajaran Manajemen dan Pegawai atas dedikasi serta kerja kerasnya dalam mencapai target kinerja Perseroan selama tahun 2019.

Apresiasi juga kami berikan kepada para mitra bisnis atas kerja sama yang terjalin sepanjang tahun 2019. Ucapan terima kasih yang sebesar-besarnya kepada para pengguna jasa KRL atas kepercayaan serta loyalitasnya dalam memilih dan menggunakan layanan KCI.

Perseroan menyadari bahwa pencapaian ini merupakan motivasi baru bagi kami untuk terus berkomitmen, berkembang, dan bertransformasi lebih baik lagi di tahun-tahun berikutnya.

Jakarta, Juli 2020

Atas nama Direksi,

*the Ministry of SOEs. The Company is expected to take part and be active as a reliable transportation service provider in increasing its role and addressing urban transportation problems. Hopefully this cooperation can be extended to other modes such as Transjakarta, and LRT Jakarta.*

### Closing and Appreciation

*For satisfactory performance achievements, the Board of Directors represent all Management would like to thank the Board of Commissioners for the recommendations and advice given and deep gratitude to the Shareholders and Stakeholders for the support given to achieve the Company's performance in 2019. We thank and give the highest appreciation to all levels of management and employees for the dedication and hard work in achieving the Company's performance targets during 2019.*

*We also appreciate our business partners for the cooperation that has been established throughout 2019. A big appreciation to KRL service users for their trust and loyalty in choosing and using KCI services.*

*The Company realizes that this achievement is a new motivation for us to continue to be committed, develop, and transform better in the following years.*

Jakarta, July 2020

On behalf of the Board of Directors,



**WIWIK WIDAYANTI**

Direktur Utama  
President Director

Halaman ini sengaja dikosongkan  
*This page is intentionally left blank*



# 03

## Profil Perusahaan

Company Profile

Sepanjang tahun 2019, KCI telah melakukan penambahan armada sebanyak 168 unit. Hal ini untuk memenuhi permintaan penumpang yang terus bertambah dari waktu ke waktu.

Through 2019, KCI has made the addition of a fleet of 168 units. This is to meet the growing demands of passengers over time.









## Identitas Perseroan

### Corporate Identity



#### Nama Perusahaan

##### Company Name

PT Kereta Commuter Indonesia (KCI)



#### Bidang Usaha

##### Business Line

Jasa Angkutan Kereta (Operator Kereta Komuter)  
*Train Transportation Services (Commuter Train Operators)*



#### Status Perusahaan

##### Company Status

Swasta/Anak Perusahaan BUMN  
*Private/BUMN Subsidiaries*



#### Nomor Pokok Wajib Pajak (NPWP)

##### Tax Register Number

02.491.683.5-093.000



#### Tanggal Pendirian

##### Date of Establishment

15 September 2008  
*September 15, 2008*



#### Tanda Daftar Perusahaan (TDP)

##### Company Registration Certificate

09.05.1.46.60747



#### Dasar Hukum Pendirian

##### Deed of Establishment

Akta Pendirian No. 457 Tanggal 15 September 2008 yang dibuat di hadapan Notaris Ilmiawan Dekrit S, S.H yang disahkan oleh Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-74707.AH.01.01 Tahun 2008 tanggal 16 Oktober 2008 yang telah diubah terakhir dengan Akta No. 19 tanggal 14 Oktober 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn yang disahkan oleh Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0352258 Tahun 2017 tanggal 29 Oktober 2019.

*Deed of Establishment No. 457 Dated September 15, 2008 which was made before the Notary Ilmiawan Dekrit S, S.H which was ratified by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-74707.AH.01.01 Year 2008 dated October 16, 2008 as last amended by Deed No. 19 dated October 14, 2019 which was made before the Notary Tri Mulyahati, S.H., M.Kn which was approved by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0352258 Year 2017 dated October 29, 2019.*



#### Nomor Induk Berusaha (NIB)

##### Business Identification Number

8120002900087



#### Izin Operasi Sarana Perkeretaapian Umum PT Kereta Commuter Indonesia

##### Railway Operational License of PT Kereta Commuter Indonesia

KP 1022 Tahun 2018  
*KP 1022 2018*



#### Kepemilikan Saham

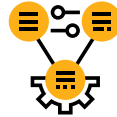
##### Shareholders

- PT Kereta Api Indonesia (Persero) **99,78%**
- Yayasan Pusaka **0,22%**



### Modal Dasar *Basic Capital*

Rp542.000.000.000



### Unit Operasional *Operational Unit*

80 Unit Stasiun  
3 Unit Depo  
2 Unit Overhaul



### Modal Ditempatkan *Capital Placement*

Rp230.500.000.000



### Sekretaris Perusahaan *Corporate Secretary*

**Gatut Sutiyatmoko**  
Vice President Sekretaris Perusahaan  
*VP Corporate Secretary*

E-mail : gatut.sutiyatmoko@krl.co.id  
sekper@krl.co.id

Telp : 021 – 345 35 35 ekstensi 12311  
*Phone*

Alamat : Stasiun Juanda Lt.1  
*Address* Jl. Ir. Haji Juanda 1  
Jakarta Pusat, Jakarta – Indonesia 10120



### Jumlah Pegawai *Total Employee*

2.852



### Alamat Kantor Pusat *Head Office Address*

**Stasiun Juanda**  
Jl. Ir. Haji Juanda 1  
Jakarta Pusat, Jakarta – Indonesia 10120  
+6221-3453535  
kci@krl.co.id  
www.krl.co.id



### Sosial Media *Social Media*

Instagram : @commuterline  
Twitter : @CommuterLine  
Facebook : @Commuter Line  
YouTube : COMMUTER CHANNEL



## Jejak Langkah Milestones



15 September | September 15

KCJ resmi menjadi Anak Perusahaan PT Kereta Api Indonesia (Persero).

*KCJ officially became a subsidiary of PT Kereta Api Indonesia (Persero).*



23 Maret | Maret 23

Kedatangan 8 unit Kereta Seri 8500 Tokyu sebagai bagian program pengadaan KRL tahun 2009. Selanjutnya KRL ini dikenal dengan sebutan Jalita (Jalan- Jalan Lintas Jakarta).

*Tokyu train series as part of procurement program in 2009. Subsequently, these EMUs is popularly known as Jalita (Jalan-Jalan Lintas Jakarta).*

19 Mei | Mei 19

Peresmian KCJ yang dihadiri oleh Menteri BUMN Sofyan Djalil dan Menteri Perhubungan Jusman Syafii Djalal.

*Inauguration of KCJ which was attended by the Minister of State-owned Enterprises Sofyan Djalil and Minister of Transportation Jusman Syafii Djalal.*



19 Agustus | Agustus 19

Peluncuran perdana pengoperasian kereta khusus wanita (berada pada kereta pertama dan terakhir pada setiap rangkaian) dihadiri oleh Menteri Perhubungan Freddy Numberi dan Menteri Negara Pemberdayaan Perempuan dan Anak Linda Amalia Sari.

*Premiere launching of special trains for women (located on the first and last trains on each train set) was attended by Minister of Transportation Freddy Numberi and Minister of Women and Children Empowerment Linda Amalia Sari.*



2 Juli | July 2

Pengoperasian Pola Operasi Single Operation, pada pola operasi ini waktu tempuh KRL menjadi sama, tidak ada penyusulan & berhenti di setiap stasiun.

*Comencement of Single Operation Pattern, in which the EMU travel time was the same, there is no catch-up and stop at every station.*

25 Juli | July 25

Tweet perdana KCJ melalui akun twitter @commuterline sekaligus terbentuknya Helpdesk KCJ.

*KCJ's first tweet through the @commuterline twitter account as well as the establishment of the KCJ Helpdesk.*

5 Desember | December 5

Implementasi Pola Operasi Loop Line untuk mengurangi perpotongan antar relasi dan menambah kapasitas lintas. Pada pola operasi ini terdapat penyederhanaan rute KRL dan dilakukan sistem transit serta pengoperasian KRL Feeder.

*Implementation of Loop Line Operation Pattern to reduce the intersection between trains and increase the loop capacity. On this operation pattern there were simplification of the EMU route and implementation of transit system as well as EMU Feeder operation.*



1 Februari | Februari 1

Abonemen atau Kartu Trayek Bulanan (KTB) dan Kartu Langgan Sekolah (KLS) digantikan dengan kartu elektronik Commet yang memiliki masa aktif satu bulan untuk satu kali pembayaran.

*Subscription or Monthly Route Card (KTB) and School Subscription Card (KLS) were replaced with Commet electronic card which has an active period of one month for one payment.*

1 Oktober | October 1

Kenaikan tarif Rp2.000 untuk semua relasi Bogor-Jakarta Kota/Tanahabang dari Rp7.000 menjadi Rp9.000, Depok-Jakarta Kota/Tanahabang dari Rp6.000 menjadi Rp8.000, Bekasi-Jakarta Kota/Tanahabang dari Rp6.500 menjadi Rp8.500, Serpong-Jakarta Kota/Tanahabang dari Rp6.000 menjadi Rp8.000, Tangerang-Jakarta Kota/Tanahabang dari Rp5.500 menjadi Rp7.500, dan Jalur Lingkar Rp5.500 menjadi Rp7.500.

*The increase in fare of Rp2,000 for all trips. Bogor-Jakartakota/Tanah Abang trips from Rp7,000 to Rp9,000; Depok-Jakarta kota/Tanah Abang from Rp6,000 to Rp8,000; Bekasi-Jakarta kota/Tanah Abang from Rp6,500 to Rp8,500; Serpong-Jakartakota/Tanah Abang Rp6,000 to Rp8,000; Tangerang-Jakarta kota/Tanah Abang from Rp5,500 to Rp7,500; and for the Circle Line from Rp5,000 to Rp7,500.*

1 Desember | December 1

Penghapusan kartu Commet (abonemen). Tiket perjalanan KRL hanya tersedia untuk jenis tiket harian satu kali perjalanan.

*Elimination of Commet card (subscription). EMU tickets are only available for one-day travel tickets.*



1 Juli | July 1

- Penerapan sistem e-ticketing, menggantikan tiket kertas menjadi 2 jenis tiket elektronik (Smart Card) yaitu KST (Kartu Single Trip) yang merupakan tiket elektronik yang digunakan untuk satu kali perjalanan KRL pada hari pembelian serta KMT (Kartu Multi Trip) yang digunakan dengan sistem saldo mengendap.
- Implementasi of E-Ticketing System, replacing paper ticket into 2 types of electronic tickets (Smart Card), namely KST (Single Trip Card) which is a one-way EMU trip used only for the purchasing date and KMT (Multi Trip Card) with deposit balance system.
- Penerapan tarif progresif per stasiun (perhitungan tarif berdasarkan stasiun yang dilalui) untuk 5 stasiun pertama Rp2.000 dan 3 setiap stasiun berikutnya Rp1.000.
- Implementation of progressive rates (calculation of rates based on stations passed) of Rp2,000 for the first 5 stations and Rp1,000 for each subsequent station.

25 Juli | July 25

Penghapusan KRL Ekonomi pada semua relasi, sehingga layanan KRL menjadi sistem tunggal (Single Class) yaitu untuk semua perjalanan KRL di Jabodetabek dilayani oleh KRL AC Commuterline.

*Elimination of EMU Economy class in all trips, thus the EMU only has Single Class for all EMU trips around Jabodetabek area which is served by EMU AC Commuterline.*

22 Agustus | August 22

Pemberlakuan tiket satu kali perjalanan dengan penerapan jaminan kartu sebesar Rp5.000. Selanjutnya tiket satu kali perjalanan yang sebelumnya dikenal dengan KST berubah menjadi THB (tiket harian berjaminan).

*Implementation of one-way tickets with a card guarantee of Rp5,000. Later, the onetime ticket previously known as KST changes to THB (daily secured ticket).*



### 30 November | November 30

Kerjasama KCI dengan bank implementasi integrasi Kartu Prabayar Bank dengan E-Ticketing KRL.

*Cooperation of KCI with bank to implement the integration of Bank Prepaid Card with EMU E-Ticketing.*



### 15 Januari | January 15

Pengalihan pengelolaan awak KA KRL, pegawai dipo, dan PUK KRL ke KCJ.

*Transfer management of EMU trains, dipo employees and EMU PUK to KCJ.*

### 1 Februari | February 1

KCJ menempatkan petugas pelayanan KRL di kabin belakang sekaligus untuk mengoperasikan buka tutup pintu melalui kabin belakang.

*KCJ positioned EMU service officers in the rear cabin as well as to operate the doors through the rear cabin.*

### 5 Maret | March 5

Pengoperasian KRL dengan rangkaian 10 kereta (SF 10) perdana di lintas Bogor.

*Commencement of EMU with the first SF 10 set in Bogor Line.*

### 16 Juni | June 16

KCJ dan tiga bank BUMN meluncurkan integrasi kartu prabayar dengan E-Ticketing Commuterline (Brizi, E-Money, dan Tap Cash).

*KCJ and three state-owned banks launch the integration of prepaid card and E-Ticketing Commuterline (Brizi, E-Money, and Tap Cash).*



### 3 Februari | February 3

Peluncuran varian tiket berlangganan multi trip dalam bentuk Gelang Multi Trip dan sticker.

*The launching of multi trip subscription ticket variant in the form of a Multi Trip Bracelet and sticker.*

### 1 April | April 1

- Penerapan tarif progresif berdasarkan km yang dilalui menggantikan tarif per stasiun. Skema perhitungan 25 km pertama Rp2.000 dan setiap 10 km berikutnya Rp1.000.

*Implementation of progressive rates based on the distance traversed replacing tariffs per station. The calculation scheme was Rp2,000 for the first 25 km and Rp1,000 for each subsequent 10 km.*

- Pengalihan pengelolaan Balai Yasa Manggarai KRL untuk perawatan tahunan (*overhaul*) dari PT KAI (Persero) ke KCJ.

*Transfer of Balai Yasa Manggarai Management EMU for the annual maintenance (overhaul) from PT KAI (Persero) to KCJ.*

### 16 Juni | June 16

Pengoperasian 3 stasiun baru Lintas Tangerang (St. Taman Kota, Grogol, dan Tanah Tinggi).

*Operation of 3 new stations of Tangerang Line (St. Taman Kota, Grogol, and Tanah Tinggi).*

### 16 September | September 16

Pengoperasian KRL dengan Rangkaian SF 12 Perdana di Lintas Bogor.

*Commencing operation of EMU trains set of 12 in Bogor Line.*

### 21 Desember | December 21

Pengoperasian KRL pada Lintas Tanjung Priok-Jakarta Kota.

*Commencing operation of the EMU for Tanjung Priok - Jakarta Kota Line.*

### 24 Desember | December 24

Pengoperasian KRL dengan rangkaian SF 10 Perdana di Lintas Bekasi.

*Commencing first operation of EMU trains set of 10 in Bekasi Line.*

### 27 Desember | December 27

Pengoperasian Vending Machine di Stasiun Jakarta Kota dan Sudirman.

*Operation of Vending Machines at Jakarta Kota and Sudirman Stations.*



### Januari | January

Integrasi antarmoda KRL dengan TransJakarta di Stasiun Tebet, Stasiun Manggarai dan Stasiun Palmerah.

*Multimode integration between EMU and TransJakarta at Tebet Station, Manggarai Station and Palmerah Station.*

### Februari | February

Pengoperasian KRL dengan rangkaian SF 12 perdana di Lintas Bekasi.

*First operation of EMU trains set of 12 at Bekasi Line.*

### Maret | March

Pengoperasian KRL dengan rangkaian SF 10 pada semua perjalanan di Lintas Serpong.

*Operation of EMU trains set of 10 in all trips of Serpong Line.*

### Juli | July

- Peluncuran layanan informasi berbasis aplikasi KRL Access.

*Launching of application based information service, EMU Access.*

- Pengoperasian kembali Stasiun Ancol.

*Re-operation of Ancol Station.*

### Agust | August

Pembangunan Jembatan Penyeberangan Orang (JPO) di Stasiun Tanah Abang.

*Construction of Crossing Bridge (JPO) at Tanah Abang Station.*

### Oktober | October

Pembangunan terowongan penyeberangan orang (*underpass*) di enam stasiun yakni Cilebut, Bojong Gede, Citayam, Tebet, Sudimara, dan Pondok Ranji.

*Construction of underpass in six stations, namely Cilebut, Bojong Gede, Citayam, Tebet, Sudimara, and Pondok Ranji.*



### 30 Januari | January 30

Peresmian kantor pusat Juanda dan ruang pemantauan Commuter Control Room (CCR).

*Inauguration of the Juanda head office and Commuter Control Room (CCR).*

### 22 Februari | February 22

Pemberlakuan Top Up KMT melalui layanan Pay Pro.

*Implementation of Top Up KMT through Pay Pro services.*

### 10 Maret | March 10

Pengoperasian JPO dan *hall* baru Stasiun Tanah Abang.

*Operation of Crossing Bridge (JPO) and the new Hall of Tanah Abang Station.*



#### 1 April | April 1

Pengoperasian KRL sampai dengan Rangkasbitung diikuti pembukaan Stasiun Citeras dan pembukaan kembali Stasiun Angke untuk layanan KRL.

*The operation of EMU to Rangkasbitung and followed by the opening of Citeras Station and the reopening of Angke Station for EMU services.*

#### 15 Mei | May 15

Penandatanganan MOU dengan Jak FM dan Gen FM untuk efektivitas sosialisasi program dan kebijakan.

*The signing of the MOU with Jak FM and Gen FM for the effectiveness of program and policy socialization.*

#### 4 Juli | July 4

Pengoperasian **hall** baru Stasiun Jakarta Kota arah Mangga Dua.

*Operation of new hall in Jakarta Kota Station in the direction of Mangga Dua.*

#### 5 Juli | July 5

Peluncuran maskot KRL "Karel" dan Train Heroes melalui kerja sama antara KCI dengan TV Tokyo.

*The launch of the EMU's "Karel" and Train Heroes mascot through collaboration between KCI and TV Tokyo.*

#### 24 Juli | July 24

Pengoperasian **underpass** Stasiun Tebet.

*Operation of the Tebet Station underpass.*

#### 31 Juli | July 31

Penandatanganan MOU dengan Lippo Cikarang terkait pengembangan komersil dan sosialisasi pengoperasian KRL Cikarang.

*The signing of the MOU with Lippo Cikarang related to the commercial development and socialization of the operation of the Cikarang EMU.*

#### 7 Agustus | August 7

Pengoperasian **underpass** Stasiun Sudirman dan Pondok Ranji.

*The operation of the Sudirman and Pondok Ranji Station underpasses.*

#### 9 Agustus | August 9

Penandatanganan MOU dengan PPD terkait rencana integrasi sistem pembayaran tiket menggunakan KMT.

*The signing of the MOU with PPD related to the plan to integrate ticket payment systems using KMT.*

#### 21 Agustus | August 21

Pengoperasian **underpass** Stasiun Citayam.

*Operation of the Citayam Station underpass.*

#### 10 September | September 10

Pengoperasian **Hall** Stasiun Tebet arah Kampung Melayu.

*Operation of Tebet Station Hall in Kampung Melayu Direction.*

#### 19 September | September 19

PT KAI Commuter Jabodetabek (KCJ) berganti nama menjadi PT Kereta Commuter Indonesia (KCI).

*PT KAI Commuter Jabodetabek (KCJ) was renamed PT Kereta Commuter Indonesia (KCI).*

#### 28 September | September 28

- Pengoperasian **underpass** Stasiun Bojong Gede.  
*Operation of Bojong Gede Station underpass.*
- Presiden Jokowi pertama kali naik KRL bertepatan dengan HUT KAI.  
*President Jokowi's first timetook the EMU to coincide with KAI's anniversary.*

#### 30 September | September 30

Pengoperasian **hall** baru Stasiun Tangerang arah Pasar Lama.

*Operation of new hall of Tangerang Station in the direction of Pasar Lama.*

#### 8 Oktober | October 8

Pengoperasian KRL rute Jakarta Kota - Cikarang dan pembukaan layanan KRL di Stasiun Cikarang, Cibitung, Bekasi Timur dan Tambun.

*Operation of the Jakarta Kota - Cikarang route and the opening of EMU services at Cikarang, Cibitung, East Bekasi, and Tambun Stations.*

#### 21 Desember | December 21

Pengoperasian perdana rangkaian KRL formasi 10 kereta (SF 10) rute Tangerang-Duri.

*The first operation of the EMU formation of 10 trains set (SF 10) in Tangerang - Duri route.*

#### 14 Mei | May 14

**Launching** Simulator KRL di Dipo Depok.

*Launching of EMU Simulator in Dipo Depok.*

#### 15 September | September 15

KCI satu dekade, Mars Kereta Commuter Indonesia dan budaya perusahaan baru "C-Great" diperkenalkan.

*A decade of KCI, the Mars of Kereta Commuter Indonesia and New Corporate Culture "C-Great" was introduced.*



#### 1 Februari | February 1

Pengoperasian bangunan baru Stasiun Cisauk.

*Operation of the new building Cisauk station.*

#### 3 Maret | March 3

Penggunaan aplikasi Link Aja! sebagai alat pembayaran KRL.

*Implementation of the Link Aja! app as EMU's payment tool.*

#### 14 November | November 14

PT KCI mendapatkan izin dari Bank Indonesia untuk mengelola uang elektronik.

*PT KCI obtained license from Bank Indonesia to manage electronic money.*

#### 1 Desember | December 1

Pemberlakuan Grafik Perjalanan Kereta (Gapeka) 2019.

*Enforcement of train travel Charts (Gapeka) 2019.*

#### 31 Desember | December 31

KCI Go Green.

*KCI Go Green.*



#### 8 Januari | January 8

Pengoperasian perdana Vending Machine Fare Adjustment serta penerapan mekanisme penyesuaian kekurangan tarif untuk pengguna THB dan penurunan saldo minimum KMT menjadi Rp5.000.

*The first operation of the Fare Adjustment Vending Machine as well as the implementation of tariff adjustment mechanism for THB users and decreases the minimum balance of the KMT to Rp5,000.*

## Penghargaan dan Sertifikasi

### Awards and Certification

#### PENGHARGAAN AWARDS



**Gold Winner The Best of Private Company**  
**InMA 2019 C-News edisi Agustus 2018**  
(Serikat Perusahaan Pers)

Surabaya, 7 Februari 2019  
*Surabaya, February 7, 2019*



**Bronze Winner The Best of E-Magazine Private**  
**Company InMA 2019 C-News edisi April 2018**  
(Serikat Perusahaan Pers)

Surabaya, 7 Februari 2019  
*Surabaya, February 7, 2019*



**Wiwik Widayanti - Indonesia Women Award**

(Majalah Penghargaan Indonesia)

Jakarta, 6 Maret 2019  
*Jakarta, March 6, 2019*



**Juara I The Best Influencer Marketing Kategori**  
**Government & State Owned Enterprise**  
(Grid Story Factory & Grid Voice)

Jakarta, 27 Maret 2019  
*Jakarta, March 27, 2019*



**Pengelolaan Risiko Terbaik 1**  
**Kategori Emerging Corporate**  
(BUMN Track)

Jakarta, 28 Maret 2019  
*Jakarta, March 28, 2019*



**Silver Winner Kategori Community Based**  
**Development untuk Program Commuter Literasi**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Bronze Winner Kategori E-Magazine**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Bronze Winner Kategori Digital PR**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Silver Winner Kategori Media Sosial**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*





**Silver Winner Kategori Marketing PR untuk  
Program Dukungan Asian Games**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Bronze Winner Kategori Corporate PR untuk  
Program Komuter Pintar Peduli Sekitar**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Bronze Winner Kategori Digital PR Commuter  
Pintar Peduli Sekitar**  
(Majalah PR Indonesia)

Bandung, 28 Maret 2019  
*Bandung, March 28, 2019*



**Peringkat Pertama Kategori Karya Proyek oleh tim  
GCG/IT Commuter Code of Conduct Online (C3O)**  
(Innovation and Improvement Award 2019)

Bandung, 6 September 2019  
*Bandung, September 6, 2019*



**Peringkat Kedua Kategori Karya Proyek oleh tim  
Overhaul Sarana Microcontroller AC**  
(Innovation and Improvement Award 2019)

Bandung, 6 September 2019  
*Bandung, September 6, 2019*



**Gold Winner Best Contact Center Operations**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*



**Gold Winner Best Digital Media**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*



**Silver Winner Best IT Innovation**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*



**Bronze Winner Best Customer Experience**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*





**Gold Winner Agent Customer Service  
(Rendi Supriadi)**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*



**Silver Winner Team Leader Customer Service  
(Amelia Anggraini)**  
(Indonesia Contact Center Association (ICCA)  
Award 2019)

Jakarta, 10 September 2019  
*Jakarta, September 10, 2019*



**Silver Stevie Winner Company of the Year -  
Transportation - Large (Company/Organisation Awards)**  
(The International Business Awards 2019)

Vienna, 15 September 2019  
*Vienna, September 15, 2019*



**Silver Winner Communication Professional of  
The Year (Ernie Sylviane Purba)**  
(The International Business Awards 2019)

Vienna, 15 September 2019  
*Vienna, September 15, 2019*



**Bronze Winner Maverick of The Year  
(Majid Albana)**  
(The International Business Awards 2019)

Vienna, 15 September 2019  
*Vienna, September 15, 2019*



**Brand Identity terbaik Corporate Branding Anak Perusahaan  
BUMN di ajang BUMN Branding & Marketing Award**  
(BUMN Track)

Jakarta, 5 November 2019  
*Jakarta, November 5, 2019*



**Digital Marketing Terbaik Corporate Marketing  
Anak Perusahaan BUMN di ajang BUMN Branding  
& Marketing Award**  
(BUMN Track)

Jakarta, 5 November 2019  
*Jakarta, November 5, 2019*



**Silver Winner kategori Organisasi Besar Jasa  
SNI Award 2019 dengan penyelenggara Badan  
Standardisasi Nasional**  
(Badan Standardisasi Nasional (BSN))

Jakarta, 25 November 2019  
*Jakarta, November 25, 2019*



**Gold Winner Tim Commuter Code Conduct (C30)  
TKMPN XXIII Tahun 2019**

(Wahana Kendali Mutu & AMMPI)

Solo, 28 November 2019  
*Solo, November 28, 2019*



**Gold Winner Tim Commuter Dingin dan Sejuk  
(CERDAS) TKMPN XXIII Tahun 2019**  
(Wahana Kendali Mutu & AMMPI)

Solo, 28 November 2019  
*Solo, November 28, 2019*



**Unggulan II Kategori Jasa Perkeretaapian dalam  
Safety Management Award 2019**  
(Kementerian Perhubungan)

Jakarta, 17 Desember 2019  
*Jakarta, December 17, 2019*

## SERTIFIKASI CERTIFICATION



**SNI ISO 9001:2015 Sistem Manajemen Mutu (Akreditasi KAN)**  
(PT TUV SUD Indonesia)  
2018-1-0295

28 September 2019 – 27 September 2020  
*September 28, 2019 – September 27, 2020*



**ISO 9001:2015 Sistem Manajemen Mutu (Akreditasi SAC)**  
(PT TUV SUD Indonesia)  
2018-2-2509

28 September 2019 – 27 September 2020  
*September 28, 2019 – September 27, 2020*

## Riwayat Singkat Perseroan

Company's Brief History



**Hingga Desember 2019, KCI telah memiliki 1.100 unit KRL, dan akan terus bertambah. Sepanjang tahun 2019, KCI telah melakukan penambahan armada sebanyak 168 unit. Hal ini untuk memenuhi permintaan penumpang yang terus bertambah dari waktu ke waktu.**

As of December 2019, KCI has 1,100 units of EMU, and will continue to grow. Through 2019, KCI has made the addition of a fleet of 168 units. This is to meet the growing demands of passengers over time.

PT KAI Commuter Jabodetabek sejak tanggal 19 September 2017 telah berganti nama menjadi PT Kereta Commuter Indonesia adalah salah satu anak perusahaan di lingkungan PT Kereta Api Indonesia (Persero) yang mengelola KA Commuter Jabodetabek dan sekitarnya. KCJ dibentuk sesuai dengan Inpres No. 5 tahun 2008 dan Surat Menteri Negara BUMN No. S-653/MBU/2008 tanggal 12 Agustus 2008. Perubahan nama menjadi KCI tertuang dalam risalah Rapat Umum Pemegang Saham pada tanggal 7 September 2017 yang juga telah mendapat Persetujuan Menteri Hukum dan HAM Republik Indonesia atas Perubahan Anggaran Dasar Perseroan Terbatas dengan Nomor Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-0019228.AH.01.02. Tahun 2017 tanggal 19 September 2017.

*PT KAI Commuter Jabodetabek since September 19, 2017 has been renamed to PT Kereta Commuter Indonesia is one of subsidiaries in PT Kereta Api Indonesia (Persero) that manages Commuter Jabodetabek train and surrounding area. KCJ was formed in accordance with the decree No. 5 of 2008 and the letter of Minister of State SOE No. S-653/MBU/2008 dated August 12, 2008. The change of name to KCI was contained in minutes of the general meeting of shareholders on September 7, 2017 that has also been approved by the Minister of Justice and Human Rights of the Republic of Indonesia for the amendment of the company's Articles of association limited to the decree number of Minister of Year 2017 dated September 19, 2017.*

Pembentukan anak perusahaan ini berawal dari keinginan para *stakeholder* untuk lebih fokus dalam memberikan pelayanan yang berkualitas dan menjadi bagian dari solusi masalah transportasi perkotaan yang semakin kompleks. Perseroan ini resmi menjadi anak perusahaan PT Kereta Api Indonesia (Persero) sejak tanggal 15 September 2008.

Kehadiran KCI dalam industri jasa angkutan KA Commuter bukanlah kehadiran yang tiba-tiba, tetapi merupakan proses pemikiran dan persiapan yang cukup panjang. Dimulai dengan pembentukan Divisi Angkutan Perkotaan Jabotabek oleh PT KAI (Persero), yang terpisah dari PT KAI (Persero) Daop 1 Jakarta.

Setelah pemisahan ini, pelayanan KRL di wilayah Jabotabek berada di bawah PT KAI (Persero) Divisi

*The establishment of this subsidiary originated from the wishes of the stakeholders to focus more on providing quality services and become part of the solution of urban transportation problems that are increasingly complex. The Company is officially a subsidiary of PT Kereta Api Indonesia (Persero) since September 15, 2008.*

*The presence of KCI in the Commuter rail service industry was not a sudden presence, but is a fairly lengthy process of thought and preparation. Starting with the establishment of Jabotabek urban Transport Division by PT KAI (Persero), which is separate from PT KAI (Persero) DAOP 1 Jakarta.*

*After this separation, the service of EMU in Jabotabek area was under the PT KAI (Persero) Jabotabek Urban Transport*





Angkutan Perkotaan Jabotabek sementara pelayanan KA jarak jauh yang beroperasi di wilayah Jabodetabek berada di bawah PT KAI Daop 1 Jakarta.

Dan akhirnya PT KAI (Persero) Divisi Angkutan Perkotaan Jabotabek berubah menjadi sebuah perseroan terbatas, PT KCJ. Setelah menjadi perseroan terbatas, perusahaan ini mendapatkan izin usaha No. KP 51 Tahun 2009 dan izin operasi penyelenggara sarana perkeretaapian No. KP 53 Tahun 2009 yang semuanya dikeluarkan oleh Menteri Perhubungan Republik Indonesia.

Tugas pokok perusahaan yang baru ini adalah menyelenggarakan pengusahaan pelayanan jasa angkutan kereta api komuter dengan menggunakan sarana Kereta Rel Listrik di wilayah Jakarta, Bogor, Depok, Tangerang, dan Bekasi (Jabodetabek) dan sekitarnya serta pengusahaan di bidang usaha non angkutan penumpang.

*Division while long-distance train service operating in the Jabodetabek area is under PT KAI DAOP 1 Jakarta.*

*And finally, PT KAI (Persero) Jabotabek Urban Transport Division turned into a limited liability company, PT KCJ. After becoming a limited liability company, it obtained a business license No. KP 51 year 2009 and operation permit for railway facilities No. KP 53 Year 2009 all issued by the Minister of Transportation Republic of Indonesia.*

*The main task of this new company is to organize the business services of commuter rail transportation by using electric railway facilities in the areas of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) and surrounding area and the business in the field of non passenger transport.*



KCI memulai modernisasi angkutan KRL pada tahun 2011 dengan menyederhanakan rute yang ada menjadi lima rute utama, penghapusan KRL ekspres, penerapan kereta khusus wanita, dan mengubah nama KRL ekonomi-AC menjadi kereta Commuter Line. Proyek ini dilanjutkan dengan renovasi, penataan ulang, dan sterilisasi sarana dan prasarana termasuk jalur kereta dan stasiun kereta yang dilakukan bersama PT KAI (persero) dan Pemerintah.

Pada 1 Juli 2013, KCI mulai menerapkan sistem tiket elektronik (E-Ticketing) dan sistem tarif progresif. Penerapan dua kebijakan ini menjadi tahap selanjutnya dalam modernisasi KRL Jabodetabek.

Hingga Desember 2019, KCI telah memiliki 1.100 unit KRL, dan akan terus bertambah. Sepanjang tahun 2019, KCI telah melakukan penambahan armada sebanyak 168 unit. Hal ini untuk memenuhi permintaan penumpang yang terus bertambah dari waktu ke waktu.

Selama 2019, rata-rata jumlah pengguna KRL per hari mencapai 979.853 pengguna pada hari kerja dengan rekor jumlah pengguna terbanyak yang dilayani dalam satu hari mencapai 1.154.080 pengguna. Sebagai operator sarana, kereta Commuter Line yang dioperasikan KCI saat ini melayani 80 stasiun di seluruh Jabodetabek, Banten dan Cikarang dengan jangkauan rute mencapai 418,5 km.

*The KCI began the modernization of EMU transport in 2011 by simplifying the existing routes to five main routes, the removal of KRL Express, the application of women-only trains, and converting the name KRL economy-AC into Commuter Line trains. The project continued with the renovation, rearrangement, and sterilization of facilities and infrastructure including the railway and railway stations with PT KAI (Persero) and the government.*

*On July 1, 2013, KCI began implementing E-Ticketing and progressive tariff systems. The implementation of these two policies were the next stage in the modernization of KRL Jabodetabek.*

*As of December 2019, KCI has 1,100 units of EMU, and will continue to grow. Through 2019, KCI has made the addition of a fleet of 168 units. This is to meet the growing demands of passengers over time.*

*During 2019, the average number of KRL users per day reaches 979,853 users on weekdays with a record number of the most users served in one day to reach 1,154,080 users. As a means operator, the KCI-operated Commuter Line trains are currently serving 80 stations across Jabodetabek, Banten and Cikarang with a route range of 418.5 km.*

## Bidang Usaha

### Line of Business

Sesuai dengan Anggaran Dasar, bidang usaha Perseroan adalah:

#### **Pengusahaan Angkutan Penumpang** **Pengangkutan Orang**

Perusahaan telah melakukan pelayanan jasa transportasi kereta berbasis rel listrik mulai dari lintas sebagai berikut:

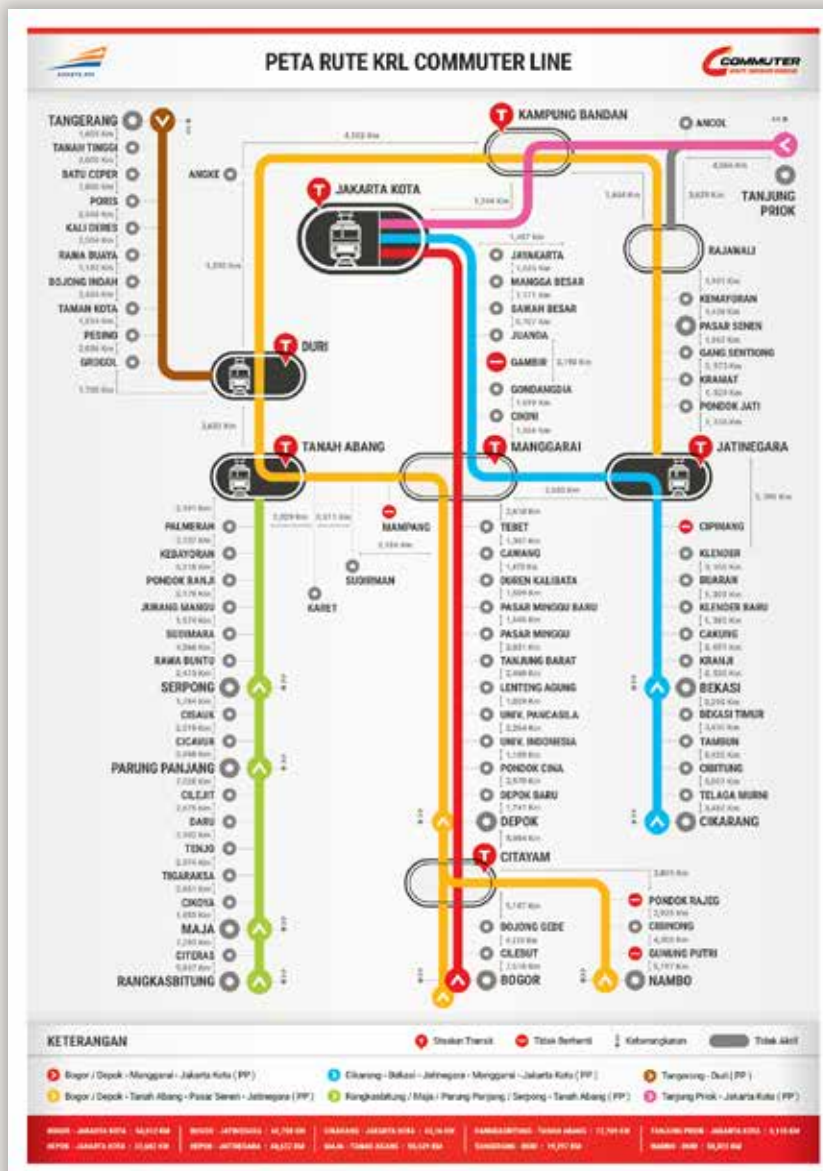
*In accordance with the Articles of association, the Company's business:*

#### **Passenger Transport Business** **Passenger Transport**

*The Company has carried out services of electric rail-based rail transport starting from the following traffic:*



- 1) Central line: Bogor–Depok–Jakarta kota
- 2) Loop line: Bogor–Depok–Tanahabang–Kampungbandan–Jatinegara
- 3) Cikarang/Bekasi line: Cikarang–Bekasi–Jatinegara–Jakarta kota
- 4) Rangkasbitung/Maja/Serpong line: Rangkasbitung–Maja–Serpong–Tanahabang
- 5) Tangerang line: Tangerang–Duri
- 6) Nambo line: Angke–Tanahabang–Nambo
- 7) Tanjungpriok line: Jakarta kota–Tanjungpriok



### Pengusahaan Non-Angkutan Penumpang

1. Angkutan pra dan purna angkutan kereta api, intermoda dan bongkar muat barang yang berkaitan dengan usaha pada umumnya.
2. Mengusahakan semua bentuk fasilitas penunjang pelayanan prasarana dan sarana kereta api beserta komponen yang diperlukan.
3. Sewa menyewa segala bentuk sarana dan prasarana yang diperlukan sebagai penunjang pelayanan perkeretaapian pada umumnya.
4. Mengusahakan jasa perawatan sarana dan prasarana perkeretaapian termasuk di dalamnya perbaikan kereta api, perbengkelan kereta api, industri barang-barang (suku cadang) yang diperlukan untuk itu.
5. Mengusahakan jasa konsultasi perkeretaapian pada umumnya.
6. Mengusahakan pekerjaan modernisasi sistem transportasi perkeretaapian pada umumnya, baik untuk kepentingan Perseroan maupun kepentingan pihak ketiga lainnya.
7. Mengusahakan jasa pengadaan barang dan jasa lainnya yang berhubungan dengan perawatan perkeretaapian.
8. Mengusahakan pemanfaatan tana, bangunan, fasilitas pelayanan, dan jasa keahlian di bidang perkeretaapian.
9. Mengusahakan pelatihan keterampilan dalam bidang perkeretaapian.
10. Mengusahakan kereta api sebagai sarana promosi dan hiburan bagi penumpang kereta api.

Kegiatan non-angkutan penumpang dibagi menjadi dua kegiatan, yaitu:

- 1) Commuter Line
  - a. Ruang Iklan yaitu suatu usaha yang memberikan tempat yang sudah ditentukan baik di dalam Commuter Line atau di luar untuk digunakan sebagai media iklan. Adapun space iklan di dalam dan luar Commuter Line sebagai berikut:

### Non-Passenger Transport

1. Transportation of pre and full rail transport, Intermoda and loading and unloading freight related to the business in general.
2. Business on all forms of facilities supporting infrastructure services and means of railway and the necessary components.
3. Lease all forms and infrastructures required to support railroad services in general.
4. Business on rolling stock maintenance services and railway infrastructure including train repair, train workshop, the goods industry (spare parts) that are needed for it.
5. Business of the train consulting services in general.
6. Business on modernization of railway transportation systems in general, both for the benefit of the Company and the interests of other third parties.
7. Business on the procurement services of goods and other services related to railway maintenance.
8. Business on the utilization of Tana, building, service facilities, and expertise services in the field of railways.
9. Business of skills training in railroad field.
10. Business of the train as media of promotion and entertainment for railways passenger.

Non-passenger transport activities are divided into two activities:

- 1) Commuter Line
  - a. Advertising space is a business that provides determined place either in the Commuter Line or outside to be used as an advertising medium. As for the advertising space inside and outside the Commuter Line as follows:





- b. Passenger Information Display adalah suatu tampilan informasi untuk penumpang yang mana tidak hanya informasi tentang Commuter Line tetapi ada juga berupa iklan yang berbentuk video.
- c. Kegiatan usaha memberikan fasilitas WiFi gratis kepada penumpang Commuter Line, di mana pendapatan yang perusahaan dapatkan dari sewa penempatan perangkat untuk WiFi dan *pop-up* iklan ketika penumpang menggunakan fasilitas WiFi gratis tersebut.
- d. Ad Voice adalah kegiatan usaha yang dilakukan di mana pemasangan iklan berupa suara.

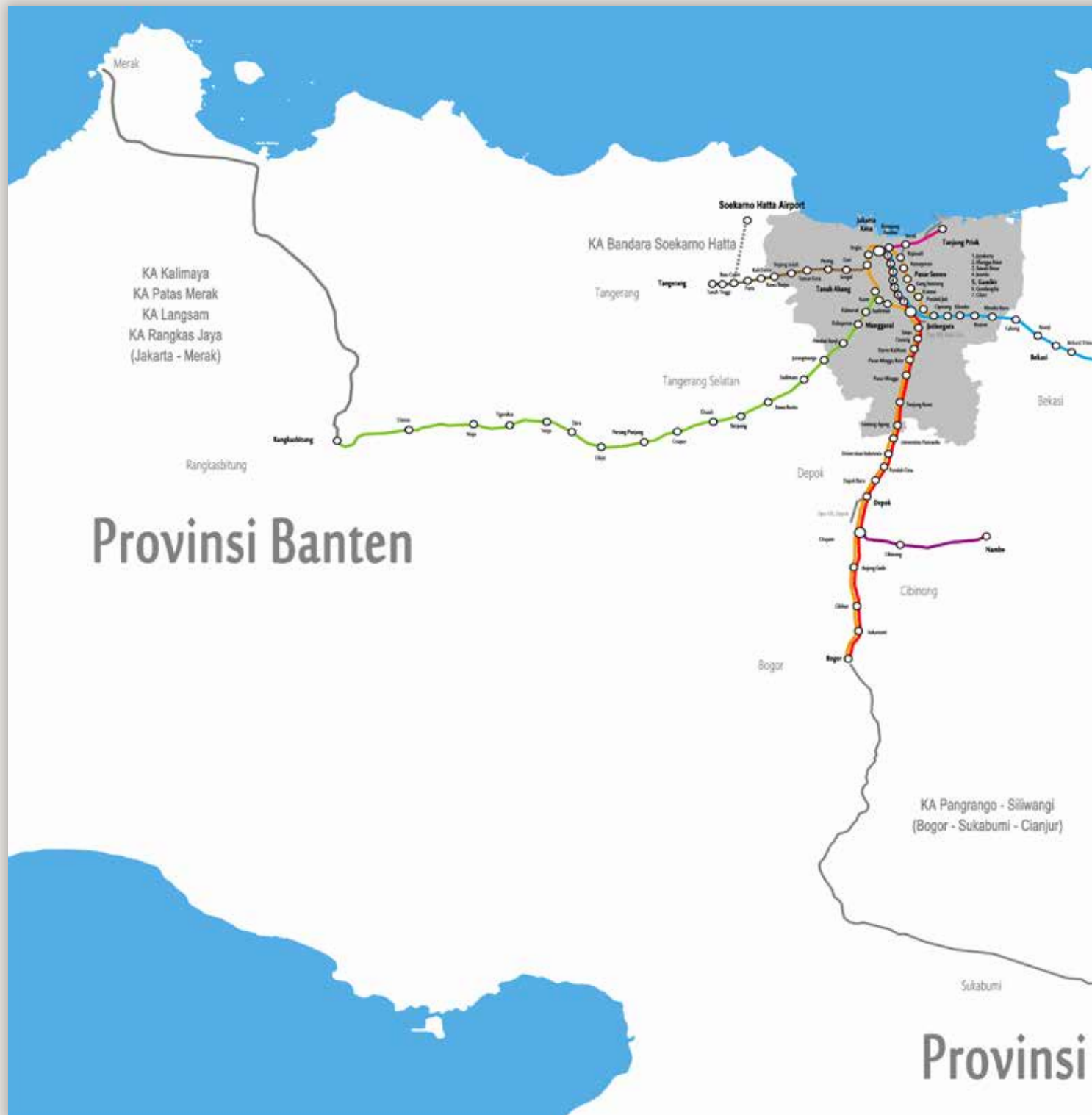
- b. *Passenger Information Display is an information display for passengers who are not only information about the Commuter Line but there is also a video-shaped advertisement.*
- c. *Business activities provide free WiFi facility to Commuter Line passengers, where the company revenue get from rental of device placement for WiFi and pop-up advertisements when passengers use the free WiFi facilities.*
- d. *Ad Voice is a business activity that is performed where the advertisement is a sound.*





## Wilayah Operasional

Operational Area



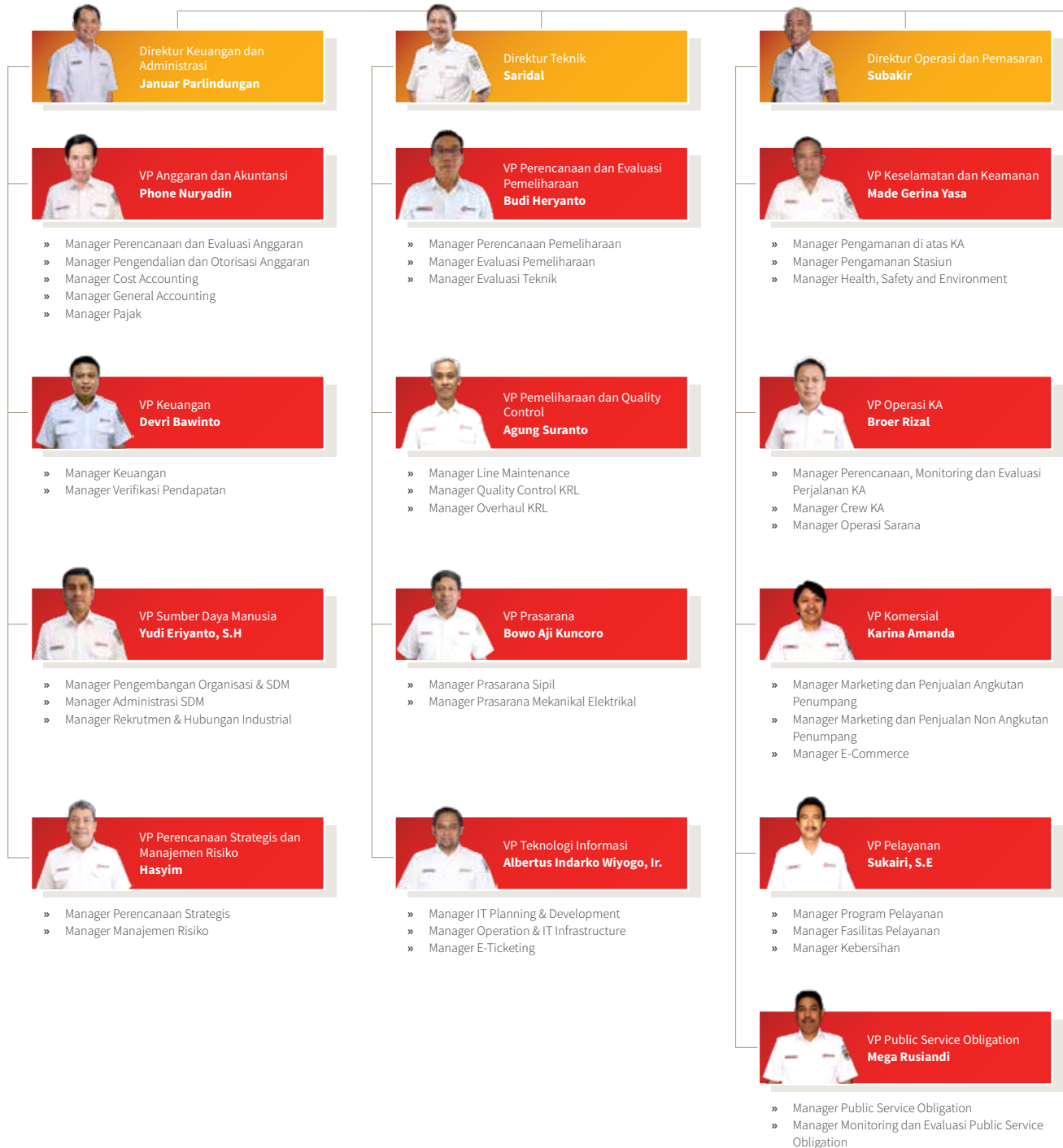


- KCI Bogor/Depok - Manggarai - Jakarta Kota
- KCI Bogor/Depok - Manggarai - Tanah Abang - Jatinegara
- KCI Cikarang/Bekasi - Jatinegara - Tanah Manggarai - Jakarta Kota
- KCI Rangkasbitung/Serpong - Tanah Abang
- KCI Tangerang - Duri
- KCI Tanjung Priok - Kampung Bandan - Jakarta Kota
- KCI Cikarang/Nambo - Citayam - Parung Panjang

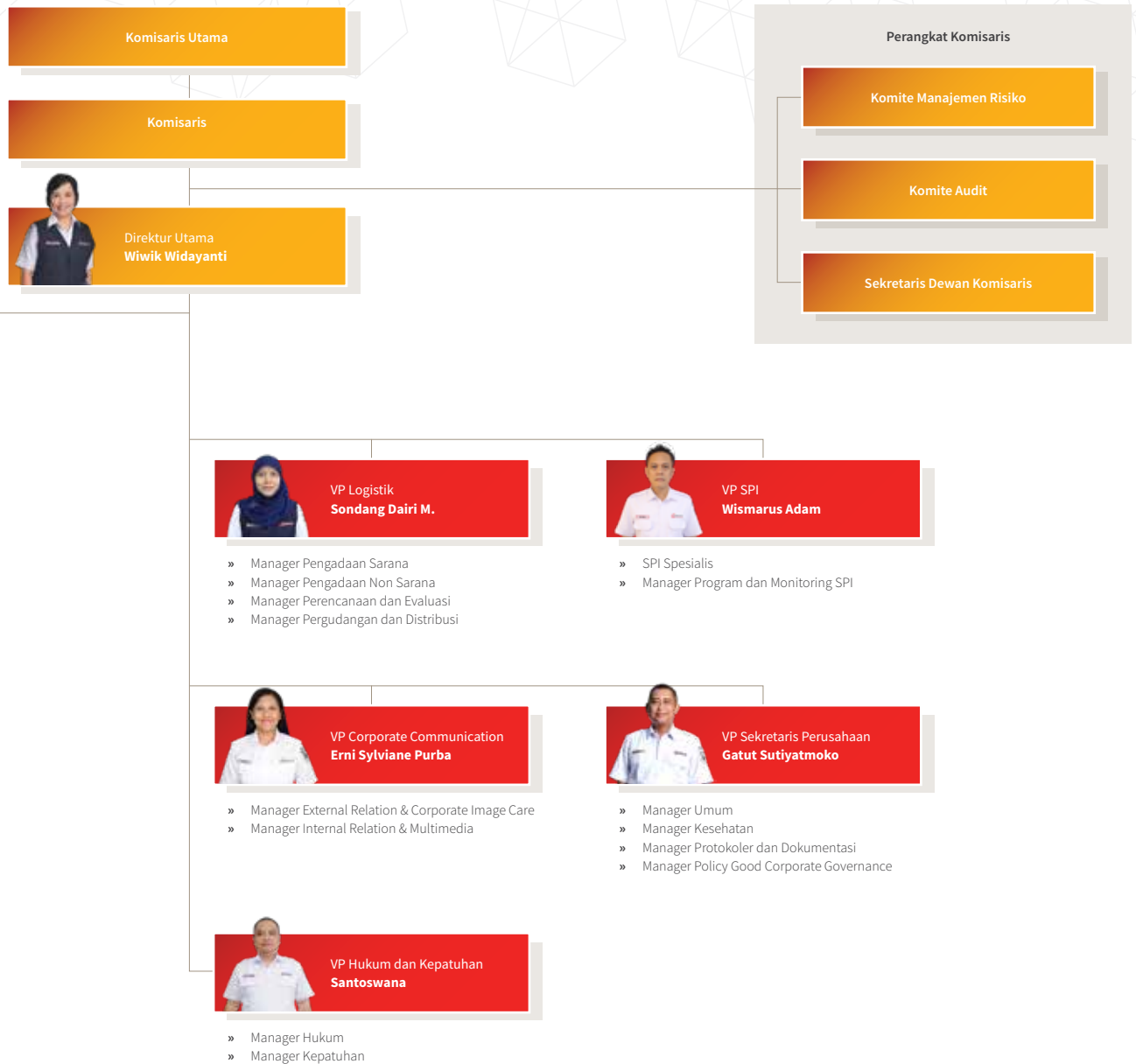


# Struktur Organisasi

## Organizational Structure







Struktur organisasi KCI disahkan berdasarkan SK Direksi Nomor SK-002/KCJ/DIR-HRD/I/2018 tentang Struktur Organisasi dan Tata Laksana di Lingkungan PT Kereta Commuter Indonesia dan SK Direksi Nomor SK.024/KCI/DIR-HRD/X/2018 Tanggal 03 Oktober 2018 dan P&T Nomor SK-028/KCI/DIR-HRD/XI/2018 Tanggal 01 November 2018 Tentang Struktur Organisasi dan Tata Laksana di Lingkungan PT Kereta Commuter Indonesia

*Organizational Structure of KCI is ratified through the Board of Directors Decree No. SK-002/KCJ/DIR-HRD/I/2018 concerning to the Organizational Structure and Procedure in the environment of PT Kereta Commuter Indonesia and from the Board of Directors Decree No. SK.024/KCI/DIR-HRD/X/2018 dated October 3, 2018 and P&T No. SK-028/KCI/DIR-HRD/XI/2018 dated Tanggal November 01, 2018 concerning to the Organizational Structure and Procedure in PT Kereta Commuter Indonesia.*



## Visi, Misi, dan Budaya

Vision, Mission and Corporate Culture



### **VISI** **VISION**

**Mewujudkan jasa angkutan kereta komuter sebagai pilihan utama dan terbaik.**

To realize commuter train transportation service as most preferred and best choice.



### **MISI** **MISSION**

**Menyelenggarakan jasa angkutan kereta komuter yang mengutamakan, keselamatan, pelayanan, kenyamanan dan ketepatan waktu serta berwawasan lingkungan.**

To provide commuter train transportation service with priority on safety, service, punctuality and eco-friendly.

### **BUDAYA** **CORPORATE CULTURE**



KCI merupakan perusahaan jasa transportasi yang tumbuh dan berkembang dengan komitmen integritas tinggi, memberikan pelayanan terbaik secara profesional dengan penuh inovasi yang selaras dengan perkembangan zaman, menyesuaikan kebutuhan dan harapan *stakeholders* serta selalu mengutamakan keselamatan untuk tetap menjadikan Commuter Line sebagai The Best Choice for Urban Transport.

*KCI is a growing transportation service company with high integrity commitment, providing the best professional services with full innovation that is in line with the times, adjusting the needs and expectations of stakeholders and always prioritizing safety to keep Commuter Line as the Best Choice for Urban Transport.*

## INTEGRITAS

Insan PT KCI bertindak secara konsisten dan patuh terhadap seluruh peraturan perusahaan sesuai komitmen untuk terus menjunjung tinggi standar etika dan tujuan Perusahaan.

## PROFESIONAL

Insan PT KCI memiliki kemampuan untuk menyelesaikan setiap tugas dan tanggung jawab dengan baik sesuai dengan harapan Perusahaan untuk tercapainya visi misi dan tujuan Perusahaan.

## INOVASI

Insan PT KCI selalu berpikir kreatif dan melakukan tindakan perbaikan yang berkelanjutan, sesuai dengan perubahan zaman serta kebutuhan *stakeholders* untuk dapat menghasilkan kebijakan serta produk baru yang dapat memberikan nilai tambah bagi Perusahaan.

## KESELAMATAN

Insan PT KCI berkomitmen bersama untuk menciptakan lingkungan dan proses kerja yang aman dalam menjalankan misi Perusahaan untuk memberikan layanan jasa transportasi yang mengedepankan keselamatan, keamanan dan kenyamanan serta terciptanya *Zero Accident*.

## INTEGRITY

*PT KCI's person acts consistently and adherently to all the company's regulations as a commitment to continue to uphold the ethical standards and objectives of the Company.*

## PROFESSIONAL

*PT KCI's person have the ability to complete every task and responsibility well in accordance with the Company's expectations to achieve mission vision and corporate objectives.*

## INNOVATION

*PT KCI's person always think creatively and take continuous corrective action, in accordance with the changing times and needs of stakeholders to be able to produce new policies and products that can provide added value for the Company.*

## SAFETY

*PT KCI's person are committed together to create a safe environment and work process in carrying out the Company's mission to provide transportation services that prioritize safety, safety and comfort and creation of Zero Accident.*

### Review Visi Misi oleh Dewan Komisaris dan Direksi

Pada tahun 2018 dilakukan penetapan visi yang telah disetujui oleh Dewan Komisaris dan Direksi Perseroan sesuai dengan Surat Keputusan Nomor: SK.044/CU/KCI/IX/2018 Tanggal 6 November 2018 Tentang Identitas.

Pada tahun 2019, Visi dan Misi Perseroan telah ditinjau kembali oleh Direksi dan Dewan Komisaris. Hal ini dilakukan karena Perseroan mempunyai rencana untuk melakukan ekspansi wilayah kerja sebagaimana penugasan pengelolaan kereta lokal oleh PT Kereta Api Indonesia (Persero). Berdasarkan hasil rapat maka akan dilakukan perubahan Visi Misi Perseroan yang akan dimasukkan ke dalam RJPP Perusahaan 2020-2024.

### Vision and Mission Review by the Board of Commissioners and Directors

*In 2018 the establishment of vision that has been approved by the Board of Commissioners and Directors of the Company following the Decree No: SK. 044/CU/KCI/IX/2018 dated November 6, 2018 concerning identity.*

*In 2019, the Company's vision and mission has been revisited by the BOD and BOC. This is done because the Company has a plan to do the expansion of the working area as a local train management assignment by PT Kereta Api Indonesia (Persero). Based on the results of the meeting, the Company will be changing the mission vision to be entered into the RJPP company 2020-2024.*



## Logo dan Perubahannya

Logo and Transformations



PT KAI COMMUTER JABODETABEK

2008 - 2017



2017 - Sekarang | 2017 - Present

Logo PT KCI dilakukan perubahan sejak tahun 2017 tepatnya pada tanggal 19 September 2017 bersamaan dengan perubahan nama Perusahaan dari PT KAI Commuter Jabodetabek menjadi PT Kereta Commuter Indonesia.

KCI's logo is transformed since 2017, precisely on September 19, 2017 in conjunction with the transformation of the Company's name from PT KAI Commuter Jabodetabek to PT Kereta Commuter Indonesia.

### MAKNA LOGO

#### LOGO PHILOSOPHY

##### Makna Kata Commuter

Kata Commuter Berasal dari sebuah istilah yang merujuk pada karakteristik konsumen utama KCI. Para pengguna jasa dalam rutinitas setiap harinya, beraktivitas pulang pergi secara teratur, konsisten, dan berulang. Dari wilayah penyangga ke pusat Ibu Kota. Jenis huruf dan warna yang digunakan juga mendeskripsikan ketegasan dalam berpandangan maju, dengan satu tujuan serta senantiasa mengikuti modernisasi dan perkembangan zaman.

##### Makna Simbol C

Sedangkan Simbol C merupakan huruf terdepan dari kata Commuter, yang merupakan konsumen utama PT KCI. Makna Simbol C terbagi dalam beberapa bagian. Sedangkan bagian-bagiannya, merupakan pemilihan bentuk dari 3 unsur budaya perusahaan yang paling utama yaitu: Pelayanan; Kenyamanan; Keamanan.

##### The Commuter Meanings

*The word Commuter comes from a term referring to the main consumer characteristics of the KCI. Service users in every day's routine, regular, consistent and repetitive activities. From the buffer area to the capital city center. The typeface and color used also describe the firmness of the forward view, with a single purpose and always following the modernization and development of the times.*

##### The Symbol C Meaning

*While symbol C is the leading letter of the word Commuter, which is the main consumer of PT KCI. The meaning of symbol C is divided into several, while the parts, is the choice of the form of 3 main customs elements of the company namely: Services; Comfort; Security.*



### **Makna Potongan-potongan dalam simbol C**

Visualisasi dari pergerakan garis potong, mendeskripsikan sebuah perusahaan penyedia jasa transportasi yang bergerak berdasarkan suatu pola, dengan sistem terintegrasi, dan progresif.

### **Makna garis lengkung mengarah ke luar**

Garis lengkung mengarah ke luar memiliki arti mengutamakan pelanggan dibandingkan perusahaan, berpikiran terbuka dalam merangkul pelanggan. Dengan pemikiran terbuka ini, KCI dapat fleksibel mengikuti perkembangan dinamika kehidupan, karena tuntutan zaman yang semakin menantang.

### **Makna setiap warna dalam tulisan**

- Warna merah merepresentasikan karakter perusahaan KCI. Sementara kombinasi dengan warna kuning memberikan keseimbangan dalam kemajuan perusahaan.
- Merah – Aktif, Agresif, Berani, Dinamis, Ekspansif, Produktif, Semangat & Tegas dalam berorganisasi.
- Kuning – Antusias, Komunikatif, Kreatif, Logis, Muda, Optimis, Progresif, Identitas PT KAI sebagai induk perusahaan PT KCI.

### **Meaning of Pieces in the C Symbol**

*Visualization of the cut lines movement, describing a provider of transportation services that move based on a pattern, integrated system, and progressive.*

### **The meaning of the leads out curved line**

*The curved line towards the outside has the meaning of prioritizing customers versus the company, open-minded in embracing customers. With these open minds, the KCI can flexibly follow the development of life's dynamics, as the demands of the times are increasingly challenging.*

### **The meaning of each color in writing**

- Red color represents the character of the KCI company. While the combination with yellow color gives a balance in the company's progress.
- Red – active, aggressive, daring, dynamic, expansive, productive, spirit & firmly in the organization.
- Yellow – enthusiastic, communicative, creative, logical, young, optimistic, progressive, identity PT KAI as the parent company of PT KCI.



# RJPP

## Long-Term Company Plan

### ARAH PENGEMBANGAN PERSEROAN COMPANY DEVELOPMENT PURPOSES

#### The Best Choices for Urban Transport

Mengembangkan angkutan penumpang dari mengangkut 1,2 juta penumpang/hari tahun 2019 menjadi 1,4 juta penumpang/hari tahun 2021  
*Developing passenger transportation from carrying 1.2 million passengers/day in 2019 to 1.4 million passengers/day in 2021*

#### Kunci Keberhasilan:

1. Keunggulan operasional dan layanan prima
2. Penerapan teknologi transportasi tepat guna
3. Integrasi antar moda khususnya berbasis rel

#### Key to Success:

1. Operational excellence and excellent service
2. Application of appropriate transportation technology
3. Intermodal integration, especially rail-based

#### Sasaran:

1. Improvement
2. Transformasi

#### Target:

1. Improvement
2. Transformation

Angkutan Penumpang KRL  
EMU Passenger Transportation

Komersial Non-Angkutan KRL  
Non-Transport Commercial EMU

Keselamatan dan Keamanan  
*Safety and Security*

Pelayanan  
Service

Kapasitas Penumpang KRL  
EMU Passenger Capacity

Kapasitas Perawatan KRL  
EMU Maintenance Capacity

Pengembangan SDM  
HR Development

Untuk menempatkan Perseroan sebagai the Best Choice for Urban Transport, dalam rangka mengangkut 1,2 juta penumpang per hari pada tahun 2019 dan 1,4 juta penumpang per hari pada tahun 2021, maka perlu didukung dengan sasaran, strategi, kebijakan dan program kegiatan perusahaan yang tepat berdasarkan kondisi yang ada, sebagai berikut:

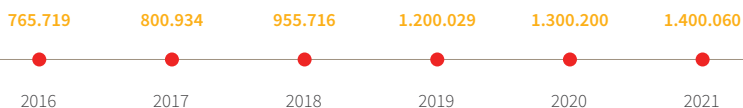
*To put the Company as the Best Choice for Urban Transport, in order to transport 1.2 million passengers per day in 2019 and 1.4 million passengers per day in 2021, it should be supported by the appropriate objectives, strategies, policies and programs of corporate activities based on conditions as follows:*

### IMPROVEMENT

Peningkatan Performa  
dan Kapabilitas  
*Performance and Capability  
Enhancements*

- Keselamatan dan Keamanan KRL
- Pelayanan KRL
- Kapasitas Penumpang KRL
- Kapasitas Perawatan KRL
- Pengembangan SDM
- Pendanaan untuk Investasi
- EMU Safety and Security
- EMU Services
- EMU Passenger Capacity
- EMU Maintenance Capacity
- HR Development
- Investment Funding

Penumpang/hari  
*Passenger/day*



Pendapatan/tahun  
*Income/year*



### TRANSFORMATION

Standard baru untuk solusi  
transportasi terpadu  
*New standard for integrated  
transportation solution*

#### Inovasi Teknologi *Technology Innovation*

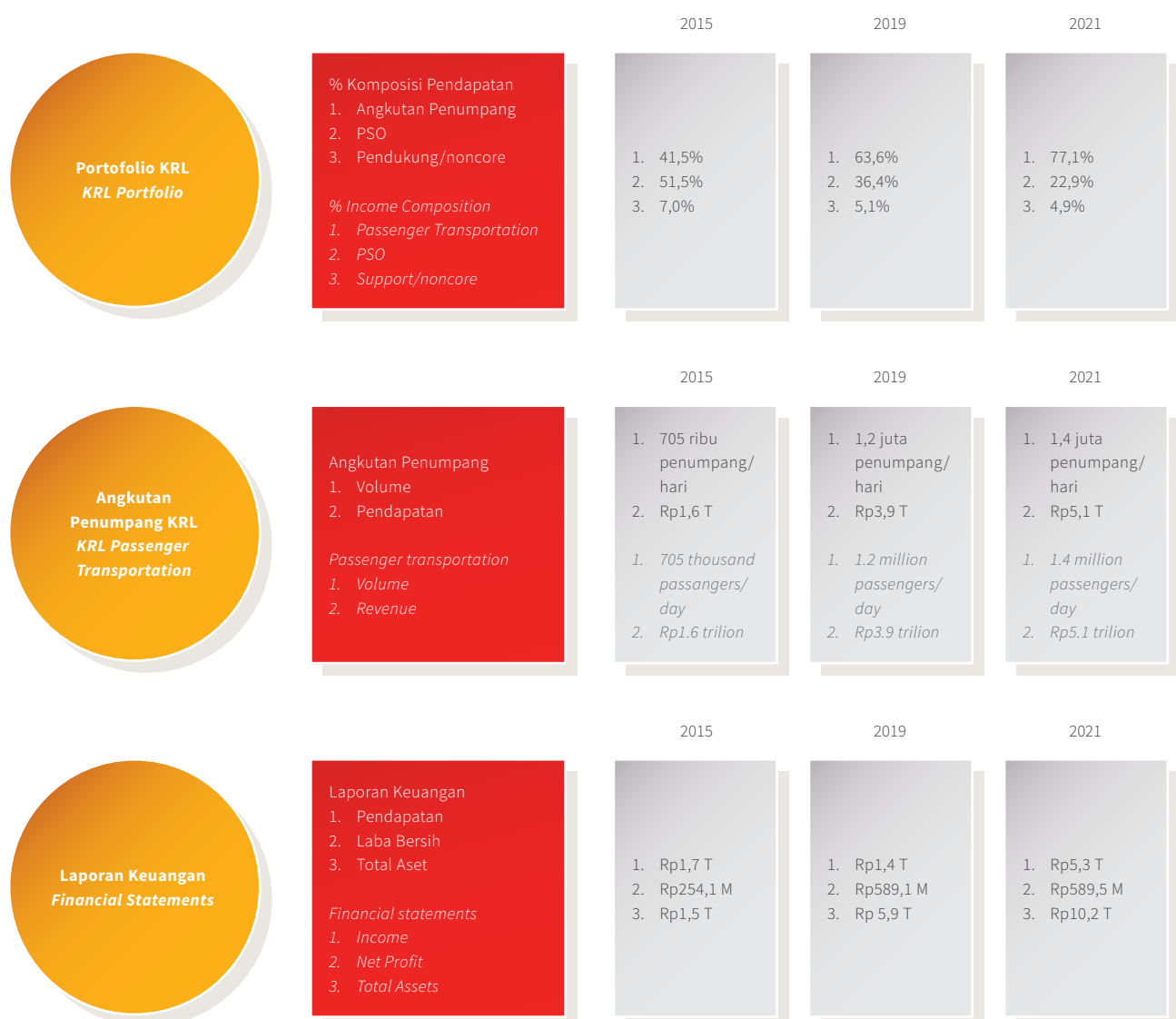
Penerapan teknologi transportasi  
*Transportation technology implementation*

Pengembangan solusi transportasi terpadu/integrasi antar moda  
*Development of integrated/intermodal transportation solutions*



Berdasarkan arah pengembangan Perseroan sampai dengan tahun 2021, maka target krusial yang perlu menjadi fokus dalam RJPP ini adalah pada tahun 2019 mengangkut 1,2 juta penumpang per hari dan tahun 2021 mengangkut 1,4 juta penumpang per hari, yang mana detail portofolio laporan keuangan dapat dilihat pada gambar berikut ini.

According to the direction of the Company's development up to 2021, the crucial target that needs to be focused in this RJPP is, in 2019 to carry 1.2 million passengers per day and in 2021 to carry 1.4 million passengers per day, in which the portfolio description, financial statements could be seen in the following picture.





## Profil Dewan Komisaris

Board of Commissioners' Profile



### 1 Edi Sukmoro

Komisaris Utama  
*President Commissioner*

### 2 Edy Widyaya

Komisaris  
*Commissioner*

### 3 Dariyadi

Plt. Komisaris  
*Acting Commissioner*



### Edi Sukmoro

Komisaris Utama  
President Commissioner

|                                                    |                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                     | Indonesia                                                                                                                                                                                                                                                                                                                                                           |
| Usia / Tempat & Tanggal Lahir<br>Age / Place & DOB | 61 / Semarang, 15 Maret 1959<br>61 / Semarang, March 15, 1959                                                                                                                                                                                                                                                                                                       |
| Riwayat Pendidikan<br>Education History            | <ul style="list-style-type: none"> <li>S2 Development Technology, University of Melbourne (1996)</li> <li>S1 Teknik Sipil, Institut Teknologi Bandung (1984)</li> </ul>                                                                                                                                                                                             |
| Riwayat Jabatan<br>Position History                | Komisaris Utama PT KCI 2015 - Sekarang<br>President Commissioner of PT KCI 2015 - Present                                                                                                                                                                                                                                                                           |
| Dasar Hukum Penunjukan<br>Legal Appointment        | HK.227/XI/1/KA-2015 tanggal 04 November 2015 tentang Pemberhentian dan Pengangkatan Komisaris PT KAI Commuter Jabodetabek<br>HK. 227/XI/1/KA-2015 dated November 4, 2015 concerning termination and appointment of Commissioner of PT KAI Commuter Jabodetabek                                                                                                      |
| Pengalaman Kerja<br>Work Experience                | <ul style="list-style-type: none"> <li>Direktur Utama PT KAI (Persero) 2014 - Sekarang</li> <li>Direktur Aset Non-Railways PT KAI (Persero) (2013-2014)</li> <li>Vice President of Property Management (2009-2012)</li> <li>Deputy Director of Corporate Budgeting (2003-2009)</li> <li>Senior Manager Business Development &amp;Marketing PT PLN (2003)</li> </ul> |
| Jabatan Rangkap<br>Concurrent                      | Direktur Utama PT Kereta Api Indonesia (Persero)<br>President Director of PT Kereta Api Indonesia (Persero)                                                                                                                                                                                                                                                         |
| Pendidikan dan Pelatihan<br>Education and Training |                                                                                                                                                                                                                                                                                                                                                                     |
| Afiliasi<br>Affiliation                            | Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya<br>Do not have any family ties to the affiliation with other members of the Board of Commissioners                                                                                                                                                           |
| Pernyataan Independensi<br>Independency Statements | Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama<br>Has not served more than 2 (two) periods as President Commissioner                                                                                                                                                                                                                             |
| Domisili<br>Domicile                               | Jakarta Selatan, Indonesia<br>South Jakarta, Indonesia                                                                                                                                                                                                                                                                                                              |



## Edy Widayana

Komisaris  
Commissioner

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 48 / Jakarta Selatan, 12 Januari 1972<br><i>48 / Jakarta Selatan, January 12, 1972</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | <ul style="list-style-type: none"> <li>S2 Magister Ilmu Hukum, Universitas Jayabaya (2015)</li> <li>S1 Manajemen Perusahaan, Universitas Kristen Indonesia (1997)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                        | Komisaris PT KCI 2019 - Sekarang<br><i>Acting Commissioner of PT KCI 2019 - Present</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Risalah RUPS No. PT KAI (Persero) KP.303/VI/1/KA-2019 dan No. Yayasan Pusaka 04/RIS-KCI/VI/2019 tentang Pemberhentian Komisaris dan Pengangkatan Komisaris Perseroan<br><i>Treatise on GMS No. PT KAI (Persero) KP. 303/VI/1/KA-2019 and No. Foundation of Pusaka 04/RIS-KCI/VI/2019 on termination of Commissioner and appointment of Commissioner of the Company</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Sekretaris Dewan Komisaris PT Pelabuhan Indonesia III (Persero) (2017-2019)</li> <li>Sekretaris Dewan Komisaris PT Angkasa Pura II (Persero) (2013-2017)</li> <li>Kepala Sub Bidang Usaha Aneka Industri Ia BUMN (2014-2015)</li> <li>Kepala Sub Bidang Industri Primer Ia-1 BUMN (2012-2014)</li> <li>Kepala Sub Bidang Inventarisasi dan Mutasi Kekayaan BUMN II (2010-2012)</li> <li>Kepala Sub Bidang Evaluasi Pendayagunaan Aset I BUMN (2006-2010)</li> </ul> <ul style="list-style-type: none"> <li><i>Secretary of Board of Commissioners of PT Pelabuhan Indonesia III (Persero) (2017-2019)</i></li> <li><i>Secretary of Board of Commissioners of PT Angkasa Pura II (Persero) (2013-2017)</i></li> <li><i>The head of Sub-field business of various industries Ia BUMN (2014-2015)</i></li> <li><i>Principal of Sub-field industrial primary Ia-1 BUMN (2012-2014)</i></li> <li><i>Head of Sub field of inventory and mutation wealth BUMN II (2010-2012)</i></li> <li><i>Head of the Sub Evaluation of Asset Utilization I (2006-2010)</i></li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Kepala Sub Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ia-2 BUMN<br><i>Head of Sub-Division of Energy business, logistics, region and tourism of Ia-2 BUMN</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Pendidikan dan Pelatihan</b><br><i>Education and Training</i>         | <ul style="list-style-type: none"> <li>Leader as Coach oleh Coaching Indonesia (2019)</li> <li>Risk Beyond 2019 International Conference on Enterprise Risk Management oleh CRMS Indonesia (2019)</li> </ul> <ul style="list-style-type: none"> <li><i>Leader as Coach by Coaching Indonesia (2019)</i></li> <li><i>Risk Beyond 2019 International Conference on Enterprise Risk Management by CRMS Indonesia (2019)</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya<br><i>Do not have any family ties to the affiliation with other members of the Board of Commissioners</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Pernyataan Independensi</b><br><i>Independency Statements</i>         | Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama<br><i>Has not served more than 2 (two) periods as President Commissioner</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Domisili</b><br><i>Domicile</i>                                       | Bekasi, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |





### Dariyadi

Plt. Komisaris  
Acting Commissioner

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                     | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Usia / Tempat & Tanggal Lahir<br>Age / Place & DOB | 57 / Cilacap, 26 Februari 1963<br>57 / Cilacap, February 26, 1963                                                                                                                                                                                                                                                                                                                                                            |
| Riwayat Jabatan<br>Position History                | Plt Komisaris PT KCI 2019 – Sekarang<br>Acting Commissioner of PT KCI 2019 - Present                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Penunjukan<br>Legal Appointment        | Risalah RUPS No. PT KAI (Persero) KP.303/X/1/KA-2019 dan No. Yayasan Pusaka 08/RIS-KCI/X/2019 tentang Pengangkatan Pelaksana Tugas Komisaris Perseroan<br>Treatise on GMS No. PT KAI (Persero) KP. 303/X/1/KA-2019 and No. Foundation of Pusaka 08/RIS-KCI/X/2019 on appointment of the company's commissioner                                                                                                               |
| Pengalaman Kerja<br>Work Experience                | <ul style="list-style-type: none"> <li>Executive Vice President Corporate Secretary PT KAI (2017-2019)</li> <li>Corporate Deputy Director of Operation PT KAI (November 2016 – Februari 2017)</li> <li>Deputy Vice President Daerah Operasi 5 Purwokerto PT KAI (Agustus-November 2016)</li> <li>Project Director 6 Yogyakarta PT KAI (Maret-Agustus 2016)</li> <li>Staf Utama Direktur Utama PT KAI (Maret 2016)</li> </ul> |
| Jabatan Rangkap<br>Concurrent                      | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                            |
| Pendidikan dan Pelatihan<br>Education and Training | <ul style="list-style-type: none"> <li>Finnon (Understanding Financial Statement) oleh PPM Manajemen (2019)</li> <li>Risk Beyond 2019 International Conference on Enterprise Risk Management oleh CRMS Indonesia (2019)</li> <li>Teknik Identifikasi Risiko Strategik Korporasi oleh JSM Management Consultant (2019)</li> </ul>                                                                                             |
| Afiliasi<br>Affiliation                            | Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya<br>Do not have any family ties to the affiliation with other members of the Board of Commissioners                                                                                                                                                                                                                    |
| Pernyataan Independensi<br>Independency Statements | Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama<br>Has not served more than 2 (two) periods as President Commissioner                                                                                                                                                                                                                                                                                      |
| Domisili<br>Domicile                               | Cilacap, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                           |



## Profil Direksi

Board of Directors Profile



### 1 Wiwik Widayanti

Direktur Utama  
*President Director*

### 2 Januar Parlindungan

Plt. Direktur Keuangan dan Administrasi  
*Acting Director of Finance and Administration*

### 3 Saridal

Plt Direktur Teknik  
*Acting Technical Director*

### 4 Subakir

Direktur Operasi dan Pemasaran  
*Operations and Marketing Director*





## Wiwik Widayanti

Direktur Utama  
President Director

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                     | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Usia / Tempat & Tanggal Lahir<br>Age / Place & DOB | 56/ Cirebon, 19 Agustus 1963<br>56/ Cirebon, August 19, 1963                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Riwayat Pendidikan<br>Education History            | <ul style="list-style-type: none"> <li>S2 - Institut Teknologi Bandung - Manajemen Perkeretaapian 13/07/2002</li> <li>S1 - Universitas Diponegoro - Manajemen 24/08/1989</li> <li>Master Degree - Bandung Institute of Technology - Railway Management 13/07/2002</li> <li>Bachelor Degree - Diponegoro University - Management 08/24/1989</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Riwayat Jabatan<br>Position History                | Direktur Utama PT KCI 2018 – Sekarang<br>President Director of PT KCI 2018 - Present                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Dasar Hukum Penunjukan<br>Legal Appointment        | Risalah Sirkuler Keputusan Pemegang Saham Nomor KP.303/IV/1/KA-2018 dan 04/RIS-PT KCI/IV/2018 Tanggal 16 April 2018<br>Circular Treatise of Shareholders' decision number KP. 303/IV/1/KA-2018 and 04/RIS-PT KCI/IV/2018 dated April 16, 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Pengalaman Kerja<br>Work Experience                | <ul style="list-style-type: none"> <li>Executive Vice President Daerah Operasi 4 Semarang (2015-2016)</li> <li>Executive Vice President Daerah Operasi 8 Surabaya (2014-2015)</li> <li>Executive Vice President Daerah Operasi 6 Yogyakarta (2014-2015)</li> <li>Executive Vice President Corporate Secretary (April-Desember 2014)</li> <li>Vice President Corporate Document Management (Maret-Oktober 2013)</li> <li>Staf Utama Direktur Utama (Maret-Oktober 2013)</li> <li>Executive Vice President District Operating 4 Semarang (2015-2016)</li> <li>Executive Vice President of Operating Area 8 Surabaya (2014-2015)</li> <li>Executive Vice President of Operating Area 6 Yogyakarta (2014-2015)</li> <li>Executive Vice President Corporate Secretary (April-December 2014)</li> <li>Vice President Corporate Document Management (March-October 2013)</li> <li>Main Staff of President Director (March-October 2013)</li> </ul> |
| Jabatan Rangkap<br>Concurrent                      | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Pendidikan dan Pelatihan<br>Education and Training | <ul style="list-style-type: none"> <li>Pelatihan English Executive Program (Februari - April 2019)</li> <li>Assessment Center for Executive (8 Februari 2019)</li> <li>Training Strategic Management (4 Februari 2019)</li> <li>Pelatihan Cyber Risk Management (24 - 26 April 2019)</li> <li>Pelatihan English Executive Program (Mei 2019)</li> <li>Pelatihan Business English Executive Program (Desember 2019)</li> <li>English Executive Training Program (February-April 2019)</li> <li>Assessment Center for Executive (February 8, 2019)</li> <li>Strategic Management Training (February 4, 2019)</li> <li>Cyber Risk Management Training (April 24-26, 2019)</li> <li>English Executive Program Training (May 2019)</li> <li>Training of Business English Executive Program (December 2019)</li> </ul>                                                                                                                            |
| Afiliasi<br>Affiliation                            | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br>No affiliated relationship with other members of the Board of Commissioners and shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Domisili<br>Domicile                               | Bandung, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



### Januar Parlindungan

Plt. Direktur Keuangan dan Administrasi  
Acting Director of Finance and Administration

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 45/ Jakarta, 18 Januari 1974<br><i>45/ Jakarta, January 18, 1974</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | S1 - Sekolah Tinggi Ilmu Ekonomi Perbanas - Akuntansi 19/01/1998<br><i>Bachelor Degree - Perbanas College of Economics - Accounting 19/01/1998</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                        | Plt Direktur Keuangan dan Administrasi PT KCI 2018 – Sekarang<br><i>Acting Director of Finance and Administration of PT KCI 2018 - Present</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Risalah Sirkuler Keputusan Pemegang Saham Nomor KP.303/VII/3/KA-2018 dan 07/RIS-PT.KCI/VII/2018 Tanggal 12 Juli 2018<br><i>Circular Treatise of Shareholders' decision number KP. 303/VII/3/KA-2018 and 07/RIS-PT. KCI/VII/2018 dated July 12, 2018</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Plt Direktur Keuangan dan Administrasi (2018-Sekarang)</li> <li>Vice President Pso, Imo and Tac PT KAI (2017-2018)</li> <li>Trainer Utama and Education Ir. H. Djuanda PT KAI (Januari-April 2017)</li> <li>Direktur Keuangan &amp; Administrasi PT KAPM (2016-2017)</li> <li>Vice President Cost Accounting PT KAI (2011-2016)</li> </ul> <ul style="list-style-type: none"> <li><i>Acting Director of Finance and Administration (2018 – Present)</i></li> <li><i>Vice President of Pso, Imo and Tac PT KAI (2017-2018)</i></li> <li><i>Main Trainer of Ir. H. Djuanda Training and Education PT KAI (January-April 2017)</i></li> <li><i>Director of Finance &amp; Administration PT KAPM (2016-2017)</i></li> <li><i>Vice President Cost Accounting PT KAI (2011-2016)</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Pendidikan dan Pelatihan</b><br><i>Education and Training</i>         | <ul style="list-style-type: none"> <li>Pelatihan English Executive Program (Februari - April 2019)</li> <li>Assessment Center for Executive (8 Februari 2019)</li> <li>Training Strategic Management (4 Februari 2019)</li> <li>Workshop Corporate Cash Management (24 - 26 April 2019)</li> <li>Pelatihan English Executive Program (Mei 2019)</li> <li>Manajemen Aset ke Ferrovie Dello Stato (08 - 19 Juli 2019)</li> <li>Assessment Center for Executive (31 Juli 2019)</li> <li>Workshop Laporan Keuangan Konsolidasi Sesuai PSAK (19 - 20 September 2019)</li> <li>Pelatihan Executive Management (24 Oktober 2019)</li> <li>Pelatihan Business English Executive Program (Desember 2019)</li> </ul> <ul style="list-style-type: none"> <li><i>English Executive Training Program (February-April 2019)</i></li> <li><i>Assessment Center for Executive (February 8, 2019)</i></li> <li><i>Strategic Management Training (February 4, 2019)</i></li> <li><i>Corporate Cash Management Workshops (April 24-26, 2019)</i></li> <li><i>English Executive Program Training (May 2019)</i></li> <li><i>Asset Management to Ferrovie Dello Stato (July 08-19, 2019)</i></li> <li><i>Assessment Center for Executive (July 31, 2019)</i></li> <li><i>Workshop of consolidated financial statements according to PSAK (September 19-20, 2019)</i></li> <li><i>Executive Management Training (October 24, 2019)</i></li> <li><i>Training of Business English Executive Program (December 2019)</i></li> </ul> |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br><i>No affiliated relationship with other members of the Board of Commissioners and shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Domisili</b><br><i>Domicile</i>                                       | Bandung, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |





### Saridal

Plt Direktur Teknik  
Acting Technical Director

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 56/ Purworejo, 2 Agustus 1963<br><i>56/ Purworejo, August 2, 1963</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | <ul style="list-style-type: none"> <li>S2 - Universitas Pasundan - Magister Manajemen 07/04/2011</li> <li>S1 - Universitas Nurtanio - Teknik Elektro 25/05/2009</li> <li>D3 - Institut Teknologi Bandung - Teknik Komputer 05/10/1996</li> <li>Master Degree - Pasundan University - Master of Management 07/04/2011</li> <li>Bachelor Degree - Nurtanio University - Electrical Engineering 25/05/2009</li> <li>Diploma Degree - Bandung Institute of Technology - Computer Engineering 05/10/1996</li> </ul>                                                                                                                                                       |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                        | Plt Direktur Teknik PT KCI 2019 – Sekarang<br><i>Acting Director of Technical of PT KCI 2019 - Present</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Risalah Sirkuler Keputusan Pemegang Saham Nomor KP.303/VIII/4/KA-2019 dan 07/RIS-KCI/VIII/2019 Tanggal 21 Agustus 2019<br><i>Circular Treatise of Shareholders' decision number KP. 303/VIII/4/KA-2019 and 07/RIS-KCI/VIII/2019 Dated August 21, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Pelaksana Tugas Direktur Teknik (2019-Sekarang)</li> <li>Executive Vice President Daerah Operasi 2 Bandung (2017-2019)</li> <li>Vice President Daerah Operasi 2 Bandung (2015-2017)</li> <li>Deputy Vice President Divre I Medan (2013-2015)</li> <li>Staf Utama Direktur Utama (2012-2013)</li> <li>Acting Director of Engineering Duties (2019-Present)</li> <li>Executive Vice President of Operating Area 2 Bandung (2017-2019)</li> <li>Vice President of Operating Area 2 Bandung (2015-2017)</li> <li>Deputy Vice President Divre I Medan (2013-2015)</li> <li>Main Staff of President Director (2012-2013)</li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Pendidikan dan Pelatihan</b><br><i>Education and Training</i>         | <ul style="list-style-type: none"> <li>Pelatihan English Executive Program (Februari - April 2019)</li> <li>Assessment Center for Executive (8 Februari 2019)</li> <li>Training Strategic Management (4 Februari 2019)</li> <li>Pelatihan Business English Executive Program (Desember 2019)</li> <li>English Executive Training Program (February-April 2019)</li> <li>Assessment Center for Executive (February 8, 2019)</li> <li>Strategic Management Training (February 4, 2019)</li> <li>Training of Business English Executive Program (December 2019)</li> </ul>                                                                                              |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br><i>No affiliated relationship with other members of the Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Domisili</b><br><i>Domicile</i>                                       | Bandung, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |





### Subakir

Direktur Operasi dan Pemasaran  
Operations and Marketing Director

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 56/ Surabaya, 30 Juli 1963<br><i>56/ Surabaya, July 30, 1963</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                        | Direktur Operasi dan Pemasaran PT KCI 2015 – Sekarang<br><i>Director of Operations and Marketing of PT KCI 2015 - Present</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Risalah Sirkuler Keputusan Pemegang Saham Nomor HK.227/IX/2/KA-2015 Tanggal 26 September 2015<br><i>Circular Treatise of Shareholders decision number HK. 227/IX/2/KA-2015 dated September 26, 2015</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Direktur Operasi dan Pemasaran (2015-Sekarang)</li> <li>Direktur Operasi PT KA Logistik (2014-2015)</li> <li>Vice President Train Crew Management PT KAI (Persero) (Juni-Agustus 2014)</li> <li>Vice President Train Control and Evaluation PT KAI (Persero) (Mei-Juni 2014)</li> <li>Vice President Terminal &amp; Logistics PT KAI (Persero) (2013-2014)</li> <li>Operations and Marketing Director (2015-Present)</li> <li>Operation Director of PT KA Logistik (2014-2015)</li> <li>Vice President Train Crew Management PT KAI (Persero) (June-August 2014)</li> <li>Vice President Train Control and Evaluation PT KAI (Persero) (May-June 2014)</li> <li>Vice President Terminal &amp; Logistics PT KAI (Persero) (2013-2014)</li> </ul>                                                                                                                                                                                  |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Pendidikan dan Pelatihan</b><br><i>Education and Training</i>         | <ul style="list-style-type: none"> <li>Pelatihan English Executive Program (Februari - April 2019)</li> <li>Assessment Center for Executive (8 Februari 2019)</li> <li>Training Strategic Management (4 Februari 2019)</li> <li>Pelatihan English Executive Program (Mei 2019)</li> <li>Assessment Centter for Executive (31 Juli 2019)</li> <li>Manajemen Aset ke Ferrovie Dello Stato Batch 2 (12 - 27 Oktober 2019)</li> <li>Pelatihan Business English Executive Program (Desember 2019)</li> <li>English Executive Training Program (February-April 2019)</li> <li>Assessment Center for Executive (February 8, 2019)</li> <li>Strategic Management Training (February 4, 2019)</li> <li>English Executive Program Training (May 2019)</li> <li>Assessment Center for Executive (July 31, 2019)</li> <li>Asset Management to Ferrovie Dello Stato Batch 2 (October 12-27, 2019)</li> <li>Training of Business English Executive Program (December 2019)</li> </ul> |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br><i>No affiliated relationship with other members of the Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Domisili</b><br><i>Domicile</i>                                       | Surabaya, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



## Profil Pejabat Eksekutif

### Executive Officers' Profile



#### Phone Nuryadin

Anggaran dan Akuntansi  
Budgeting and Accountancy

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 42/ Kananga, 23 Mei 1977<br>42/ Kananga, May 23, 1977                                                                                                                                                                                                                                                                                                                                                                      |
| Riwayat Pendidikan<br><i>Education History</i>                | S2 - Universitas Indonesia - Magister Management 05/11/2004<br>Master Degree - University of Indonesia - Masters in Management 05/11/2004                                                                                                                                                                                                                                                                                  |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/46/VIII/2019 Tanggal 5 Agustus 2019<br>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/46/VIII/2019 dated August 5, 2019                                                                                                                                                               |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Anggaran dan Akuntansi (Agustus 2019 - Sekarang)</li> <li>Vice President Logistik (April 2019 – Agustus 2019)</li> <li>GM Keuangan (April 2013 – April 2019)</li> <li>Vice President of Budgeting and Accountancy (August 2019 – Present)</li> <li>Vice President of Logistics (April 2019 – August 2019)</li> <li>GM Financial (April 2013 – April 2019)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                          |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders                                                                                                                                                                                                                                                         |
| Domisili<br><i>Domicile</i>                                   | Depok, Jawa Barat, Indonesia                                                                                                                                                                                                                                                                                                                                                                                               |



#### Erni Sylviane Purba

Corporate Communication  
Corporate Communication

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                             |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 35/ Simalungun, 25 April 1984<br>35/ Simalungun, April 25, 1984                                                                                                                                                                                                                                                                                                                                       |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 Teknik Informatika – Universitas Kristen Duta Wacana<br>Bachelor Degree Informatics Engineering - Duta Wacana Christian University                                                                                                                                                                                                                                                                 |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/III/28/SAP/KA-2019 Tanggal 14 Maret 2019<br>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/III/28/SAP/KA-2019 dated March 14, 2019                                                                                                                                                        |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Corporate Communication (Maret 2019 – Sekarang)</li> <li>Manager Customer Relation and Digital Community PT KAI (Persero) (Februari 2017 – Maret 2019)</li> <li>Vice President Corporate Communication (March 2019 – Present)</li> <li>Manager Customer Relation and Digital Community PT KAI (Persero) (February 2017 – March 2019)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                     |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders                                                                                                                                                                                                                                    |
| Domisili<br><i>Domicile</i>                                   | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                    |



**Yudi Eriyanto, S.H**  
Sumber Daya Manusia  
Human Resources

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan<br/>Citizenship</b>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Usia / Tempat &amp; Tanggal Lahir<br/>Age / Place &amp; DOB</b> | 53/ Bandung, 19 Maret 1966<br><i>53/ Bandung, March 19, 1966</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Riwayat Pendidikan<br/>Education History</b>                    | S1 - Universitas Borobudur - Hukum Perdata 28/08/1999<br><i>Bachelor Degree - Borobudur University - Civil Law 28/08/1999</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Dasar Hukum Penunjukan<br/>Legal Appointment</b>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/III/15/SAP/KA-2019 Tanggal 14 Maret 2019<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/III/15/SAP/KA-2019 dated March 14, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Pengalaman Kerja<br/>Work Experience</b>                        | <ul style="list-style-type: none"> <li>Vice President Sumber Daya Manusia PT KCI (Maret 2019 – Sekarang)</li> <li>Vice President Organization Development PT KAI (Juli 2018 – Maret 2019)</li> <li>Senior Manager Sumber Daya Manusia dan Umum Daerah Operasi 1 Jakarta (Agustus 2015 - Juli 2018)</li> <li>Vice President Industrial Relation (April 2015 – Agustus 2015)</li> <li>Senior Manager Sumber Daya Manusia dan Umum Divisi Regional 3 Sumatera Selatan (Januari 2015 - April 2015)</li> </ul> <ul style="list-style-type: none"> <li><i>Vice President of Human Resources PT KCI (March 2019 – Present)</i></li> <li><i>Vice President Organization Development PT KAI (July 2018 – March 2019)</i></li> <li><i>Senior Manager of Human Resources and General Operating Area 1 Jakarta (August 2015-July 2018)</i></li> <li><i>Vice President Industrial Relation (April 2015 – August 2015)</i></li> <li><i>Senior Manager of Human Resources and General Regional Division 3 South Sumatera (January 2015-April 2015)</i></li> </ul> |
| <b>Jabatan Rangkap<br/>Concurrent</b>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Afiliasi<br/>Affiliation</b>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Domisili<br/>Domicile</b>                                       | Bekasi, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



**Budi Heryanto**  
Perencanaan dan Evaluasi  
Pemeliharaan  
Planning and Maintenance  
Evaluation

|                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan<br/>Citizenship</b>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Usia / Tempat &amp; Tanggal Lahir<br/>Age / Place &amp; DOB</b> | 45/ Karawang, 14 Oktober 1974<br><i>45/ Karawang, October 14, 1974</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Riwayat Pendidikan<br/>Education History</b>                    | <ul style="list-style-type: none"> <li>S1 - Institut Teknologi Budi Utomo - 04/04/2002</li> <li>D3 - Institut Teknologi Bandung - 31/12/1996</li> <li><i>Bachelor Degree - Budiutomo Institute of Technology - 04/04/2002</i></li> <li><i>Diploma Degree - Institut Teknologi Bandung - 31/12/1996</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Dasar Hukum Penunjukan<br/>Legal Appointment</b>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/35/V/2019 Tanggal 10 Mei 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/35/V/2019 dated May 10, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Pengalaman Kerja<br/>Work Experience</b>                        | <ul style="list-style-type: none"> <li>Vice President Perencanaan dan Evaluasi Pemeliharaan (Mei 2019 – Sekarang)</li> <li>Vice President Pemeliharaan dan Quality Control April (2016 – Mei 2019)</li> <li>Manager Sarana PT KAI (Persero) (Februari 2015 – April 2016)</li> <li>Manager Unit Quality Control PT KAI (Persero) (September 2014 – Februari 2015)</li> <li>Manager EMU Maintenance (Juni 2014 – Agustus 2014)</li> </ul> <ul style="list-style-type: none"> <li><i>Vice President of Planning And Maintenance Evaluation (May 2019 – Present)</i></li> <li><i>Vice President of Maintenance and Quality Control April (2016 – May 2019)</i></li> <li><i>Managerw Sarana PT KAI (Persero) (February 2015 – April 2016)</i></li> <li><i>Manager Unit Quality Control PT KAI (Persero) (September 2014 – February 2015)</i></li> <li><i>EMU Maintenance Manager (June 2014 – August 2014)</i></li> </ul> |
| <b>Jabatan Rangkap<br/>Concurrent</b>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Afiliasi<br/>Affiliation</b>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Domisili<br/>Domicile</b>                                       | Karawang, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |





**Devri Bawinto**

Keuangan  
Finance

|                                                               |                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                   |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 48/ Jakarta, 17 Oktober 1971<br>48/ Jakarta, October 17, 1971                                                                                                                                                                                                                               |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 - Institut Teknologi Bandung - 22/09/1997<br><i>Bachelor Degree - Bandung Institute of Technology - 22/09/1997</i>                                                                                                                                                                       |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/170/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/170/IV/2019 dated April 25, 2019</i>                            |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Keuangan PT KCI (April 2019 – Sekarang)</li> <li>Vice President Finansial PT KCI (April 2019-Present)</li> <li>Vice President Komersial (Mei 2013 – April 2019)</li> <li>Vice President Commercial (May 2013 – April 2019)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                    |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                   |
| Domisili<br><i>Domicile</i>                                   | Bogor, Indonesia                                                                                                                                                                                                                                                                            |



**Sondang Dairi M.**

Logistik  
Logistic

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 48/ Karang Intan, 13 Juli 1971<br>48/ Karang Intan, July 13, 1971                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 - Universitas Lambung Mangkurat, Banjarmasin - Pertanian 27/06/1994<br><i>Bachelor Degree - University of Lambung Mangkurat, Banjarmasin - Agriculture 27/06/1994</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/49/VIII/2019 Tanggal 5 Agustus 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/49/VIII/2019 dated August 5, 2019</i>                                                                                                                                                                                                                                                                                                                                                                           |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Logistik (Agustus 2019 – Sekarang)</li> <li>Vice President of Logistics (August 2019 – Present)</li> <li>Vice President Anggaran dan Akuntansi (April 2019 – Agustus 2019)</li> <li>Vice President of Budget and Accounting (April 2019 – August 2019)</li> <li>Vice President Perencanaan Strategis dan Manajemen Risiko (Agustus 2016 – April 2019)</li> <li>Vice President of Strategic Planning and Risk Management (August 2016 – April 2019)</li> <li>M Perencanaan Strategis (Januari 2012 – Agustus 2016)</li> <li>M Strategic Planning (January 2012 – August 2016)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Domisili<br><i>Domicile</i>                                   | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





**Sukairi, S.E**  
Pelayanan  
Service

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 52/ Bangkalan, 22 Oktober 1967<br><i>52/ Bangkalan, October 22, 1967</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | S1 - Universitas Padjadjaran - Ekonomi 10/06/1994<br><i>S1 - Padjadjaran University - Economics 10/06/1994</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/177/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/177/IV/2019 dated April 25, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Vice President Pelayanan (April 2019 – Sekarang)</li> <li>Vice President Public Service Obligation (Oktober 2015 – April 2019)</li> <li>Vice President Freight Marketing, Sales and Customer Care (Juni 2015 – Oktober 2015)</li> <li>Executive Vice President Operation (Agustus 2014 – Juni 2015)</li> <li>Vice President Daerah Operasi 3 Cirebon (Februari 2014 – Agustus 2014)</li> <li>Vice President of Service (April 2019 – Present)</li> <li>Vice President Public Service Obligation (October 2015 – April 2019)</li> <li>Vice President of Freight Marketing, Sales and Customer Care (June 2015 – October 2015)</li> <li>Executive Vice President Operation (August 2014 – June 2015)</li> <li>Vice President of Operation District 3 Cirebon (February 2014 – August 2014)</li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Domisili</b><br><i>Domicile</i>                                       | Bandung, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



**Wismarus Adam**  
SPI  
SPI

|                                                                          |                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                               |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 50/ Yogyakarta, 19 April 1969<br><i>50/ Yogyakarta, April 19, 1969</i>                                                                                                                                                                                                                                                                                  |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | S2 - Universitas Persada Indonesia Y.A.I - Manajemen 02/09/2007<br><i>Master Degree - Universitas Persada Indonesia Y.A.I - Management 02/09/2007</i>                                                                                                                                                                                                   |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/180/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/180/IV/2019 dated April 25, 2019</i>                                                                                        |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Vice President SPI (25 April 2019 – Sekarang)</li> <li>Vice President Logistik September (2015 – April 2019)</li> <li>Diperbantukan di PT KCJ</li> <li>Vice President of SPI (25 April 2019 – Present)</li> <li>Vice President of Logistics September (2015 – April 2019)</li> <li>Deployed at PT KCJ</li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                               |
| <b>Domisili</b><br><i>Domicile</i>                                       | Bogor, Indonesia                                                                                                                                                                                                                                                                                                                                        |





### Made Gerina Yasa

Keamanan dan Keselamatan  
Security and Safety

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 53/ Buleleng, 24 April 1966<br>53/ Buleleng, April 24, 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 - Universitas Merdeka Madiun - 27/06/2009<br>Bachelor Degree - Merdeka University Madiun - 27/06/2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/XII/19/SAP/KA-2018 Tanggal 14 Desember 2018<br>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK.U/KH. 608/XII/19/SAP/KA-2018 dated December 14, 2018                                                                                                                                                                                                                                                                                                                              |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Keamanan dan Keselamatan (Desember 2018 – Sekarang)</li> <li>Senior Manager Pengamanan Daerah Operasi 8 Surabaya (Februari 2018 – Desember 2018)</li> <li>Senior Manager Pengamanan Daerah Operasi 7 Madiun (Maret 2016 – Februari 2018)</li> <li>Vice President of Security and Safety (December 2018 – Present)</li> <li>Senior Manager Security District Operations 8 Surabaya (February 2018 – December 2018)</li> <li>Senior Manager of Security District Operations 7 Madiun (March 2016 – February 2018)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders                                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                   | Malang, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



### Santoswana

Hukum dan Kepatuhan  
Law and Compliance

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                        |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 47/ Bandung, 15 Mei 1972<br>47/ Bandung, May 15, 1972                                                                                                                                                                                                                                                                                                                                                            |
| Riwayat Pendidikan<br><i>Education History</i>                | S2 - Universitas Indonesia - Hukum 20/07/2010<br>Master Degree - University of Indonesia - Law 20/07/2010                                                                                                                                                                                                                                                                                                        |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/166/IV/2019 Tanggal 25 April 2019<br>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/166/IV/2019 dated April 25, 2019                                                                                                                                                        |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Hukum dan Kepatuhan (April 2019 – Sekarang)</li> <li>Vice President SPI (Juni 2016 – April 2019)</li> <li>GM Hukum dan Kepatuhan (Juli 2013 – Juni 2016)</li> <li>Vice President of Law and Compliance (April 2019 – Present)</li> <li>Vice President of SPI (June 2016 – April 2019)</li> <li>GM of Law and Compliance (July 2013 – June 2016)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                                                                                |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                   | Depok, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                 |



**Karina Amanda**  
Komersial  
Commercial

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 35/ Jakarta, 16 Agustus 1984<br><i>35/ Jakarta, August 16, 1984</i>                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | S1 - Universitas Indonesia - Hukum 28/07/2006<br><i>Bachelor Degree - University of Indonesia - Law 28/07/2006</i>                                                                                                                                                                                                                                                                                                                                                   |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/169/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/169/IV/2019 dated April 25, 2019</i>                                                                                                                                                                                                     |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Vice President Komersial (April 2019 – Sekarang)</li> <li>Vice President Hukum dan Kepatuhan (Juni 2016 – April 2019)</li> <li>Manager Hukum (Juli 2013 – Juni 2016)</li> </ul> <ul style="list-style-type: none"> <li><i>Vice President Commercial (April 2019 – Present)</i></li> <li><i>Vice President of Law and Compliance (June 2016 – April 2019)</i></li> <li><i>Legal Manager (July 2013 – June 2016)</i></li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                            |
| <b>Domisili</b><br><i>Domicile</i>                                       | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



**Broer Rizal**  
Control and Evaluation  
Control and Evaluation

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | 44/ Brebes, 7 Februari 1975<br><i>44/ Brebes, February 7, 1975</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | S1 - Institut Sains dan Teknologi Al-Kamal- Teknik Industri 22/11/2008<br><i>Bachelor Degree - Al-Kamal Institute of Science and Technology- Industrial Engineering 22/11/2008</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/X/10/SAP/KA-2018 Tanggal 9 Oktober 2018<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/X/10/SAP/KA-2018 dated October 9, 2018</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Vice President Operasi Kereta Api (Oktober 2018 – Sekarang)</li> <li>Senior Manager Operasi Daerah Operasi 1 Jakarta (Maret 2017 – Oktober 2018)</li> <li>Manager Operasi Daerah Operasi 8 Surabaya (Mei 2016 – Maret 2017)</li> <li>Manager Operasi Daerah Operasi 4 Semarang (Oktober 2015 – Mei 2016)</li> </ul> <ul style="list-style-type: none"> <li><i>Vice President of Railway Operations (October 2018 – Present)</i></li> <li><i>Senior Manager Operating Area Operation 1 Jakarta (March 2017 – October 2018)</i></li> <li><i>Manager of Operation Area 8 Surabaya (May 2016 – March 2017)</i></li> <li><i>Manager of Operation Area 4 Semarang (October 2015 – May 2016)</i></li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Domisili</b><br><i>Domicile</i>                                       | Indramayu, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |





**Bowo Aji Kuncoro**

Prasarana  
Infrastructure

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 54/ Grobogan, 16 November 1965<br><i>54/ Grobogan, November 16, 1965</i>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Riwayat Pendidikan<br><i>Education History</i>                | SLTA - STM Pembangunan Nasional - Bangunan 30/04/1983<br><i>Senior High School - Vocational High School - Building 04/30/1983</i>                                                                                                                                                                                                                                                                                                                                                                  |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCJ/DIRHRD/103/XII/2015 Tanggal 1 Januari 2016<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCJ/DIRHRD/103/XII/2015 dated January 1, 2016</i>                                                                                                                                                                                                                                 |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Prasarana (September 2014 – Sekarang)</li> <li>Manager Jalan Rel dan Jembatan (Maret 2014 – September 2014)</li> <li>Manager Program Anggaran Jalan Rel dan Jembatan (September 2013 – Maret 2014)</li> <li>Vice President of Infrastructure (September 2014 – Present)</li> <li>Railway and Bridge Road Manager (March 2014 – September 2014)</li> <li>Budget Program Manager Rail and Bridge Road (September 2013 – March 2014)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                          |
| Domisili<br><i>Domicile</i>                                   | Surakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



**Agung Suranto**

Pemeliharaan dan  
Quality Control  
*Maintenance and  
Quality Control*

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 54/ Surakarta, 10 Mei 1966<br><i>54/ Surakarta, May 10, 1966</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 - Universitas Gadjah Mada - Fisika 20/11/1995<br><i>Bachelor Degree - Universitas Gadjah Mada - Fisika 20/11/1995</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIRHRD/40/V/2019 Tanggal 10 Mei 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIRHRD/40/V/2019 dated May 10, 2019</i>                                                                                                                                                                                                                                                                                                                              |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Pemeliharaan dan Quality Control (Mei 2019 – Sekarang)</li> <li>Diperbantukan Dipt KCJ</li> <li>Vice President Technical Engineering of Rolling Stock (Januari 2015 – Januari 2019)</li> <li>Vice President Wagons (Agustus 2014 – Januari 2015)</li> <li>Vice President of Maintenance and Quality Control (May 2019 – Present)</li> <li>Deployed at KCJ</li> <li>Vice President Technical Engineering of Rolling Stock (January 2015 – January 2019)</li> <li>Vice President Wagons (August 2014 – January 2015)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                           |
| Domisili<br><i>Domicile</i>                                   | Depok, Jawa Barat, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |





### Hasyim

Perencanaan Strategis  
dan Manajemen Risiko  
*Strategic Planning  
and Risk Management*

|                                                               |                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                            |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 51/ Pemalang, 18 Januari 1968<br><i>51/ Pemalang, January 18, 1968</i>                                                                                                                                                                                                                                                                                               |
| Riwayat Pendidikan<br><i>Education History</i>                | S2 - Universitas Persada Indonesia Y.A.I - Magister Manajemen 31/05/2007<br><i>Master Degree - Universitas Persada Indonesia Y.A.I - Masters in Management 31/05/2007</i>                                                                                                                                                                                            |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/168/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/168/IV/2019 dated April 25, 2019</i>                                                                                                     |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Perencanaan Strategis dan Manajemen Risiko (April 2019 – Sekarang)</li> <li>VP Anggaran dan Akuntansi (Maret 2010 – April 2019)</li> <li><i>Vice President of Strategic Planning and Risk Management (April 2019 – Present)</i></li> <li><i>VP Budgets and Accounting (March 2010 – April 2019)</i></li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                             |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                            |
| Domisili<br><i>Domicile</i>                                   | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                   |



### Gatut Sutiyatmoko

Sekretaris Perusahaan  
*Corporate Secretary*

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 55/ Nganjuk, 26 April 1964<br><i>55/ Nganjuk, April 26, 1964</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Riwayat Pendidikan<br><i>Education History</i>                | SLTA - SMA Negeri 8 Surabaya - IPA 28/04/1983<br><i>Senior High School - Negeri 8 Surabaya - IPA 28/04/1983</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/XII/8/SAP/KA-2018 Tanggal 5 Desember 2018<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/XII/8/SAP/KA-2018 dated December 5, 2018</i>                                                                                                                                                                                                                                                                                                                                 |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Sekretaris Perusahaan (Desember 2018 - Sekarang)</li> <li>Manager Hubungan Masyarakat Daerah Daerah Operasi 8 Surabaya (Agustus 2016 – Desember 2018)</li> <li>Manager Humasda Daerah Operasi 4 Semarang (Desember 2015 – Agustus 2016)</li> <li><i>Vice President of Corporate Secretary (December 2018 – Present)</i></li> <li><i>Community Relations Manager of Operating Area 8 Surabaya (August 2016 – December 2018)</i></li> <li><i>Manager Humasda Area Operation 4 Semarang (December 2015 – August 2016)</i></li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                   | Jember, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |





**Albertus Indarko  
Wiyogo, Jr.**

Informasi dan Teknologi  
IT

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 46/ Cimahi, 23 September 1973<br><i>46/ Cimahi, September 23, 1973</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Riwayat Pendidikan<br><i>Education History</i>                | S1 - Sekolah Tinggi Teknologi Telkom - Informatika 12/05/1998<br><i>Bachelor Degree - Telkom College of Technology - Informatics 12/05/1998</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/I/29/SAP/KA-2019 Tanggal 23 Januari 2019<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/I/29/SAP/KA-2019 dated January 23, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Informasi dan Teknologi PT KCI (Januari 2019 – Sekarang)</li> <li>Vice President of Information and Technology PT KCI (January 2019 – Present)</li> <li>Vice President E-Commerce PT KAI (Januari 2017 – Januari 2019)</li> <li>Vice President of E-Commerce PT KAI (January 2017 – January 2019)</li> <li>Vice President IT Operation PT KAI (Agustus 2016 – Januari 2017)</li> <li>Vice President IT Operation PT KAI (August 2016 – January 2017)</li> <li>Vice President IT Planning and Governance PT KAI (September 2015 – Agustus 2016)</li> <li>Vice President IT Planning and Governance PT KAI (September 2015 – August 2016)</li> <li>Manager Network and Security Operation PT KAI (Januari 2015 – September 2016)</li> <li>Network and Security Operation Manager PT KAI (January 2015 – September 2016)</li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Domisili<br><i>Domicile</i>                                   | Cimahi, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



**Mega Rusiandi**

Public Service Obligation  
Public Service Obligation

|                                                               |                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                           |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | 52/ Jakarta, 20 Juni 1967<br><i>52/ Jakarta, June 20, 1967</i>                                                                                                                                                                                      |
| Riwayat Pendidikan<br><i>Education History</i>                | <ul style="list-style-type: none"> <li>S1 - STMIK Budi Luhur Jakarta - Manajemen 31/12/1998</li> <li>Bachelor Degree - STMIK Budi Luhur Jakarta - Management 31/12/1998</li> </ul>                                                                  |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/171/IV/2019 Tanggal 25 April 2019<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK-103/KCI/DIR-HRD/171/IV/2019 dated April 25, 2019</i> |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President Public Service Obligation</li> <li>Vice President Public Service Obligation</li> <li>VP Pelayanan (Mei 2015 – Mei 2019)</li> <li>VP of Service (May 2015 – May 2019)</li> </ul>               |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                            |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                           |
| Domisili<br><i>Domicile</i>                                   | Tangerang, Indonesia                                                                                                                                                                                                                                |

## Struktur dan Komposisi Pemegang Saham

### Structure and Composition of Shareholders

Hingga 31 Desember 2019, struktur dan komposisi pemegang saham KCI, komposisi kepemilikan saham di atas 5% dapat dilihat pada tabel dan bagan berikut.

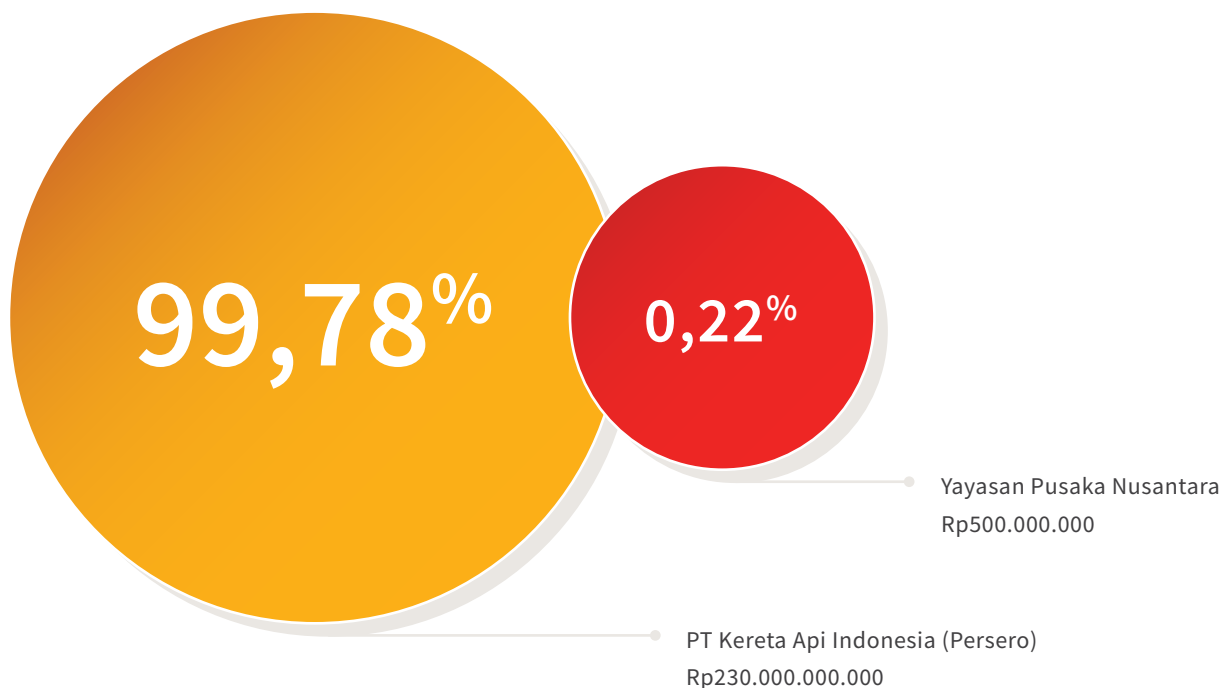
*As of December 31, 2019, the structure and composition of KCI shareholders, the composition of share ownership above 5%, could be seen in the following table and chart.*

| Nama Pemegang Saham<br>Shareholders | Jumlah Saham<br>Total Shares | Persentase<br>Percentage |
|-------------------------------------|------------------------------|--------------------------|
| PT Kereta Api Indonesia (Persero)   | Rp.230.000.000.000           | 99,78%                   |
| PT Yayasan Pusaka Nusantara         | Rp500.000.000                | 0,22%                    |

#### KELOMPOK PEMEGANG SAHAM MASYARAKAT YANG MEMILIKI <5% SAHAM PUBLIC SHARES WITH LESS THAN 5%

Hingga 31 Desember 2019, KCI belum pernah melepas sahamnya ke publik.

*As of December 31, 2019, KCI has never issued its shares to the public.*



## KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI

### SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS AND DIRECTORS

| Nama<br>Name                                        | Jabatan<br>Position                                                                   | Jumlah Lembar Saham<br>Total Shares | Persentase Kepemilikan<br>Ownership Percentage |
|-----------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------|
| <b>Dewan Komisaris   The Board of Commissioners</b> |                                                                                       |                                     |                                                |
| Edi Sukmoro                                         | Komisaris Utama<br>President Commissioner                                             | -                                   | -                                              |
| Edi Widyaya                                         | Komisaris<br>Commissioner                                                             | -                                   | -                                              |
| Dariyadi                                            | Plt. Komisaris<br>Acting Commissioner                                                 | -                                   | -                                              |
| <b>Direksi   The Board of Directors</b>             |                                                                                       |                                     |                                                |
| Widayanti                                           | Direktur Utama<br>President Director                                                  | -                                   | -                                              |
| Januar Parlindungan                                 | Plt. Direktur Keuangan dan Administrasi<br>Acting Finance and Administration Director | -                                   | -                                              |
| Saridal                                             | Plt. Direktur Teknik<br>Acting Technical Director                                     | -                                   | -                                              |
| Subakir                                             | Direktur Operasi dan Pemasaran<br>Operational and Marketing Director                  | -                                   | -                                              |

## KOMPOSISI KEPEMILIKAN LOKAL DAN ASING

### COMPOSITION OF DOMESTIC AND FOREIGN OWNERSHIP

| Keterangan<br>Description                                   | 2019                             |               | 2018                             |               |
|-------------------------------------------------------------|----------------------------------|---------------|----------------------------------|---------------|
|                                                             | Jumlah Saham<br>Amount of Shares | %             | Jumlah Saham<br>Amount of Shares | %             |
| <b>Lokal   Local</b>                                        |                                  |               |                                  |               |
| Individu<br>Individual                                      | -                                | -             | -                                | -             |
| Institusi<br>Institution                                    | Rp230.500.000.000                | 100,00        | Rp230.500.000.000                | 100,00        |
| Buy Back                                                    | -                                | -             | -                                | -             |
| Pemerintah Daerah<br>Local government                       | -                                | -             | -                                | -             |
| Pemerintah<br>Government                                    | -                                | -             | -                                | -             |
| <b>Jumlah Kepemilikan Lokal<br/>Total Local Ownership</b>   | Rp230.500.000.000                | 100,00        | Rp230.500.000.000                | 100,00        |
| <b>Asing   Foreign</b>                                      |                                  |               |                                  |               |
| Individu<br>Individual                                      | -                                | -             | -                                | -             |
| Institusi<br>Institution                                    | -                                | -             | -                                | -             |
| <b>Jumlah Kepemilikan Asing<br/>Total Foreign Ownership</b> | -                                | -             | -                                | -             |
| <b>Jumlah<br/>Total</b>                                     | <b>Rp230.500.000.000</b>         | <b>100,00</b> | <b>Rp230.500.000.000</b>         | <b>100,00</b> |



## **KRONOLOGI PENERBITAN DAN PENCATATAN OBLIGASI** **BOND ISSUANCE AND REGISTER CHRONOLOGY**

Hingga 31 Desember 2019, Perseroan belum pernah melakukan penerbitan obligasi.

*Until December 31, 2019, the Company had not made any bond issuance.*

## **KRONOLOGI PENCATATAN SAHAM DAN EFEK** **CHRONOLOGY OF SHARE AND SECURITIES LISTING**

### **Kronologis Pencatatan Saham**

Hingga 31 Desember 2019, Perseroan belum melakukan pencatatan saham di bursa efek, sehingga tidak terdapat informasi mengenai tahun penerbitan saham, jumlah saham, nilai nominal saham dan harga penawaran saham untuk masing-masing tindakan korporasi serta nama bursa di mana saham dicatatan.

### **Shares Listing Chronology**

*As of December 31, 2019, the Company has not listed any shares at stock exchange, therefore, information about shares listing year, total shares, shares par value and shares offering price for each corporate action and name of the stock exchange where the shares are listed are unavailable.*

### **Program Buy Back Saham**

Hingga 31 Desember 2019, Perseroan belum mempunyai kebijakan melakukan *buyback* saham.

### **Buy Back Stock Program**

*Until December 31, 2019, the Company did not have a stock buyback policy.*

### **Kronologis Pencatatan Efek Lainnya**

Hingga 31 Desember 2019, Perseroan belum melakukan pencatatan efek lainnya di bursa efek sehingga tidak terdapat informasi mengenai nama efek, tahun penerbitan, tingkat bunga/imbalance dan jatuh tempo serta nama bursa dan peringkat efek.

### **Other Securities Listing Chronology**

*As of December 31, 2019, the Company has not listed other securities at Stock Exchange, therefore, information about name of the securities, issuance year, interest/yield rate and maturity as well as name of the stock exchange and securities rating are unavailable.*

### **Akses Informasi Daftar Pemegang Saham Bulanan, Triwulanan dan Semesteran**

Perusahaan memberikan akses informasi data kepada Pemegang Saham secara transparan yang dilakukan secara rutin.

### **Access to shareholder list information Monthly, Quarterly and semiannual**

*The Company gives the transparent shareholder access to data information on a regular basis.*



# Struktur Grup dan Asosiasi Perusahaan

Corporate Group And Association Structure



## PROFIL INDUK PERUSAHAAN HOLDING COMPANY PROFILE



### PT Kereta Api Indonesia (Persero)



PT Kereta Api Indonesia (Persero) didirikan berdasarkan akta tanggal 1 Juni 1999 No. 2 yang dibuat di hadapan Imas Fatimah, S.H., Sp.N., Notaris di Jakarta, yang kemudian diperbaiki kembali dengan akta tanggal 13 September 1999 No. 14. Akta pendirian tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan tanggal 1 Oktober 1999 No. C-17171 HT.01.01. TH.99 dan telah diumumkan dalam Berita Negara Republik Indonesia tanggal 14 Januari 2000 No. 4 Tambahan No. 240/2000.

Berdasarkan surat persetujuan Menteri Hukum dan HAM RI No. AHU-AH.01-16788 tanggal 5 Oktober 2009, Direksi PT Kereta Api (Persero) mengeluarkan Instruksi Direksi No. 16/OT.203/ KA-2010 mengenai perubahan nama PT Kereta Api (Persero) menjadi PT Kereta Api Indonesia (Persero) atau KAI terhitung tanggal 11 Mei 2010.

*PT Kereta Api Indonesia (Persero) was established based on the deed dated June 1, 1999 No. 2 which was made in front of Imas Fatimah, S.H., Sp. N., notary in Jakarta, which was subsequently repaired again with the deed of September 13, 1999 No. 14. The deed of establishment has received approval from the Minister of Justice of the Republic of Indonesia through Decree date October 1, 1999 No. C-17171 HT. 01.01. TH. 99 and has been announced in the State Gazette of the Republic of Indonesia on 14 January 2000 No. 4 Supplement No. 240/2000.*

*Based on the approval letter of the Minister of Law and Human Rights RI No. AHU-AH. 01-16788 dated October 5, 2009, the Board of Directors of PT Kereta Api (Persero) issued the instruction of Board of Directors No. 16/OT. 203/KA-2010 concerning the change of name of PT Kereta Api (Persero) to PT Kereta Api Indonesia (Persero) or KAI dated May 11, 2010.*



Seiring dengan dinamika dunia usaha dan berkembangnya tuntutan pasar, saat ini KAI juga menyelenggarakan kegiatan usaha penunjang lainnya dengan memanfaatkan sumber daya yang dimilikinya. Di antaranya adalah pengelolaan properti yang terkait dengan jasa kereta api, pariwisata berbasis kereta api, restoran di kereta api (*on train services*) dan di stasiun, termasuk jasa katering dan distribusi logistik.

*Along with the dynamics of the business world and the growing market demands, KAI also holding other supporting business activities by utilizing its resources. Among them are the management of properties related to railway services, tourism-based trains, restaurants in trains (on train services) and at stations, including catering services and distribution of logistics.*

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama<br/>Name</b>                                    | PT Kereta Api Indonesia (Persero)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Alamat Perusahaan<br/>Company Address</b>            | Jl. Perintis Kemerdekaan No. 1<br>Bandung 40117<br>PO Box 1163 Bandung 40000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Telepon<br/>Phone</b>                                | 022-4230031, 4230039                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Fax</b>                                              | 022-4203342 ext. 10039                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>E-mail</b>                                           | esd@kai.id esd@kai.id                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Website</b>                                          | www.kai.id                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Tanggal Pendirian<br/>Establishment Date</b>         | 1 Juni 1999<br><i>June 1, 1999</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Bidang Usaha<br/>Business Line</b>                   | Melakukan usaha di bidang transportasi, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas.<br><i>Doing business in the transportation sector, as well as optimizing the utilization of the Company's resources to produce high quality and highly competitive goods and/or services to obtain/pursue profits in order to increase the value of the Company by applying the principles of Limited Liability Companies.</i> |
| <b>Status</b>                                           | Badan Usaha Milik Negara (Persero)<br><i>State Owned Enterprises (Persero)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Kepemilikan Saham<br/>Share ownership</b>            | 100% Pemerintah Republik Indonesia<br><i>100% Government of the Republic of Indonesia</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Dasar Hukum Pendirian<br/>Basic of Establishment</b> | Akta Pendirian PT Kereta Api (Persero). tanggal 1 Juni 1999 No. 2<br><i>Deed of Establishment of PT Kereta Api (Persero). June 1, 1999 No. 2</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Akta Pendirian<br/>Deed of Establishment</b>         | Akta Notaris No. 2 dan Akta Notaris No. 14 tanggal 13 September 1999 dari Notaris Imas Fatimah, S.H, pengesahan dari Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C- 17171 HT.01.01.TH.99 tanggal 1 Oktober 1999<br><i>Notary Deed No. 2 and Notary Deed No. 14 dated September 13, 1999 from Notary Imas Fatimah, SH, legalization from the Minister of Justice of the Republic of Indonesia based on Decree No. C- 17171 HT.01.01.TH.99 dated October 1, 1999</i>                                                                                                                                                                 |





### PT RESKA MULTI USAHA

PT Reska Multi Usaha bergerak dalam bidang usaha Restorasi KA, Service On Train (SOT), Jasa Boga (Catering), Resto & Cafe, Parkir, Outsourcing, dan Jasa Pengamanan. Komposisi kepemilikan saham PT Reska Multi Usaha yaitu PT KAI 99,74% dan Yayasan Pusaka 0,26%.

*PT Reska Multi Usaha engaged in the business of restoration of the KA, Service On Train (SOT), Jasa Boga (Catering), Resto & Cafe, parking, Outsourcing, and security services. Composition of PT Reska Multi Usaha shareholding PT KAI 99.74% and Yayasan Pusaka 0.26%.*

|                                         |                                                                     |
|-----------------------------------------|---------------------------------------------------------------------|
| Tanggal Pendirian<br>Establishment Date | 2 Juli 2003<br>July 2, 2003                                         |
| Alamat Kantor<br>Company Address        | Stasiun Mangga Besar Lt. 1,<br>Jl. Karanganyar no. 1, Jakarta Pusat |
| Telepon<br>Phone                        | 021-62302540                                                        |
| E-mail                                  | reska.pusat@reska.co.id                                             |
| Website                                 | www.reska.co.id                                                     |







## PT RAILINK

PT Railink merupakan *joint venture* antara PT Kereta Api Indonesia (Persero) dengan PT Angkasa Pura II (Persero) dengan komposisi kepemilikan saham 60% KAI dan 40% AP II. Kegiatan usaha yang dijalannya yakni pengoperasian, pengoperasian pengelolaan dan pengusahaan kereta api bandara, pengembangan dan pengadaan stasiun kereta api di bandara dan di pusat kota, pengadaan dan pemeliharaan sarana dan prasarana kereta api, pembangunan prasarana kereta api, konsultasi dan desain sistem perkerataapian, pengusahaan jasa lainnya yang menunjang usaha-usaha pokok.

*PT Railink is a joint venture between PT Kereta Api Indonesia (Persero) and PT Angkasa Pura II (Persero) with shareholding composition of 60% KAI and 40% AP II. The business activities are operational, operation of the management and exploitation of airport trains, development and 9/5000 procurement of railway stations in the airport and in the city center, procurement and maintenance of railway facilities and infrastructures, construction of railway infrastructure, consultation and design system of periculture, other services that support the main business.*

|                                         |                                                                                                                                                                                                                          |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tanggal Pendirian<br>Establishment Date | 28 September 2006<br>September 28, 2006                                                                                                                                                                                  |
| Alamat Kantor<br>Company Address        | Stasiun KA Bandara Sudirman Baru (BNI City), Jl. Tanjung Karang No 1,<br>Kebon Melati, Tanah Abang, Jakarta Pusat, Jakarta<br><br>Cabang Medan: Jl. Prof. H.M. Yamin, SH No. 14 - Medan 20231, Sumatera Utara, Indonesia |
| Telepon<br>Phone                        | 061-4561331                                                                                                                                                                                                              |
| E-mail                                  | info@railink.co.id                                                                                                                                                                                                       |
| Website                                 | www.railink.co.id                                                                                                                                                                                                        |





#### PT KERETA API PARIWISATA

PT Kereta Api Pariwisata atau disingkat Kawisata bertujuan untuk menyediakan barang atau jasa yang bermutu tinggi dan berdaya saing kuat di pasar dalam wilayah Indonesia di bidang pariwisata kereta api, dan kegiatan usaha yang mendukung pariwisata kereta api dengan menerapkan prinsip-prinsip Perseroan Terbatas. Komposisi kepemilikan saham PT KA Pariwisata yaitu KAI 99,9% dan Yayasan Pusaka 0,1%.

*PT KA Wisata or abbreviated as kawisata aims to provide high quality goods and services that are competitively competitive in the Indonesian market in the field of railroad tourism, and business activities that support to railroad tourism by applying the principles of Limited Liability Company. The composition of PT KA Pariwisata share ownership is KAI 99.90% and Yayasan Pusaka 0.1%.*

|                                         |                                                                                                       |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------|
| Tanggal Pendirian<br>Establishment Date | 8 September 2009<br>September 8, 2009                                                                 |
| Alamat Kantor<br>Company Address        | Stasiun Gondangdia Pintu Selatan Lantai Dasar, Jl Srikaya I,<br>Kebon Sirih, Menteng, Jakarta Selatan |
| Telepon<br>Phone                        | 021 - 38902233                                                                                        |
| Fax                                     | 021 - 38902424                                                                                        |
| E-mail                                  | info@kawisata.id                                                                                      |
| Website                                 | www.kawisata.co.id                                                                                    |



### PT KA LOGISTIK

PT Kereta Api Logistik (Kalog) memiliki usaha di bidang layanan distribusi logistik berbasis kereta api, dengan kemasan bisnis *door to door service* untuk memberikan pelayanan yang paripurna bagi pelanggan kereta api yang didukung dengan angkutan pra dan lanjutan serta layanan penunjangnya, meliputi pengelolaan Terminal Peti Kemas (TPK), bongkar muat, pergudangan, pengepakan, pelabelan, pengangkutan, penjejakan, pengawalan logistik serta manajemen logistik dengan menerapkan prinsip-prinsip perseroan terbatas. Orientasi bisnis Kalog ke depan adalah sebagai jasa layanan distribusi logistik secara Total Solution melalui End-to-End Services atau dengan kata lain sebagai SCM Service Provider.

Fungsi dan peran kontributif Kalog terhadap jasa layanan yang telah disediakan oleh induknya adalah sebagai pencipta nilai tambah (*value creator*) sepanjang rantai nilai (*value chain*) layanan distribusi logistik, termasuk layanan yang telah disediakan oleh PT Kereta Api Indonesia (Persero), seperti angkutan barang dan pergudangan. Komposisi kepemilikan saham PT KA Logistik yaitu KAI 99,90% dan Yayasan Pusaka 0,1%.

*PT Kereta Api Logistik (Kalog) carries out business in the field of railroad-based logistics distribution services, with door-to-door service business to provide continuous service for railroad customers supported by pre and advanced transportation and supporting services, including the management of Container Terminals (TPK), loading and unloading, warehousing, packaging, labeling, transportation, tracking, logistics escort and logistics management by applying the principles of limited liability companies. Kalog's business orientation in the future is as a Total Solution logistics distribution service through an End-to-End Services or in other words as SCM Service Provider.*

*Kalog's contributive functions and roles for services provided by its chief are as value creators along the value chain of logistics distribution services, including services provided by PT Kereta Api Indonesia (Persero), such as freight transportation and warehousing. The composition of PT KA Logistik's share ownership is KAI 99.90% and Yayasan Pusaka 0.1%.*

|                                         |                                                                                 |
|-----------------------------------------|---------------------------------------------------------------------------------|
| Tanggal Pendirian<br>Establishment Date | 8 September 2009<br>September 8, 2009                                           |
| Alamat Kantor<br>Company Address        | Stasiun Gondangdia Lt. 1, Jl. KH. Wahid Hasyim No. 11 A,<br>Jakarta Pusat 10340 |
| Telepon<br>Phone                        | 021-31922299                                                                    |
| Fax                                     | 021 – 31922288                                                                  |
| E-mail                                  | info@kalogistics.co.id                                                          |
| Website                                 | www.kalogistics.co.id                                                           |





### PT KA PROPERTI MANAJEMEN

PT KA Properti Manajemen atau disingkat PT KAPM memiliki usaha di bidang pengelolaan aset/properti perkeretaapian milik PT Kereta Api Indonesia (Persero) maupun pihak lainnya dengan tujuan mengoptimalkan pemanfaatan serta memberikan nilai tambah aset/properti tersebut guna memenuhi standar mutu terbaik dengan menerapkan prinsip-prinsip Perseroan Terbatas. Komposisi kepemilikan saham PT KA Properti Manajemen yaitu KAI 99,63% dan Yayasan Pusaka 0,37%.

*PT KA Properti Manajemen or abbreviated as PT KAPM has a business in the field of railway asset/property management owned by PT Kereta Api Indonesia (Persero) and other parties with the aim of optimizing the utilization and providing added value of assets/property to meet the best quality standards by applying the principles of limited liability company. The composition of PT KA Properti Manajemen's share ownership are KAI 99.63% and Yayasan Pusaka 0.37%.*

|                                                |                                                                         |
|------------------------------------------------|-------------------------------------------------------------------------|
| Tanggal Pendirian<br><i>Establishment Date</i> | 8 September 2009<br><i>September 8, 2009</i>                            |
| Alamat Kantor<br><i>Company Address</i>        | Stasiun Sawah Besar Lt. 1, Jl. K.H. Samanhudi,<br>Jakarta Pusat - 10710 |
| Telepon<br><i>Phone</i>                        | 021 - 3451040 & 021 -3451404                                            |
| Fax                                            | 021-3451087                                                             |
| E-mail                                         | corporate@kapm.co.id                                                    |
| Website                                        | www.kapm.co.id                                                          |







### PT PILAR SINERGI BUMN INDONESIA

PT Pilar Sinergi BUMN Indonesia atau disingkat PSBI merupakan *Joint Venture* dari 4 BUMN yaitu PT Wijaya Karya (Persero) (WIKA), PT Jasa Marga (Persero) Tbk (JSMR), PT Kereta Api Indonesia (Persero) (KAI) dan PT Perkebunan Nusantara VIII (PTPN VIII) dengan kepemilikan saham WIKA 38%, KAI 25%, PN VIII 25%, dan JSMR 12%. PT PSBI bersama-sama dengan China Railway International Co. Ltd. dari Tiongkok membentuk PT Kereta Cepat Indonesia China (KCIC) untuk menyelenggarakan proyek Kereta Cepat Jakarta-Bandung.

*PT Pilar Sinergi BUMN Indonesia or abbreviated PSBI is a Joint Venture of 4 BUMN, namely PT Wijaya Karya (Persero) (WIKA), PT Jasa Marga (Persero) Tbk (JSMR), PT Kereta Api Indonesia (Persero) (KAI) and PT Perkebunan Nusantara VIII (PTPN VIII) with the flexibility of WIKA stock 38%, KAI 25%, PN VIII 25%, and JSMR 12%. PT PSBI together with China Railway International Co. Ltd. From China formed PT Kereta Rapid Indonesia China (KCIC) to hold Jakarta-Bandung Rapid train project.*

|                                                |                                                         |
|------------------------------------------------|---------------------------------------------------------|
| Tanggal Pendirian<br><i>Establishment Date</i> | 2 Oktober 2015<br><i>October 2, 2015</i>                |
| Alamat Kantor<br><i>Company Address</i>        | Jl. D.I. Panjaitan Kav.9,<br>Jakarta 13340, PO Box 4174 |
| Telepon<br><i>Phone</i>                        | 021-8192808, 8508640, 8508650                           |
| Fax                                            | 021-8191235                                             |





### PT FINTEK KARYA NUSANTARA

LinkAja! merupakan uang elektronik nasional kebanggaan Indonesia berbasis server yang merupakan produk andalan dari PT Fintek Karya Nusantara (Finarya) yang telah terdaftar di Bank Indonesia. Berdasarkan Surat Izin Bank Indonesia Nomor 21/65/DKSP/SRT/B yang dikeluarkan pada tanggal 21 Februari 2019, Finarya secara resmi telah mendapat lisensi/izin dari Bank Indonesia sebagai Perusahaan Penerbit Uang Elektronik dan Penyelenggara Layanan Keuangan Digital Badan Hukum. Finarya merupakan anak usaha yang dibentuk dari semangat sinergi nasional PT Telekomunikasi Selular (Telkomsel) dan tujuh badan usaha milik Negara (BUMN), yaitu PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk, PT Pertamina (Persero), PT Asuransi Jiwasraya (Persero), dan PT Danareksa (Persero) yang berdiri pada tanggal 21 Januari 2019. Didukung oleh Telkomsel selaku operator selular terbesar di Indonesia dan jaringan besar Himpunan Bank Milik Negara (Himbara) dengan ratusan ribu titik akses transaksi keuangan, keberadaan Finarya sebagai platform sistem pembayaran produk-produk BUMN akan membantu mendorong ekosistem transaksi keuangan non-tunai dan inklusi keuangan yang holistik di Indonesia, dengan fokus pada kebutuhan pembayaran mendasar seluruh kalangan masyarakat Indonesia.

Pada tahun 2019 PT Kereta Commuter Indonesia membeli saham PT Fintek Karya Nusantara sebesar 2,03%.

*LinkAja! It is a national electronic money Indonesia-based pride server which is the flagship product of PT Fintek Karya Nusantara (Finarya) which has been registered in Bank Indonesia. Based on Bank Indonesia license number 21/65/DKSP/SRT/B issued on February 21, 2019, Finarya has officially obtained license/permit from Bank Indonesia as electronic money issuer Company and legal entity Digital Financial services provider. Finarya is a subsidiary formed by the spirit of national synergy of PT Telekomunikasi Cellular (Telkomsel) and seven state-owned enterprises (BUMN), namely PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Pertamina (Persero), PT Asuransi Jiwasraya (Persero), and PT Danareksa (Persero), which was established on January 21, 2019. Supported by Telkomsel as the largest mobile operator in Indonesia and a large network of state-owned banks (Himbara) with hundreds of thousands of financial transaction access points, the existence of Finarya as a platform of payment system of state-owned products will help drive the ecosystem of non-cash financial transactions and the holistic financial inclusion in Indonesia, with a focus on the fundamental payment needs of the whole people*

*In 2019 PT Kereta Commuter Indonesia bought the shares of PT Fintek Karya Nusantara amounting to 2.03%.*

|                                  |                                                                                                             |
|----------------------------------|-------------------------------------------------------------------------------------------------------------|
| Alamat Kantor<br>Company Address | Jl. Jend Sudirman, SCBD Lot 11A,, Kav 52-53, The Energy Building 21st Floor,<br>South Jakarta Jakarta 12190 |
| E-mail                           | info@linkaja.id                                                                                             |
| Website                          | www.linkaja.id                                                                                              |

## Sumber Daya Manusia

### Human Resources



Sumber Daya Manusia (SDM) merupakan faktor yang sangat penting untuk mendukung pencapaian Visi dan Misi Perusahaan. Karena itu, Perusahaan melakukan pengelolaan dan pengembangan SDM secara profesional dan terencana. Sistem pengelolaan dan pengembangan SDM yang dijalankan Perusahaan telah dimulai sejak tahap seleksi calon karyawan dengan tujuan untuk memperoleh pegawai yang memiliki kompetensi dan *skill* yang sesuai dengan kebutuhan Perusahaan.

Perusahaan senantiasa memberikan perhatian khusus terhadap pengelolaan SDM dengan melakukan penyempurnaan kebijakan secara berkala dan optimalisasi pelaksanaan praktik ketenagakerjaan sepanjang siklus kepegawaian. Perusahaan menyediakan program pengembangan kompetensi meliputi managerial dan *leadership skill* sesuai kebutuhan, penerapan *reward* dan *punishment*, serta memperhatikan keselamatan dan kesehatan kerja karyawannya sehingga tercipta lingkungan kerja yang kondusif untuk mendukung pencapaian visi dan pertumbuhan organisasi yang berkelanjutan.

*Human Resources (HR) is a very important factor to overcast the achievement of the Company's vision and mission. Therefore, the Company conducts professional and planned human resources management and development. The Company's HR management and development system has been initiated since the selection phase of prospective employees with the aim of obtaining competent and skill personnel in accordance with the needs of the Company.*

*The Company continues to provide special attention to the management of human resources by conducting periodic policy improvement and optimizing the implementation of employment practices throughout the personnel cycle. The Company provides competency development programs including managerial and leadership skills according to needs, application of reward and punishment, and caring for the safety and health of employees ' work so that the work environment is conducive to support the achievement of the vision and growth of sustainable organizations.*



PT KCI sebagai Perusahaan yang bergerak di sektor transportasi telah banyak mengalami dinamika organisasi melalui kebijakan pengelolaan SDM yang berfokus pada peningkatan kompetensi Pegawai. Beberapa langkah kebijakan telah diambil dalam rangka peningkatan kinerja Pegawai maupun peningkatan kinerja Perusahaan. Berikut penerapan kebijakan SDM PT KCI:

#### 1. Implementasi Kebijakan Perencanaan SDM

Tujuan dari perencanaan SDM ini adalah untuk memastikan kesesuaian antara tenaga kerja dan pekerjaan, baik dari segi jumlah maupun kualitas yang dibutuhkan. Proses ini didasari oleh *supply* dan *demand* dalam konteks SDM perusahaan. PT KCI telah menerapkan program perencanaan SDM melalui analisis kebutuhan Pegawai dengan metode analisis Proses Bisnis Perusahaan. Berikut rinciannya:

##### a. Penyusunan proses bisnis

Telah berlangsung selama bulan Februari – April 2020, adalah suatu kumpulan aktivitas atau pekerjaan terstruktur yang saling terkait untuk menyelesaikan suatu masalah tertentu atau yang menghasilkan produk atau layanan (demi meraih tujuan tertentu). Suatu proses bisnis dapat dipecah menjadi beberapa subproses yang masing-masing memiliki atribut sendiri tetapi juga berkontribusi untuk mencapai tujuan dari superprosesnya. Analisis proses bisnis umumnya melibatkan pemetaan proses dan subproses di dalamnya hingga tingkatan aktivitas atau kegiatan.

##### b. Penyusunan Struktur Organisasi

Dari hasil Proses Bisnis didapat berapa jumlah kebutuhan SDM dan bagaimana menetapkan struktur organisasi yang ideal mengacu pada jumlah kebutuhan SDM.

##### c. Penyusunan Job Profile

Dari hasil Struktur Organisasi, selanjutnya dilakukan penyusunan JP, dan ini yang sedang dilakukan. JP merupakan suatu pernyataan tertulis yang berisi tujuan dari dibentuknya

*PT KCI as a Company engaged in the transportation sector has experienced a lot of organizational dynamics through HR management policy that focuses on improving employees' competence. Some policy measures have been taken in order to increase employee performance and improve the company's performance. Following the implementation of PT KCI HR policies:*

#### 1. Implementation of HR Planning Policy

*The purpose of this HR planning is to ensure the conformity between labor and employment, both in terms of number and quality. The process is based on supply and demand in the context of the Company's HR. PT KCI has implemented an HR planning program through the needs of employees with the company's business process analysis method. Here are the details:*

##### a. Business process arrangement

*Taking place during February – April 2020, was a assembly of interrelated activities or structured work to resolve a particular problem or result in a product or service (to achieve certain objectives). A business process can be broken down into several subprocesses that each have its own attributes but also contribute to achieving the objectives of the superprocess. Business process analysis generally involves mapping processes and subprocesses within them to a degree of activity or activity.*

##### b. Organizational Structure Preparation

*From the results of the business process, how many HR needs and how to establish an ideal organizational structure refers to the number of HR needs.*

##### c. Creating Job Profile

*From the results of Organizational structure, then made a JP arrangement, and this is what is being done. JP is a written statement that contains the purpose of the establishment of a*

suatu jabatan/tugas. Uraian ini berisi gambaran tentang apa yang harus dilakukan oleh pemegang jabatan, bagaimana suatu pekerjaan dilakukan, alasan-alasan mengapa pekerjaan tersebut dilakukan, hubungan antara suatu posisi tertentu dan posisi lainnya di luar lingkup pekerjaannya dan di luar organisasi (eksternal) untuk mencapai tujuan unit kerja dan perusahaan secara luas.

*department/task. This description contains an overview of what the job holder should do, how a job is done, the reasons why the work is done, the relationship between a particular position and the other position beyond the scope of its work and outside the organization (external) to achieve the objectives of the work unit and the company broadly.*

## 2. Implementasi Kebijakan Rekrutmen dan Seleksi Pegawai:

### a. Program Induction

Program Induction telah dilaksanakan terhadap Pegawai yang telah mengikuti tes rekrutmen. Setelah Pegawai dinyatakan lolos seleksi, Pegawai tersebut wajib mengikuti agenda Induction sebagai pengenalan terhadap budaya dan sistem kerja Perusahaan.

Pada 2019, PT KCI telah melakukan Induction Program pada bulan Mei 2019 dan di tahun 2020 sistem Induction yang digunakan sudah dibuat berupa buku sehingga Pegawai baru dapat belajar dan memahami secara fleksibel.

## 2. Implementation of Employment Recruitment Policies and Selection:

### a. Induction Program

*The Induction Program has been implemented against officers who have taken the recruitment test. After the officer has passed the selection, the officer must follow the Induction agenda as an introduction to the company's culture and work system.*

*In 2019, PT KCI has been done the Induction Program in May 2019 and in the year 2020 the induction system used has been made in the form of books so that new officers can learn and understand flexibly.*

## 3. Implementasi kebijakan penempatan Pegawai; Penempatan Pegawai dilakukan tidak hanya terhadap Pegawai baru namun juga berjalan berkelanjutan sehingga SDM dapat terus memonitor penempatan yang pas terhadap seluruh Pegawai.

## 3. Implementation of Employee Placement Policy; Employees' placement was conducted not only on new employee but also the existing, so that human resources can continue to monitor the placement of all employees.

## 4. Implementasi Kebijakan Reward Management:

### a. Remunerasi

Remunerasi yang merupakan pemberian gaji atau peddapatan tambahan terhadap Pegawai juga telah dilakukan oleh PT KCI. Penghasilan tetap dan tidak tetap dibayarkan setiap tanggal 24 an 25.

### b. Benefit

Benefit yang diberikan seperti uang duka dan pensiun Pegawai.

## 4. Implementation of Reward Management Policy:

### a. Remuneration

*Remuneration which is the granting of additional salary or investigation to the officer has also been conducted by PT KCI. Fixed income and no fixed on 24 an 25.*

### b. Benefit

*Benefit provided such as money of grief and employee retirement.*





5. Implementasi Kebijakan Performance Management:

a. Pelatihan dan Pengembangan SDM;

Pelatihan dan pengembangan yang merupakan serangkaian aktivitas yang dirancang oleh Perusahaan untuk meningkatkan pengetahuan, keahlian, keterampilan dan kemampuan pegawai telah dilaksanakan secara berkala. Ini dilakukan untuk memperbaiki gap antara kompetensi yang dibutuhkan Perusahaan dengan yang dimiliki Pegawai.

b. Key Performance Indicator;

KPI telah dilaksanakan pada 2019 yang berlaku untuk level Vice President. Untuk 2020, KPI akan diberlakukan untuk level individu, dan hingga saat ini proses penyusunan masih berjalan dengan beriringan dengan Proses Bisnis.

6. Implementasi Kebijakan Career Management

Bertujuan dalam hal pengembangan yang efektif dari talenta yang ada, serta kepuasan terhadap kebutuhan pengembangan secara spesifik bagi Pegawai. Selain itu, Career Development juga bertujuan untuk meningkatkan performa keseluruhan dari organisasi, meningkatkan loyalitas dan motivasi Pegawai, serta membantu menetapkan kebutuhan *training* di masa mendatang. Dalam hal kebutuhan Career Management, PT KCI menerapkan 3 proses utama, yakni:

a. Asesmen Pegawai;

Merupakan proses untuk memperoleh data atau informasi dari nilai kompetensi yang disyaratkan Perusahaan terhadap Pegawai. Dengan ini dapat diperoleh informasi mengenai sesuai atau tidaknya kompetensi Pegawai dengan apa yang dipersyaratkan Perusahaan.

b. Promosi Jabatan

Merupakan proses pengisian jabatan yang kosong oleh Pegawai yang terlebih dahulu telah melalui proses asesmen. Pada 2019, SDM telah memperbarui SK Mekanisme Mutasi Jabatan sehingga lebih memperjelas mekanisme Mutasi Jabatan.

5. *Implementation of Performance Management Policy:*

a. *Human Resources Training and Development;*

*Training and development which is a series of activities designed by the Company to improve the knowledge, skills, and ability of employees have been carried out periodically. This is done to correct the gap between the competencies that the company needs with those owned by the employee.*

b. *Key Performance Indicator;*

*The KPI has been implemented in 2019 that applies to the Vice President level. For 2020, KPIS will be applied to individual levels, and until now the process of disclosure is still running in tandem with Business Process.*

6. *Implementation of Career Management Policies*

*Objective at effective development of existing talents, and satisfaction to the needs of specific development for the officer. In addition, career development also aims to improve the overall performance of the organization, improve the loyalty and motivation of the officers, and help to establish the needs of training in the future. In terms of career management needs, PT KCI implements three main processes:*

a. *Employee Assessment;*

*It is the process to obtain data or information from the competency values required by the Company to employees. This can be obtained information regarding the appropriate or absence of the officer's competence with what the company requires.*

b. *Promotion*

*It is the process of filling vacant office by the officer who first through the assessment process. In 2019, SDM has updated the Decree of the Department mutation mechanism to further clarify the term mutation mechanism.*

c. Rotasi Jabatan

Merupakan salah satu media pengembangan pegawai, di mana rotasi merupakan pemindahan Pegawai dari satu jabatan ke jabatan lain dengan tingkat jabatan yang setara. Ini dilakukan untuk memberikan pengalaman yang lebih terhadap pengembangan skill Pegawai sehingga siap untuk menempati Jabatan di atasnya.

c. *Rotation of Department*

*One of the employees development media, where rotation is the transfer of employee from one position to another with equal position level. This is done to provide a more experience to the skill development of the officer so that it is ready to occupy office on it.*

7. Implementasi Kebijakan Employee Relation

a. Hubungan Industrial

Merupakan media Perusahaan dalam menghubungkan semua pihak yang terkait atau berkepentingan atas berjalannya proses bisnis PT KCI.

7. *Implementation of Employee Relation Policy*

a. *Industrial Relations*

*The Company's media to connect all parties related or interested in the business process through PT KCI.*

**VISI, MISI, DAN TUJUAN SDM**

**VISION, MISSION, AND HR OBJECTIVES**

**Visi:**

Menyiapkan SDM yang berkualitas untuk mendukung Perusahaan, sebagai penyedia jasa transportasi publik yang utama dan terbaik.

**Vision:**

*Organize quality human resources to support the Company, as the main and best provider of public transportation services.*

**Misi:**

Menyelenggarakan pengelolaan SDM yang berbasis pada sistem teknologi dan berbasis kompetensi.

**Mission:**

*Organize HR management based on technology systems and competency based.*

**Tujuan SDM:**

Terpenuhinya kebutuhan SDM yang memiliki kompetensi dan dapat mendukung target Perusahaan.

**HR Purpose:**

*Fulfillment of the needs of competent human resources and can support the Company's target.*

**STRUKTUR PENGELOLAAN SDM**

**HUMAN RESOURCES MANAGEMENT STRUCTURE**

Struktur pengelolaan SDM KCI ditetapkan berdasarkan SK Direksi Nomor SK.024/KCI/DIR-HRD/X/2018 Tanggal 3 Oktober 2018.

*KCI's HR management structure is set based on the Board of Directors SK Decree No. 024/KCI/DIR-HRD/X/2018 dated October 3, 2018.*





| Vice President Sumber Daya Manusia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Vice President of Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Merencanakan, mengendalikan dan mengevaluasi kebijakan administrasi SDM meliputi pengelolaan <i>database</i> pegawai, peraturan kepegawaian, sistem administrasi kepegawaian, penggajian dan remunerasi, sistem informasi SDM, hubungan industrial dan kegiatan pemutusan hubungan kerja, jaminan hari tua dan koordinasi terhadap jaminan pelayanan kesehatan pegawai.</li> <li>Merencanakan, mengendalikan dan mengevaluasi kebijakan pengembangan SDM meliputi kebutuhan SDM, rekrutmen pegawai, penilaian kinerja, kompetensi pegawai, pengembangan karir pegawai, perubahan dan pengembangan organisasi.</li> <li>Mengintegrasikan dan mengkoordinasikan seluruh unit kerja di bawah tanggungjawabnya.</li> <li>Menyusun kebutuhan biaya pegawai dan biaya pengembangan SDM.</li> </ol> | <ol style="list-style-type: none"> <li>Plan, control and evaluate HR administration policies including the management of the database of employees, employees regulations, employees administration system, payroll and remuneration, HR information systems, industrial relations and termination of employment activities, insurance of the old age and coordination of the health services assurance of employees.</li> <li>Plan, control and evaluate the human resources development policy including human resource needs, employee recruitment, performance appraisal, employee competence, employee career development, change and organizational development.</li> <li>Integrate and coordinate the entire unit of work under its responsibility.</li> <li>Develop the needs of employees and human resource development costs.</li> </ol> |

| Manager Administrasi SDM mempunyai tugas dan tanggungjawab:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | HR Administration Manager has below duties and responsibilities:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>Menyusun, mengelola dan mengevaluasi <i>database</i> pegawai baik data <i>hardcopy</i> dan data yang termuat dalam sistem komputerisasi.</li> <li>Menyusun, mengelola dan mengevaluasi rencana anggaran biaya pegawai.</li> <li>Menyusun, mengelola dan mengevaluasi Sistem Informasi Kepegawaian.</li> <li>Mengadministrasikan pengangkatan, mutasi, promosi, demosi, dan pensiun pegawai.</li> <li>Menyusun dan mengevaluasi Sistem Penggajian dan Remunerasi Pegawai, termasuk tagihan kepada pegawai dan luran kepesertaan BPJS Ketenagakerjaan dan BPJS Kesehatan.</li> <li>Mengelola kebijakan mengenai Jaminan hari tua, jaminan kesehatan, jaminan kecelakaan kerja dan jaminan kematian.</li> <li>Melakukan perhitungan PPh pasal 21 terhadap penghasilan pegawai.</li> <li>Melakukan koordinasi dan monitoring pembayaran PPh pasal 21 tersebut dengan unit pajak Perusahaan.</li> <li>Mengkoordinasikan data peserta jaminan pelayanan kesehatan pegawai.</li> <li>Menyusun dan menyampaikan laporan pekerjaan kepada atasan.</li> <li>Mengevaluasi rencana kerja dan laporan pekerjaan bawahan.</li> </ol> | <ol style="list-style-type: none"> <li>Compile, manage and evaluate the database of employees both <i>hardcopy</i> data and data contained in the computerized system.</li> <li>Compile, manage and evaluate the employee's cost budget plan.</li> <li>Compile, manage and evaluate the personnel information system.</li> <li>Administering the appointment, mutation, promotion, demotion, and retirement of employees.</li> <li>To develop and evaluate the salary and remuneration system, including bills to employees and the membership of BPJS Employment and BPJS Kesehatan.</li> <li>Manage policies regarding old composition guarantees, health insurance, occupational accident guarantees and death guarantees.</li> <li>Calculation of income Tax article 21 of the employee's earnings.</li> <li>Coordinate and monitoring the payment of article 21 PPh with the tax unit of the company.</li> <li>Coordinate the data of the participants health care assurance</li> <li>Compiling and delivering job reports to employers.</li> <li>Evaluate work plans and reports of subordinate work.</li> </ol> |

| Manager Pengembangan Organisasi dan SDM mempunyai tugas dan tanggungjawab:                                                                                                               | The Organizational and Human Resources Development Manager has below duties and responsibilities:                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Menyusun dan melaksanakan kebijakan kebutuhan Organisasi & SDM.                                                                                                                       | 1. Develop and implement policy requirement of & HR organization.                                                                                                                   |
| 2. Menyusun dan melaksanakan kebijakan penilaian kinerja.                                                                                                                                | 2. Compile and implement a performance assessment policy.                                                                                                                           |
| 3. Menyusun dan melaksanakan pengembangan kompetensi pegawai.                                                                                                                            | 3. Develop and implement employee competency development.                                                                                                                           |
| 4. Menyusun dan melaksanakan kebijakan pengembangan karir pegawai.                                                                                                                       | 4. Develop and implement the employee career development policy.                                                                                                                    |
| 5. Menyusun dan mengkoordinasikan perubahan Organisasi dan pengembangan Organisasi.                                                                                                      | 5. Drafting and coordinating changes of organization and organizational development.                                                                                                |
| 6. Menyusun dan menyampaikan laporan pekerjaan kepada VP SDM.                                                                                                                            | 6. Compile and deliver work report to the VP of HR.                                                                                                                                 |
| 7. Menyusun kebutuhan biaya pegawai dan biaya pengembangan SDM.                                                                                                                          | 7. Develop the needs of employees and human resource development costs.                                                                                                             |
| 8. Menyusun dan mengkoordinasikan penetapan KPI (Key Performance Indicator) Pegawai.                                                                                                     | 8. Drafting and coordinating the determination of KPI (Key Performance Indicator) officers.                                                                                         |
| 9. Mengevaluasi rencana kerja dan laporan pekerjaan bawahan.                                                                                                                             | 9. Evaluate work plans and reports of subordinate work.                                                                                                                             |
| 10. Menyusun, mengelola dan mengevaluasi kebijakan rekrutmen pegawai.                                                                                                                    | 10. Develop, manage and evaluate employee recruitment policies.                                                                                                                     |
| 11. Menyusun, mengelola dan mengevaluasi sistem rekrutmen pegawai yang didasarkan pada kebijakan rekrutmen pegawai.                                                                      | 11. Develop, manage and evaluate employee recruitment systems based on employee recruitment policies.                                                                               |
| 12. Menyusun, mengelola dan mengevaluasi setiap tahapan dalam proses rekrutmen pegawai.                                                                                                  | 12. File, manage and evaluate each stage in the recruitment process.                                                                                                                |
| 13. Menyusun dan mengelola Peraturan Perusahaan (PP) dan peraturan terkait kepegawaian di lingkungan Perusahaan.                                                                         | 13. To compile and manage company regulations (PP) and related personnel regulations in the Company's environment.                                                                  |
| 14. Menyusun dan mengelola hubungan industrial baik di internal Perusahaan maupun dalam kaitannya dengan eksternal Perusahaan.                                                           | 14. Develop and manage industrial relations in both the Company's internal and in relation to the Company's external.                                                               |
| 15. Menyusun dan mengelola pengurusan dokumen dan administrasi dengan institusi ketenagakerjaan.                                                                                         | 15. To organize and manage document and administrative management with employment institutions.                                                                                     |
| 16. Menyusun dan mengelola kebijakan pemutakhiran dan sosialisasi ketentuan ketenagakerjaan dan kepegawaian.                                                                             | 16. Compile and manage update policies and socialization labour and personnel provisions.                                                                                           |
| 17. Menyusun dan mengelola program sosialisasi kepada pegawai terkait dengan hubungan industrial.                                                                                        | 17. Organize and manage socialization programs to employees related to industrial relations.                                                                                        |
| 18. Menyusun program mitigasi atas kegiatan terkait hubungan industrial.                                                                                                                 | 18. Develop mitigation programs for activities related to industrial relations.                                                                                                     |
| 19. Menyusun dan menyampaikan laporan pekerjaan kepada atasan.                                                                                                                           | 19. Compile and deliver job reports to superiors.                                                                                                                                   |
| 20. Mengevaluasi rencana kerja dan laporan pekerjaan bawahan.                                                                                                                            | 20. Evaluating work plans and reports of subordinate work.                                                                                                                          |
| 21. Berkoordinasi dengan Unit Hukum dan Kepatuhan Perusahaan dalam hal terjadi kasus Perselisihan Hubungan Industrial, termasuk pemberian asistensi seluruh data dukung yang dibutuhkan. | 21. Coordinate with the company's legal and compliance Unit in the case of the Industrial relations dispute, including the provision of assistance of all supporting data required. |



## ROAD MAP SDM ROAD MAP SDM

1. Optimalisasi organisasi  
*Organizational Optimizing*
2. Penerapan SDM berbasis Kompetensi  
*HR Implementation based on Competency*
3. Perencanaan rekrutmen berdasarkan Proses Bisnis  
*Recruitment plan based on Business process*
4. Assessment  
*Assessment*

1. Peningkatan kemampuan pimpinan  
*Leader competency development*
2. Perencanaan karir yang terukur melalui penerapan talent management  
*Measured career plan based on talent management implementation*
3. Penguatan kinerja karyawan  
*Employee performance improvement*
4. Penyempurnaan sistem  
*System improvement*

1. Iklim dan budaya kerja yang tinggi ditunjang oleh *performance* dan sistem yang unggul  
*Environment and high working customs supported by performance and advanced system*
2. Kepemimpinan yang unggul  
*Advance leadership*
3. Human capital management system  
*Human capital management system*

- Penyesuaian Struktur Organisasi Perusahaan sesuai dengan perkembangan bisnis dan peugasan kepada Perusahaan.
- Kinerja unit yang dikaitkan sebagai capaian prestasi yang berdampak terhadap *reward*.

- *Adjustment of the Company's organizational structure in accordance with business development and settlement to the Company.*
- *Performance of units attributed to achievement impacting rewards.*



- Pengelolaan pegawai kalangan millennial untuk menyiapkan motor penggerak bagi kemajuan Perusahaan.

- *Management of millennial employee to prepare drive motors for the Company's progress.*

## **PENCAPAIAN ROAD MAP SDM DI TAHUN 2019**

### **HR ROAD MAP ACHIEVEMENT IN 2019**

- Melakukan *review* terhadap proses bisnis perusahaan saat ini untuk memetakan kebutuhan atas perkembangan bisnis dan organisasi perusahaan dan dilanjutkan dengan penyusunan proses bisnis yang disesuaikan dengan kebutuhan bisnis perusahaan saat ini dan masa mendatang.
- Menyusun KPI Unit yang dikaitkan dengan pencapaian untuk KPI Corporate, sehingga pencapaian unit dapat langsung berdampak terhadap capaian KPI Corporate.
- Menyelenggarakan program untuk pegawai millennial dengan memberikan ruang untuk berinteraksi dan berkomunikasi secara intens dengan manajemen perusahaan sekaligus memberikan ruang untuk menyampaikan ide inovasi dan project yang membantu proses yang ada di Perusahaan.

- *Conducting review of the Company's current business processes to map the needs of business and corporate organization development and continue with the preparation of business processes tailored to the business needs of current and future companies.*
- *Develop Unit KPI associated with achievements for Corporate KPI, so that the achievement of units can directly impact the achievement of Corporate KPI.*
- *Conducting programs for millennial employees with a space for interaction and communicating intens with company management as well as meeting the space to convey innovation ideas and projects that help existing processes in the Company.*



## PENGELOLAAN SDM HR MANAGEMENT

PT KCI merupakan salah satu di antara banyak moda transportasi lainnya yang beroperasi di Indonesia. PT KCI yang berkomitmen untuk merambah wilayah operasi hingga lingkup nasional tentunya harus bersiap dalam memberikan pelayanan terbaik bagi para pengguna. Lalu pertanyaannya, apa yang harus diperkuat oleh PT KCI dalam segi SDM untuk siap dalam bersaing dengan moda transportasi lain seperti MRT, LRT, Transjakarta, dan Ojek Online.

### Kompetensi Pegawai

Tentunya hal utama yang harus diperkuat dan perhatikan bagi Pegawai adalah perihal kompetensi dan bagaimana kemudian *gap* kompetensi tersebut di perbaiki. Lalu apa kompetensi yang sesuai dengan perkembangan jaman saat ini di era Revolusi Industri 4.0, tentunya PT KCI harus mereview kembali kompetensi yang ada agar lebih siap bersaing dengan para kompetitor.

## REKRUTMEN RECRUITMENT

### A. Dasar Pelaksanaan

- a. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;
- b. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 022/KCI/DIR-HRD/VII/2019 tanggal 3 Juli 2019 tentang Perubahan dan Tambahan (P dan T) atas Surat Keputusan Direksi No. SK-009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;
- c. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 023/KCI/DIR-HRD/VII/2019 tanggal 5 Juli 2019 tentang Perubahan dan Tambahan (P dan T) atas Surat Keputusan Direksi No. SK-009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;

*PT KCI is one of many other modes of transportation operating in Indonesia. PT KCI is committed to expand its operation area until the national scope must be prepared in providing the best service for the users. Then the question, what to be strengthened by PT KCI in terms of HR to be ready in competing with other modes of transportation such as MRT, LRT, Transjakarta, and Ojek Online.*

### Employee Competency

*Mainly, the important thing that should be strengthened and noticed for the employee is the competency and how to fix the competency gap. Then what is the competency in accordance with the development of the current era in the 4.0 Industry Revolution, PT KCI must review existing competencies to be better prepared to compete with competitors.*

### A. Basic Implementation

- a. Decree of the Board of Directors of PT Kereta Commuter Indonesia No. 009/KCI/DIR-HRD/IV/2019 dated April 12, 2019 concerning employee procurement;
- b. Decree of the Directors of PT Kereta Commuter Indonesia No. 022/KCI/DIR-HRD/VII/2019 dated July 3, 2019 concerning Amendments and additions (P and T) of the Board of Directors decree No. SK-009/KCI/DIR-HRD/IV/2019 dated 12 April 2019 concerning employee procurement;
- c. Decree of the Directors of PT Kereta Commuter Indonesia No. 023/KCI/DIR-HRD/VII/2019 dated July 5, 2019 concerning Amendments and additions (P and T) of the Board of Directors decree No. SK-009/KCI/DIR-HRD/IV/2019 dated April 12, 2019 concerning employee procurement;

- d. Surat Keputusan Direksi PT Kereta Api Indonesia Nomor: KEP.U/KP.501/I/1/KA-2016 tanggal 28 Januari 2016 Tentang Pengujian dan Pemeriksaan Kesehatan;
- e. Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2019 yang terkait dengan pemenuhan Pegawai.

#### B. Mekanisme dan Jalur Rekrutmen

Mekanisme rekrutmen dilakukan melalui sistem *e-recruitment* di mana Pelamar harus mendaftarkan akun terlebih dahulu sebelum melakukan pendaftaran lamaran di <https://recruitment.krl.co.id/>.

Jalur rekrutmen di Perseroan berdasarkan Surat Keputusan Direksi sebagaimana dimaksud di atas, dibagi menjadi tiga jalur yaitu:

- a. Jalur Reguler;
- b. Jalur Profesional; dan
- c. Jalur khusus yang dibagi menjadi:
  - Rekrutmen yang bersumber dari PKWT Perseroan;
  - Rekrutmen yang bersumber dari TNI/POLRI; dan
  - Rekrutmen yang bersumber dari ahli waris Pegawai yang wafat dalam Dinas.

#### C. Pelaksanaan Rekrutmen

Rekrutmen dilaksanakan dengan mempertimbangkan jumlah dan waktu pemenuhan Pegawai sebagaimana yang tertuang dalam RKAP tahun berjalan. Untuk itu *timeline* setiap program dibuat untuk setiap gelombangnya. Pengumuman lowongan yang berisi informasi tentang posisi, syarat umum/khusus, batas penyampaian lamaran melalui *website* resmi dan jadwal pengumuman hasil seleksi ditayangkan minimal 5 hari sebelum batas penyampaian lamaran.

Seleksi rekrutmen dilaksanakan secara sistem gugur melalui tahapan-tahapan sebagai berikut:

- d. Decree of the Board of Directors of PT Kereta Api Indonesia number: KEP. U/KP. 501/I/1/KA-2016 dated January 28, 2016 concerning testing and screening of health;
- e. The Company's Budget work plan (RKAP) 2019 related to the fulfillment of the employment quota.

#### B. Mechanism and Recruitment Bureaucracy

The recruitment mechanism is conducted through an *e-recruitment* system where applicants must register an account before registering for application at <https://recruitment.krl.co.id/>.

The recruitment bureaucracy in the Company based on Directors Decree as mentioned above, is divided into three lines:

- a. Regular path;
- b. Professional path; and
- c. Special lines are divided into:
  - Recruitment sourced from the Company's PKWT;
  - Recruitment sourced from the TNI/POLRI; and
  - Recruitment from the heirs of officers who died in the Dinas.

#### C. Recruitment

Recruitment is carried out by considering the number and time of fulfillment of the officer as contained in the RKAP of the year. For that timeline each program is created for Each loop. Job announcement containing information about position, general/special terms, limit of application submission through the official website and schedule of the selection result announcement shown at least 5 days before application submission limit.

The selection of recruitment is in the system of fall through the following stages:



- a. Tahap Validasi: pada tahap ini dilakukan validasi data Pelamar untuk dipilih sesuai dengan persyaratan yang ditetapkan, kemudian dilakukan ranking berdasarkan nilai UN (SMA)/IPK (PT) dan diambil data sejumlah N 7 (kuota formasi dikalikan rasio suksesi rekrutmen tahun sebelumnya).
- b. Tahap Administrasi: pada tahap ini Pelamar yang telah terpilih pada tahap validasi dipanggil untuk diperiksa kesesuaian dokumen persyaratan dan pengukuran *body mass* indeks (BMI).
- c. Pengujian Kesehatan: pada tahap ini dilakukan tes kesehatan berdasarkan ketentuan yang diatur dalam SK terkait milik Induk Perusahaan. Tes dilakukan di laboratorium klinik yang terpilih sebagai rekanan. Hasil tes kesehatan harus sesuai dengan kelas kesehatan untuk masing-masing formasi sebagai berikut:
  - a) Kelas I: Untuk Awak Kereta
  - b) Kelas II: Untuk Pegawai pelaksana pemeliharaan sarana dan prasarana
  - c) Kelas III: Untuk Pegawai administrasi
  - d) Kelas IV: Untuk Tenaga Profesional
  - e) Kelas V: Untuk Tenaga managerial
- d. Psikotest: pada tahap ini psikotest dilakukan oleh lembaga penyedia assesmen yang terpilih berdasarkan hasil pengadaan barang dan atau jasa. Mekanisme tes disesuaikan dengan standar yang berlaku.
- e. Wawancara: merupakan tahapan terakhir yang menentukan kelulusan Pelamar. Wawancara dilakukan oleh unit SDM dan Unit Pengguna.

- a. *Validation phase: At this stage is the validation of applicants ' data to be selected according to the stipulated requirements, then rank based on the value of UN (SMA)/IPK (PT) and data collected in the amount of N 7 (formation quota multiplied by the ratio of the previous year's recruitment succession).*
- b. *Administration stage: At this stage applicants who have been elected at the validation stage are called to be examined by the requirements document and measurement body mass Index (BMI).*
- c. *Health testing: At this stage a health test is conducted based on provisions stipulated in the related Decree of the Parent Company. Tests were conducted in a clinical laboratory elected as a partner. Health test results must correspond to the health class for each formation as follows:*
  - a) *Class I: For Train crew*
  - b) *Class II: For implementing personnel maintenance facilities and infrastructure*
  - c) *Class III: For administrative officers*
  - d) *Class IV: For professional personnel*
  - e) *Class V: for managerial personnel*
- d. *Psychotest: At this stage the psychotest is conducted by the provider of selected assessment providers based on the results of the procurement of goods and or services. The test mechanisms are adjusted to the prevailing standards.*
- e. *Interview: Is the last stage determining applicant's graduation. The interview is conducted by HR unit and user Unit.*

#### D. Laporan Hasil Rekrutmen

Hasil rekrutmen dilaporkan kepada Direktur utama dan Direktur yang membawahi SDM sekaligus sebagai permohonan dilakukan tandatangan kontrak kerja pegawai (PKWT/PKWTT).

Kemudian setelah penandatanganan kontrak, laporan disampaikan juga kepada Direktur SDM KAI untuk rekrut Pegawai Jalur Profesional.

#### D. Recruitment Report

The recruitment results are reported to the President Director and Director who oversees the HR as well as the application for the signature of employee contract (PKWT/PKWTT).

After the signing of the contract, the report will be submitted to the HR director of KAI to recruit professional track officers.

#### Total Rekrutmen Pegawai Organik 2019

##### Permanent Staff Recruitment in 2019

| Jenis Kelamin<br>Gender | 2019       | 2018       |
|-------------------------|------------|------------|
| Pria<br>Male            | 224        | 198        |
| Wanita<br>Female        | 42         | 13         |
| <b>Total</b>            | <b>266</b> | <b>211</b> |

#### Status Rekrutmen 2019

##### Recruitment Status in 2019

|                  | 2019         |                  |                 | 2018         |                  |                 |
|------------------|--------------|------------------|-----------------|--------------|------------------|-----------------|
|                  | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total |
| Pria<br>Male     | 224          | 42               | 266             | 198          | 13               | 211             |
| Wanita<br>Female | 0            | 13               | 13              | 215          | 131              | 346             |
| <b>Total</b>     | <b>0</b>     | <b>0</b>         | <b>279</b>      | <b>413</b>   | <b>144</b>       | <b>557</b>      |





## Jalur Rekrutmen

### Recruitment Bureaucracy

|                                          | 2019         |                  |                 | 2018         |                  |                 |
|------------------------------------------|--------------|------------------|-----------------|--------------|------------------|-----------------|
|                                          | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total |
| Jalur Reguler<br><i>Regular</i>          | 223          | 42               | 265             | 191          | 8                | 199             |
| Jalur Khusus<br><i>Private</i>           | 0            | 0                | 0               | 3            | 7                | 10              |
| Jalur Profesional<br><i>Professional</i> | 1            | 0                | 1               | 2            | 0                | 2               |
| <b>Total</b>                             | <b>0</b>     | <b>0</b>         | <b>266</b>      | <b>196</b>   | <b>15</b>        | <b>211</b>      |

## Jalur Rekrutmen

### Recruitment Bureaucracy

|                                                                                                | 2019         |                  |                 | 2018         |                  |                 |
|------------------------------------------------------------------------------------------------|--------------|------------------|-----------------|--------------|------------------|-----------------|
|                                                                                                | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total |
| Direktorat Utama<br><i>Main Directorate</i>                                                    | 15           | 14               | 29              | 31           | 7                | 40              |
| Direktorat Keuangan dan<br>Administrasi<br><i>Financial and<br/>Administration Directorate</i> | 6            | 2                | 8               | 8            | 1                | 9               |
| Direktorat Teknik<br><i>Technical Directorate</i>                                              | 67           | 1                | 68              | 42           | 3                | 45              |
| Direktorat Operasi dan<br>Pemasaran<br><i>Operational and Marketing<br/>Directorate</i>        | 136          | 25               | 161             | 115          | 4                | 119             |
| <b>Total</b>                                                                                   | <b>224</b>   | <b>42</b>        | <b>266</b>      | <b>198</b>   | <b>13</b>        | <b>211</b>      |

## Tingkat Pendidikan Rekrutmen

### Recruitment Educational Level

|                       | 2019         |                  |                 | 2018         |                  |                 |
|-----------------------|--------------|------------------|-----------------|--------------|------------------|-----------------|
|                       | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total | Pria<br>Male | Wanita<br>Female | Jumlah<br>Total |
| SD<br>Elementary      | 0            | 0                | 0               | 0            | 0                | 0               |
| SLTP<br>Middle School | 0            | 0                | 0               | 0            | 0                | 0               |
| SLTA<br>High School   | 158          | 25               | 183             | 78           | 3                | 81              |
| D3<br>Diploma         | 34           | 7                | 41              | 25           | 7                | 32              |
| S1<br>Bachelor        | 32           | 10               | 42              | 96           | 5                | 98              |
| S2<br>Post Graduate   | 0            | 0                | 0               | 0            | 0                | 0               |
| <b>Total</b>          | <b>224</b>   | <b>42</b>        | <b>266</b>      | <b>198</b>   | <b>13</b>        | <b>211</b>      |

## KOMPOSISI PEGAWAI

### EMPLOYEE COMPOSITION

Per 31 Desember 2019, jumlah pegawai Perseroan tercatat sebanyak 2.852 orang atau menurun sebanyak 769 orang atau -21,24%. Adapun pembagian komposisi pegawai berdasarkan golongan, pendidikan, fungsi, usia, jabatan, dan jenis kelamin adalah sebagai berikut.

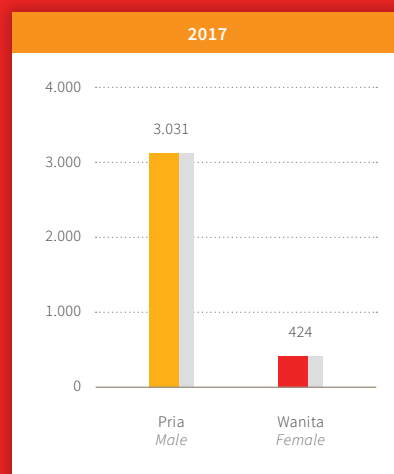
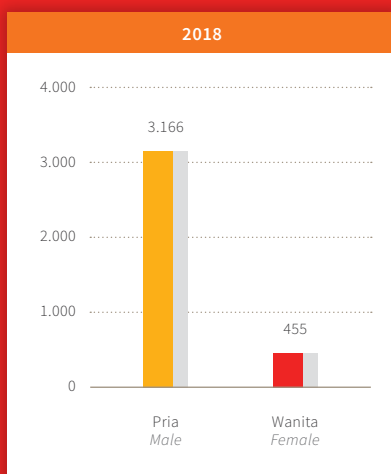
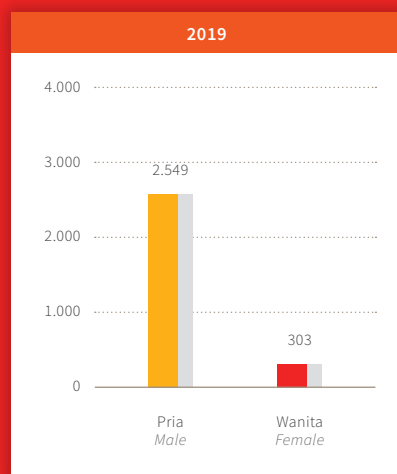
*As of December 31, 2019, the Company's number of employees was recorded as many as 2,852 employee or decreased by 769 or -21.24%. The Division of employee composition by group, education, function, age, position, and gender are as follows.*



## Komposisi Pegawai Berdasarkan Jenis Kelamin

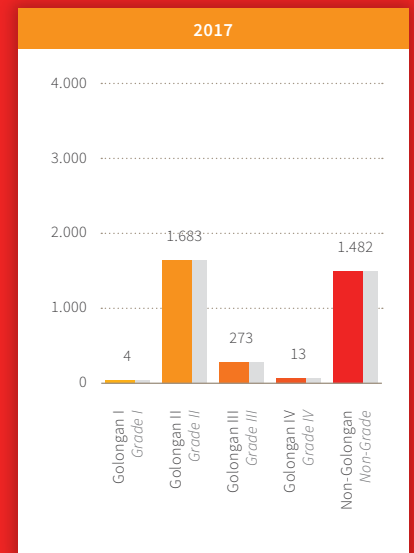
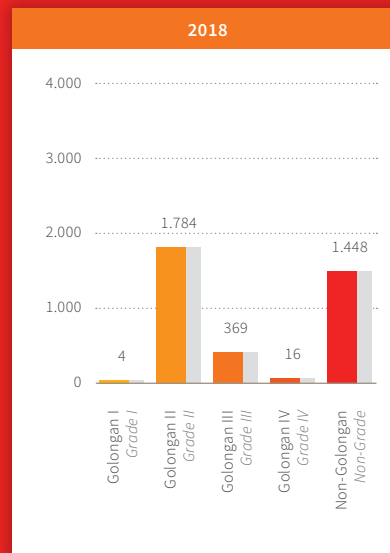
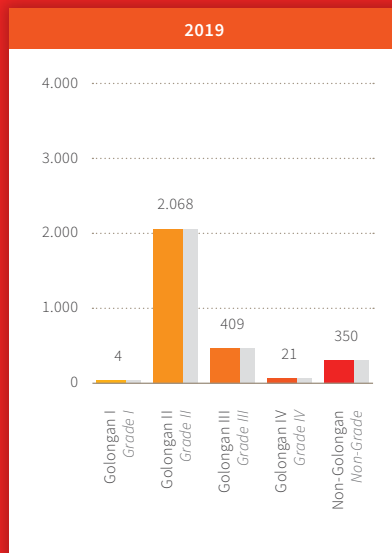
### Composition of Employee Based on Gender

|                  | 2019         | 2018         | 2017         |
|------------------|--------------|--------------|--------------|
| Pria<br>Male     | 2.549        | 3.166        | 3.031        |
| Wanita<br>Female | 303          | 455          | 424          |
| <b>Total</b>     | <b>2.852</b> | <b>3.621</b> | <b>3.455</b> |



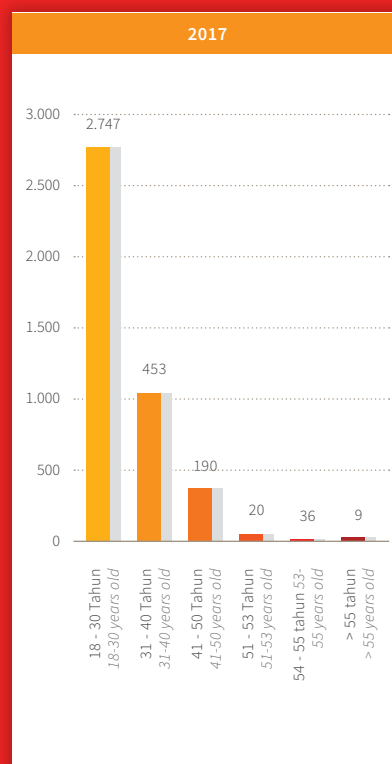
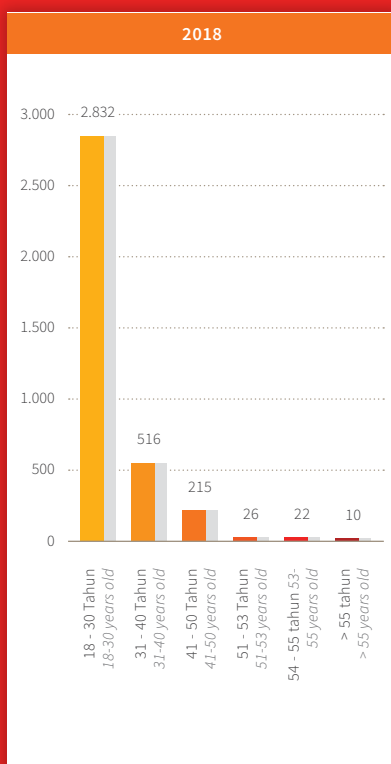
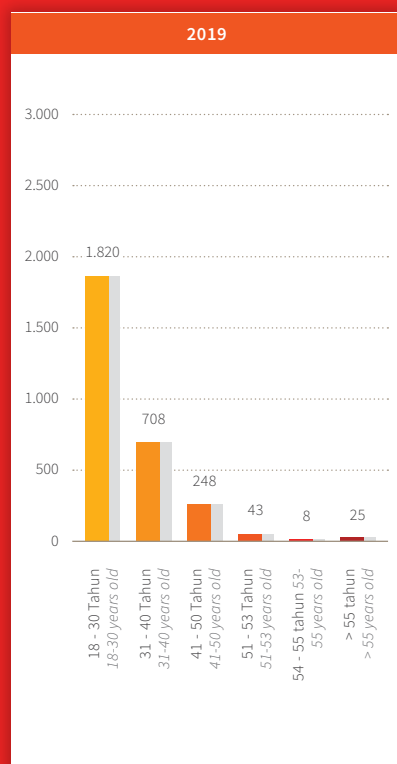
## Komposisi Pegawai Berdasarkan Golongan Composition of Employee Based on Job Grade

|                               | 2019                |                          |                          | 2018                |                          |                          | 2017                |                          |                          |
|-------------------------------|---------------------|--------------------------|--------------------------|---------------------|--------------------------|--------------------------|---------------------|--------------------------|--------------------------|
|                               | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage |
| Golongan I<br>Grade I         | 4                   | 4                        | 100%                     | 4                   | 4                        | 100%                     | 5                   | 4                        | 80,00%                   |
| Golongan II<br>Grade II       | 2.235               | 2.068                    | 93%                      | 1.811               | 1.784                    | 99%                      | 1.341               | 1.683                    | 125,50%                  |
| Golongan III<br>Grade III     | 549                 | 409                      | 74%                      | 450                 | 369                      | 82%                      | 278                 | 273                      | 98,20%                   |
| Golongan IV<br>Grade IV       | 8                   | 21                       | 263%                     | 10                  | 16                       | 160%                     | 13                  | 13                       | 100,00%                  |
| Non-<br>Golongan<br>Non-Grade | 159                 | 350                      | 220%                     | 1.490               | 1.448                    | 97%                      | 1.814               | 1.482                    | 81,70%                   |
| <b>Total</b>                  | <b>2.955</b>        | <b>2.852</b>             | <b>97%</b>               | <b>3.765</b>        | <b>3.621</b>             | <b>96%</b>               | <b>3.451</b>        | <b>3.455</b>             | <b>100,12%</b>           |



## Komposisi Pegawai Berdasarkan Golongan Composition of Employee Based on Job Grade

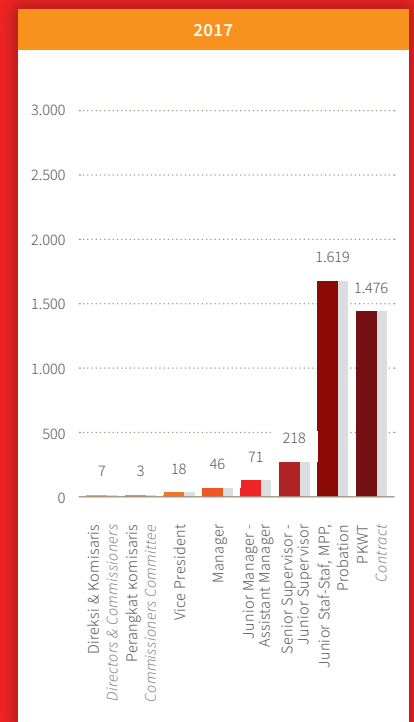
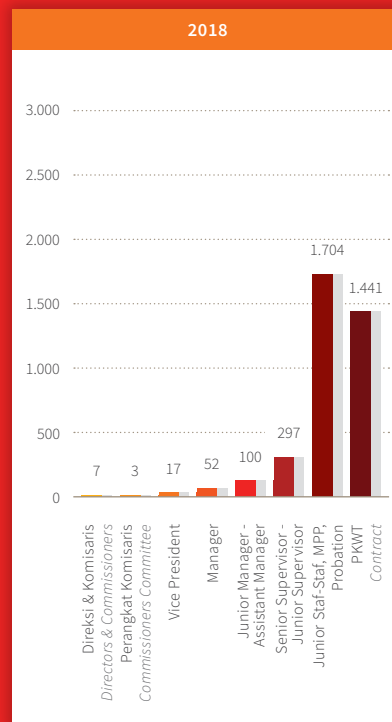
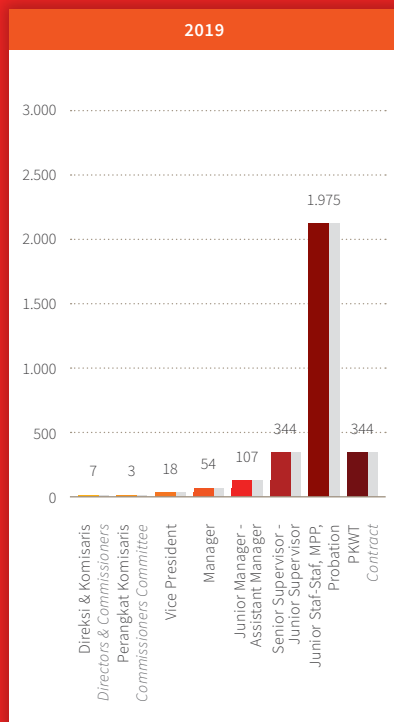
|                                  | 2019             |                       |                       | 2018             |                       |                       | 2017             |                       |                       |
|----------------------------------|------------------|-----------------------|-----------------------|------------------|-----------------------|-----------------------|------------------|-----------------------|-----------------------|
|                                  | Kebutuhan Demand | Realisasi Realization | Persentase Percentage | Kebutuhan Demand | Realisasi Realization | Persentase Percentage | Kebutuhan Demand | Realisasi Realization | Persentase Percentage |
| 18 - 30 Tahun<br>18-30 years old | 2.032            | 1.820                 | 90%                   | 3.065            | 2.832                 | 92%                   | 2.515            | 2.747                 | 109,22%               |
| 31 - 40 Tahun<br>31-40 years old | 633              | 708                   | 112%                  | 468              | 516                   | 110%                  | 653              | 453                   | 69,37%                |
| 41 - 50 Tahun<br>41-50 years old | 230              | 248                   | 108%                  | 191              | 215                   | 113%                  | 214              | 190                   | 88,79%                |
| 51 - 53 Tahun<br>51-53 years old | 27               | 43                    | 159%                  | 20               | 26                    | 130%                  | 28               | 20                    | 71,43%                |
| 54 - 55 tahun<br>53-55 years old | 16               | 8                     | 50%                   | 13               | 22                    | 169%                  | 31               | 36                    | 116,13%               |
| > 55 tahun<br>> 55 years old     | 17               | 25                    | 147%                  | 8                | 10                    | 125%                  | 10               | 9                     | 90,00%                |
| <b>Total</b>                     | <b>2.955</b>     | <b>2.852</b>          | <b>97%</b>            | <b>3.765</b>     | <b>3.621</b>          | <b>96%</b>            | <b>3.451</b>     | <b>3.455</b>          | <b>100,12%</b>        |





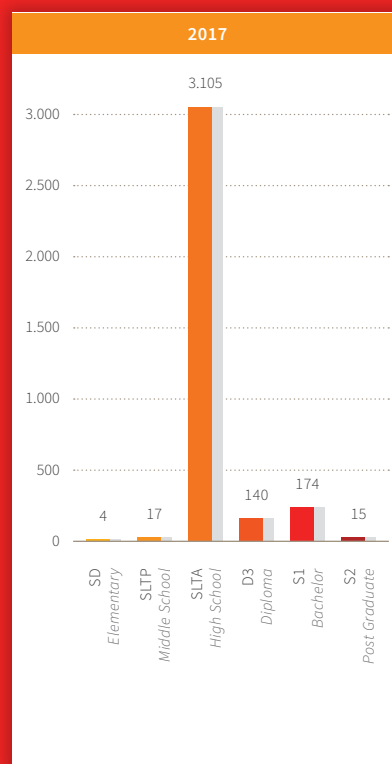
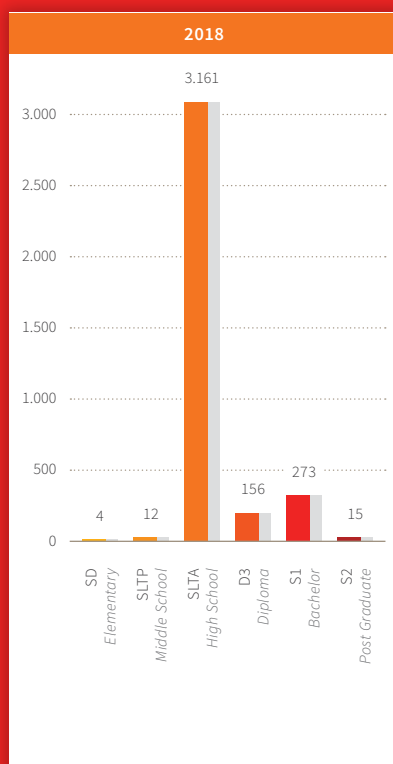
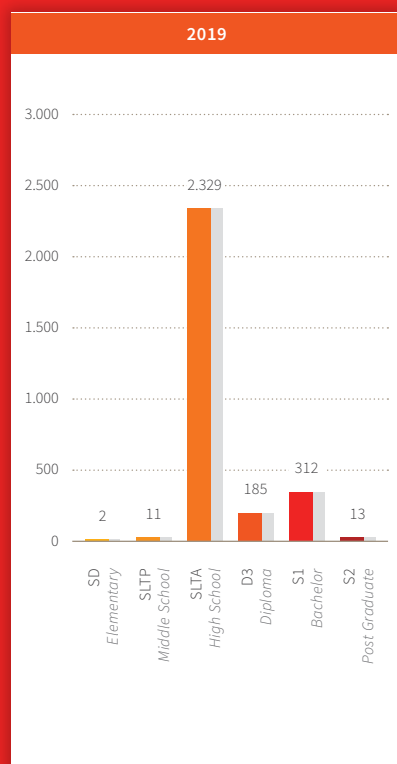
## Komposisi Pegawai Berdasarkan Jenjang Jabatan Composition of Employee Based on Organizational Level

|                                                             | Jumlah Jabatan<br>Berdasarkan<br>Struktur Organisasi<br><i>Total Position Based on<br/>Organizational Structure</i><br>(RKAP 2019) | 2019         | 2018         | 2017         |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|
| Direksi & Komisaris<br><i>Directors &amp; Commissioners</i> | 7                                                                                                                                  | 7            | 7            | 7            |
| Perangkat Komisaris<br><i>Commissioners Committee</i>       | 3                                                                                                                                  | 3            | 3            | 3            |
| Vice President                                              | 18                                                                                                                                 | 18           | 17           | 18           |
| Manager                                                     | 52                                                                                                                                 | 54           | 52           | 46           |
| Junior Manager - Assistant Manager                          | 132                                                                                                                                | 107          | 100          | 71           |
| Senior Supervisor - Junior Supervisor                       | 400                                                                                                                                | 344          | 297          | 218          |
| Junior Staf-Staf, MPP, Probation                            | 2.194                                                                                                                              | 1.975        | 1.704        | 1.619        |
| PKWT<br><i>Contract</i>                                     | 149                                                                                                                                | 344          | 1.441        | 1.476        |
| <b>Total</b>                                                | <b>2.955</b>                                                                                                                       | <b>2.852</b> | <b>3.621</b> | <b>3.455</b> |



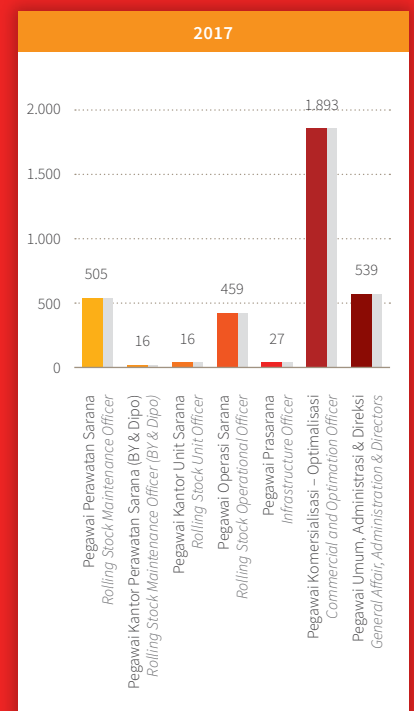
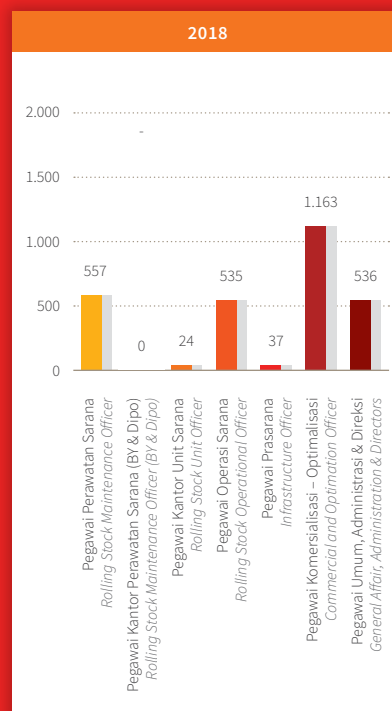
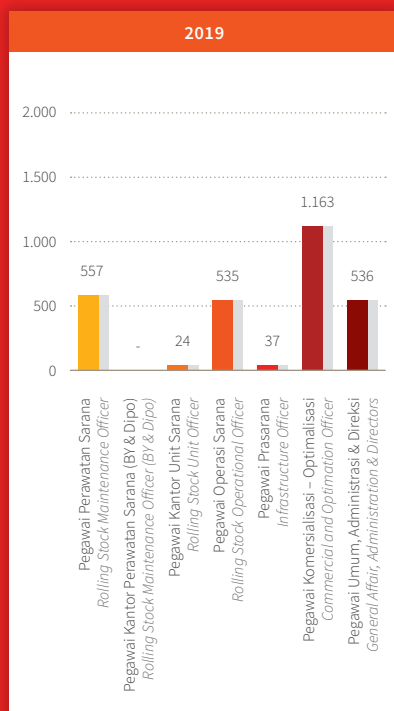
## Komposisi Pegawai Berdasarkan Jenjang Pendidikan Composition of Employee Based on Education Level

|                    | 2019             |                       |                       | 2018             |                       |                       | 2017             |                       |                       |
|--------------------|------------------|-----------------------|-----------------------|------------------|-----------------------|-----------------------|------------------|-----------------------|-----------------------|
|                    | Kebutuhan Demand | Realisasi Realization | Persentase Percentage | Kebutuhan Demand | Realisasi Realization | Persentase Percentage | Kebutuhan Demand | Realisasi Realization | Persentase Percentage |
| SD Elementary      | 2                | 2                     | 100%                  | 4                | 4                     | 100%                  | 4                | 4                     | 100,00%               |
| SLTP Middle School | 15               | 11                    | 73%                   | 16               | 12                    | 75%                   | 17               | 17                    | 100,00%               |
| SLTA High School   | 2.225            | 2.329                 | 105%                  | 3.223            | 3.161                 | 98%                   | 3.033            | 3.105                 | 102,37%               |
| D3 Diploma         | 255              | 185                   | 73%                   | 166              | 156                   | 94%                   | 206              | 140                   | 67,96%                |
| S1 Bachelor        | 441              | 312                   | 71%                   | 347              | 273                   | 79%                   | 176              | 174                   | 98,86%                |
| S2 Post Graduate   | 17               | 13                    | 76%                   | 9                | 15                    | 167%                  | 15               | 15                    | 100,00%               |
| <b>Total</b>       | <b>2.955</b>     | <b>2.852</b>          | <b>97%</b>            | <b>3.765</b>     | <b>3.621</b>          | <b>96%</b>            | <b>3.451</b>     | <b>3.455</b>          | <b>100,12%</b>        |



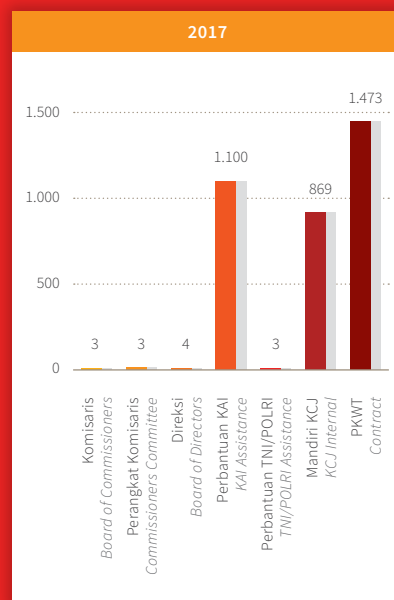
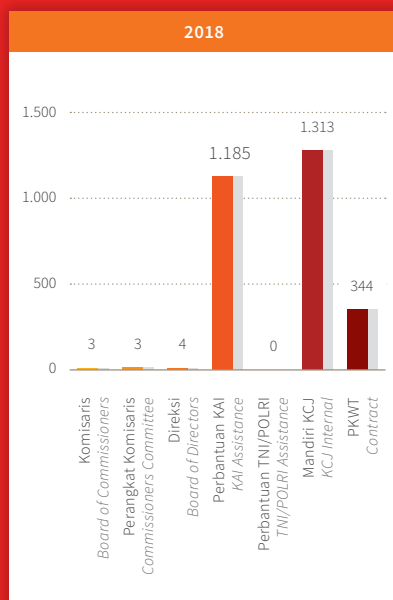
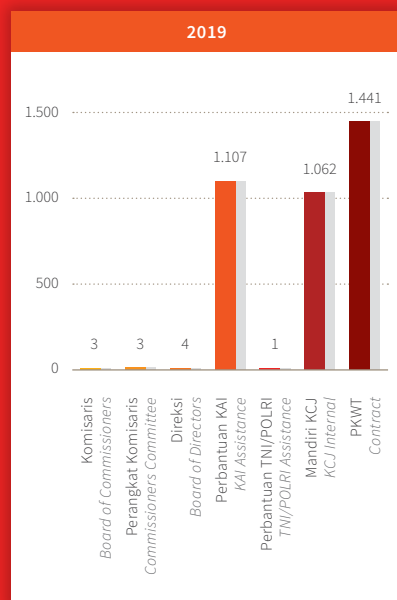
## Komposisi Pegawai Berdasarkan Fungsi Composition of Employee Based on Function

|                                                                                                         | 2019                |                          |                          | 2018                |                          |                          | 2017                |                          |                          |
|---------------------------------------------------------------------------------------------------------|---------------------|--------------------------|--------------------------|---------------------|--------------------------|--------------------------|---------------------|--------------------------|--------------------------|
|                                                                                                         | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage | Kebutuhan<br>Demand | Realisasi<br>Realization | Persentase<br>Percentage |
| Pegawai Perawatan Sarana<br><i>Rolling Stock Maintenance Officer</i>                                    | 624                 | 557                      | 89%                      | 555                 | 529                      | 95%                      | 520                 | 505                      | 97,12%                   |
| Pegawai Kantor Perawatan Sarana (BY & Dipo)<br><i>Rolling Stock Maintenance Officer (BY &amp; Dipo)</i> | -                   | -                        | -                        | 0                   | 0                        | 0%                       | 15                  | 16                       | 106,67%                  |
| Pegawai Kantor Unit Sarana<br><i>Rolling Stock Unit Officer</i>                                         | 20                  | 24                       | 120%                     | 17                  | 22                       | 129%                     | 18                  | 16                       | 88,89%                   |
| Pegawai Operasi Sarana<br><i>Rolling Stock Operational Officer</i>                                      | 471                 | 535                      | 114%                     | 471                 | 459                      | 97%                      | 428                 | 459                      | 107,24%                  |
| Pegawai Prasarana<br><i>Infrastructure Officer</i>                                                      | 42                  | 37                       | 88%                      | 36                  | 37                       | 103%                     | 28                  | 27                       | 96,43%                   |
| Pegawai Komersialisasi – Optimalisasi<br><i>Commercial and Optimation Officer</i>                       | 1.230               | 1.163                    | 95%                      | 2.189               | 2.059                    | 94%                      | 1.908               | 1.893                    | 99,21%                   |
| Pegawai Umum, Administrasi & Direksi<br><i>General Affair, Administration &amp; Directors</i>           | 568                 | 536                      | 94%                      | 497                 | 515                      | 104%                     | 534                 | 539                      | 100,94%                  |
| <b>Total</b>                                                                                            | <b>2.955</b>        | <b>2.852</b>             | <b>97%</b>               | <b>3.765</b>        | <b>3.621</b>             | <b>96%</b>               | <b>3.451</b>        | <b>3.455</b>             | <b>100,12%</b>           |



## Komposisi Pegawai Berdasarkan Status Kepegawaian Composition of Employee Based on Employment Status

|                                                       | 2019         | 2018         | 2017         |
|-------------------------------------------------------|--------------|--------------|--------------|
| Komisaris<br><i>Board of Commissioners</i>            | 3            | 3            | 3            |
| Perangkat Komisaris<br><i>Commissioners Committee</i> | 3            | 3            | 3            |
| Direksi<br><i>Board of Directors</i>                  | 4            | 4            | 4            |
| Perbantuan KAI<br><i>KAI Assistance</i>               | 1.107        | 1.185        | 1.100        |
| Perbantuan TNI/POLRI<br><i>TNI/POLRI Assistance</i>   | 1            | 0            | 3            |
| Mandiri KCJ<br><i>KCJ Internal</i>                    | 1.062        | 1.313        | 869          |
| PKWT<br><i>Contract</i>                               | 1.441        | 344          | 1.473        |
| <b>Total</b>                                          | <b>3.621</b> | <b>2.852</b> | <b>3.455</b> |

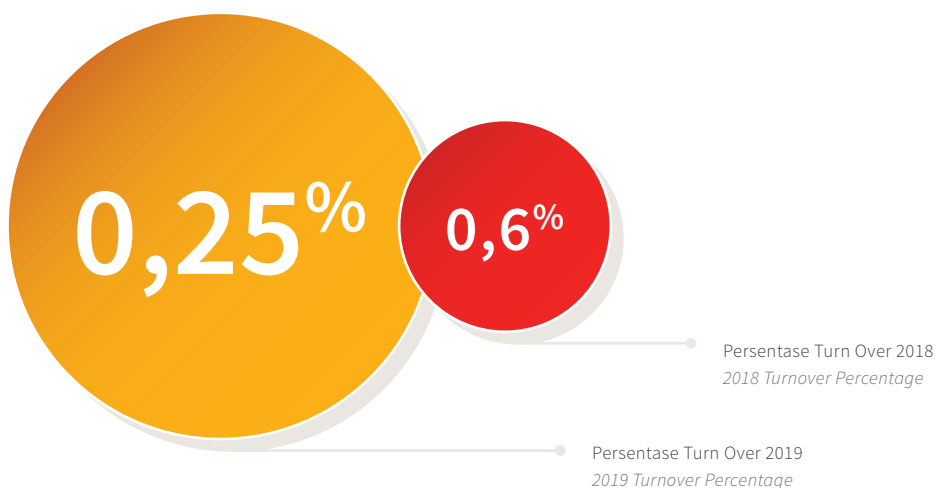


## TINGKAT PERPUTARAN PEGAWAI EMPLOYEE'S TURNOVER LEVEL

Selama tahun 2019, tingkat perputaran pegawai Perseroan adalah 0,25% terdiri dari 8 orang mengundurkan diri dibandingkan dengan tahun 2018 sebanyak 22 orang. Secara umum, tingkat perputaran pegawai tertinggi masih didominasi oleh pegawai yang selesai kontrak. Pergerakan angka perputaran pegawai yang tidak signifikan di tahun 2019 menunjukkan bahwa Perseroan menciptakan lingkungan yang kondusif bagi pegawai.

*During 2019, the turnover rate of the Company's employees was 0.25% consisting of 8 people resigned compared to 2018 as many as 22 people. In general, the level of turnover of the highest officers is still dominated by employees who finished contracts. The movement of insignificant personnel turnover in 2019 shows that the Company creates a conducive environment for employees.*

### Total Turnover Turnover Total



### Alasan Turnover Turnover Reasons

| No    | Alasan Berhenti<br>Resignation Deed                    | 2019 | 2018 |
|-------|--------------------------------------------------------|------|------|
| 1     | Atas Permintaan Sendiri (APS)<br>Self Request          | 8    | 22   |
| 2     | Berhenti dengan Hormat APS<br>Honorable Resignation    | 6    | 11   |
| 3     | Berhenti Tidak dengan Hormat<br>Dishonored Resignation | 13   | 18   |
| 4     | Selesai Kontrak<br>End of Contract                     | 721  | 307  |
| 5     | Pemutusan Hubungan Kerja<br>Termination                | 1    | 0    |
| TOTAL |                                                        | 749  | 358  |





## PENGEMBANGAN KOMPETENSI

### EMPLOYEE'S COMPETENCY DEVELOPMENT

Total Pelatihan selama 2019 sebanyak 170 kegiatan dengan program RKAP sebanyak 193 kegiatan, sehingga tercapai sebesar 88,08%. Hal ini dikarenakan penyesuaian pelaksanaan pelatihan terhadap kegiatan operasional perusahaan dan prioritas program Perseroan.

Jumlah peserta pelatihan tahun 2019 sebanyak 2.460 orang dengan target RKAP sebesar 2.613 pegawai sehingga tercapai sebesar 94,14%, hal ini dikarenakan penyesuaian dengan rencana kegiatan/operasional Perseroan.

Jumlah Biaya Pelatihan selama 2019 Rp11.219.959.799 dengan target RKAP sebesar 2019 Rp10.711.397.968 sehingga tercapai sebesar 100,4% hal ini dikarenakan percepatan pelatihan untuk persiapan sertifikasi calon masinis yang dipindahkan ke PT KCI sesuai dengan kebutuhan untuk mempersiapkan awak sarana perketerapian.

*Total Training for 2019 as many as 170 activities with the RKAP program as many as 193 activities, so it is reached by 88.08%, this is due to adjustment of training on the company's operational activities and the priorities of the Company's program.*

*The number of trainees from 2019 are as much as 2,460 employees with the RKAP target of 2,613 employees to be reached by 94.14%, this was due to adjustments with the Company's activities/operational plan.*

*Total training costs for 2019 Rp11,219,959,799 with Target RKAP of 2019 Rp10,711,397,968 so it is reached by 100.4% because of the acceleration of training for the preparation of the certification of machinist who transferred to PT KCI according to the need to prepare the cabin crew.*

| No                            | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                 | Tanggal Pelatihan<br>Training Date                              | Jumlah Peserta<br>Total Participants |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------|
| <b>Triwulan 1   Quarter 1</b> |                                                                                                                                                                                                                                                  |                                                                 |                                      |
| 1                             | Induction Program                                                                                                                                                                                                                                | 14-18 Januari 2019<br>January 14-18, 2019                       | 24                                   |
| 2                             | Pelatihan Audit Intern Tingkat Lanjutan<br>Advanced Internal Audit Training                                                                                                                                                                      | 21 Januari - 02 Februari 2019<br>January 21 - February 02, 2019 | 1                                    |
| 3                             | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch I<br>Training of Fire Officers (DAMKAR) Level D of the Indonesian Ministry of Labour Batch I Certification                                                     | 15 - 17 Januari 2019<br>January 15 - 17, 2019                   | 15                                   |
| 4                             | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch II<br>Training of Fire Officers (DAMKAR) Level D of the Indonesian Ministry of Labour Batch II Certification                                                   | 22 - 24 Januari 2019<br>January 22 - 24, 2019                   | 15                                   |
| 5                             | Pelatihan Memahami Seluk Beluk PKWT, PKWTT dan Perjanjian Kerja Outsourcing serta Mekanisme Penyelesaian Sengketa<br>Training on Understanding the Ins and Outs of PKWT, PKWTT and Outsourcing Work Agreements and Dispute Resolution Mechanisms | 31 Januari 2019<br>January 31, 2019                             | 2                                    |
| 6                             | Pelatihan Teknis Dasar KRL untuk Pegawai PPK<br>KRL Basic Technical Training for PPK Employees                                                                                                                                                   | 22 - 23 Januari 2019<br>January 22 - 23, 2019                   | 2                                    |
| 7                             | Training Program General English Conversation Batch I<br>General English Conversation Batch I Training Program                                                                                                                                   | Januari - Februari 2019<br>January - February 2019              | 30                                   |
| 8                             | Training System Analysis and Design Software Processes, UML and Design Pattern<br>Training System Analysis and Design Software Processes, UML and Design Pattern                                                                                 | 29 - 31 Januari 2019<br>January 29 - 31, 2019                   | 8                                    |
| 9                             | Kursus Bahasa Indonesia TKA<br>Indonesian Language Course for Foreign Worker                                                                                                                                                                     | 10 Januari - 14 Februari 2019<br>January 10 - February 14, 2019 | 1                                    |

| No | Nama Pelatihan<br><i>Training Title</i>                                                                                                                                                                | Tanggal Pelatihan<br><i>Training Date</i>                              | Jumlah Peserta<br><i>Total Participants</i> |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------|
| 10 | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Indonesian Ministry of Labour P3k Officer Training Certification</i>                                                                               | 28 - 30 Januari 2019<br><i>January 28 - 30, 2019</i>                   | 10                                          |
| 11 | Pelatihan Troubleshooting AC KRL JR 205 Batch I & II<br><i>AC KRL JR 205 Batch I &amp; II Troubleshooting Training</i>                                                                                 | 29 Januari - 01 Februari 2019<br><i>January 29 - February 01, 2019</i> | 30                                          |
| 12 | Induction Program Februari Angkatan I<br><i>February Induction Program Batch I</i>                                                                                                                     | 04 - 11 Februari 2019<br><i>February 04 - 11, 2019</i>                 | 32                                          |
| 13 | Pelatihan English Executive Program<br><i>English Executive Training Program</i>                                                                                                                       | Februari - April 2019<br><i>February - April, 2019</i>                 | 4                                           |
| 14 | Pelatihan Economic Outlook: Auditor Executive Forum<br><i>Economic Outlook Training: Auditor Executive Forum</i>                                                                                       | 07 - 08 Februari 2019<br><i>February 07 - 08, 2019</i>                 | 3                                           |
| 15 | Pelatihan Legal Counsel Management: How to be a Successful and Effective Legal Counsel<br><i>Legal Counsel Management Training: How to be a Successful and Effective Legal Counsel</i>                 | 14 Februari 2019<br><i>February 14, 2019</i>                           | 1                                           |
| 16 | Assessment Center for Executive                                                                                                                                                                        | 08 Februari 2019<br><i>February 08, 2019</i>                           | 4                                           |
| 17 | Training Strategic Management                                                                                                                                                                          | 04 Februari 2019<br><i>February 04, 2019</i>                           | 4                                           |
| 18 | Induction Program Februari Angkatan II<br><i>February Induction Program Batch II</i>                                                                                                                   | 13 - 19 Februari 2019<br><i>February 13 - 19, 2019</i>                 | 27                                          |
| 19 | Pelatihan Basic Photography<br><i>Basic Photography Training</i>                                                                                                                                       | 07 Februari - 08 Maret 2019<br><i>February 07 - March 08, 2019</i>     | 2                                           |
| 20 | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch III<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Labour Batch III Certification</i> | 19 - 21 Februari 2019<br><i>February 19 - 21, 2019</i>                 | 30                                          |
| 21 | Pelatihan Pengantar Akuntansi Keuangan dan Komputer<br><i>Introduction to Financial and Computer Accounting Training</i>                                                                               | 20 Februari - 22 Mei 2019<br><i>February 20 - May 22, 2019</i>         | 1                                           |
| 22 | Pelatihan Photography Komprehensif A (Basic-Intermediate-Advance)<br><i>Comprehensive Photography Training A (Basic-Intermediate-Advance)</i>                                                          | 07 Februari - 05 Juli 2019<br><i>February 07 - July 05, 2019</i>       | 1                                           |
| 23 | Pelatihan Sertifikasi QRMA<br><i>QRMA Certification Training</i>                                                                                                                                       | 18 - 21 Februari 2019<br><i>February 18 - 21, 2019</i>                 | 2                                           |
| 24 | Pelatihan Troubleshooting AC KRL JR 205 Batch III<br><i>Troubleshooting Training AC KRL JR 205 Batch III</i>                                                                                           | 21 - 22 Februari 2019<br><i>February 21 - 22, 2019</i>                 | 15                                          |
| 25 | Pelatihan Troubleshooting Pengereman KRL Batch I & II<br><i>KRL Braking Batch I &amp; II Troubleshooting Training</i>                                                                                  | 26 Februari - 01 Maret 2019<br><i>February 26 - March 01, 2019</i>     | 30                                          |
| 26 | Training Developing Digital & Social Media Strategies for Business                                                                                                                                     | 13 - 15 Februari 2019<br><i>February 13 - 15, 2019</i>                 | 1                                           |
| 27 | Training Key Risk Indicators                                                                                                                                                                           | 27 Februari - 01 Maret 2019<br><i>February 27 - March 01, 2019</i>     | 1                                           |
| 28 | Induction Program Februari Angkatan III<br><i>February Induction Program Batch III</i>                                                                                                                 | 21 - 27 Februari 2019<br><i>February 21 - 27, 2019</i>                 | 27                                          |
| 29 | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br><i>Hiperkes Certification Training for Paramedics</i>                                                                                                 | 18 - 22 Februari 2019<br><i>February 18 - 22, 2019</i>                 | 10                                          |
| 30 | Training Effective Supervisory Management                                                                                                                                                              | 26 - 28 Februari 2019<br><i>February 26 - 28, 2019</i>                 | 12                                          |
| 31 | Training Inventory Management                                                                                                                                                                          | 27 Februari - 01 Maret 2019<br><i>February 27 - March 01, 2019</i>     | 2                                           |
| 32 | Training New Product Development                                                                                                                                                                       | 27 - 28 Februari 2019<br><i>February 27 - 28, 2019</i>                 | 2                                           |
| 33 | Training Service Excellence for Helpdesk Specialist                                                                                                                                                    | 25 - 26 Februari 2019<br><i>February 25 - 26, 2019</i>                 | 1                                           |



| No | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                                        | Tanggal Pelatihan<br>Training Date                         | Jumlah Peserta<br>Total Participants |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------|
| 34 | Induction Program Februari Angkatan IV<br><i>February Induction Program, Batch IV</i>                                                                                                                                                                                   | 1 - 08 Maret 2019<br><i>March 1 - 8, 2019</i>              | 27                                   |
| 35 | Training Letter of Credit                                                                                                                                                                                                                                               | 25 - 27 Maret 2019<br><i>March 25 - 27, 019</i>            | 2                                    |
| 36 | Pelatihan Audit Intern Tingkat Lanjutan II<br><i>Advanced Level Internal Audit Training II</i>                                                                                                                                                                          | 11 - 22 Maret 2019<br><i>March 11 - 22, 019</i>            | 1                                    |
| 37 | Pelatihan Bantuan Hidup Dasar (BHD)<br><i>Basic Life Support Training (BHD)</i>                                                                                                                                                                                         | 12 Maret 2019<br><i>March 12, 2019</i>                     | 40                                   |
| 38 | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch V<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Labour Batch V Certification</i>                                                                      | 12 - 14 Maret 2019<br><i>March 12 - 14, 019</i>            | 30                                   |
| 39 | Training Developing Mobile Application with React Native                                                                                                                                                                                                                | 04 - 06 Maret 2019<br><i>March 04 - 06, 019</i>            | 1                                    |
| 40 | Training FINNON: Understanding Financial Statement                                                                                                                                                                                                                      | 12 - 14 Maret 2019<br><i>March 12 - 14, 019</i>            | 1                                    |
| 41 | Training The New B2B Selling                                                                                                                                                                                                                                            | 13 - 14 Maret 2019<br><i>March 13 - 14, 019</i>            | 2                                    |
| 42 | Workshop Modernisasi Manajemen Risiko Pengadaan & Transformasi Pengadaan di BUMN dan Anak Perusahaan<br><i>Workshop on Modernization of Procurement Risk Management &amp; Procurement Transformation in SOE and Subsidiaries</i>                                        | 15 - 16 Maret 2019<br><i>March 15 - 16, 019</i>            | 2                                    |
| 43 | Workshop Strategi Penerapan Tata Kelola Teknologi Informasi untuk Meningkatkan Kinerja dan Bisnis di BUMN dan Anak Perusahaan<br><i>Information Technology Governance Implementation Strategy Workshop to Improve Performance and Business in BUMN and Subsidiaries</i> | 15 Maret 2019<br><i>March 15, 2019</i>                     | 3                                    |
| 44 | Pelatihan dan Sertifikasi QRMO<br><i>QRMO Training and Certification</i>                                                                                                                                                                                                | 04 - 06 Maret 2019<br><i>March 4 - 6, 2019</i>             | 1                                    |
| 45 | Pelatihan Troubleshooting Pengereman KRL Batch III<br><i>KRL Braking Troubleshooting Training Batch III</i>                                                                                                                                                             | 28 - 29 Maret 2019<br><i>March 28 - 29, 2019</i>           | 15                                   |
| 46 | Pelatihan Defensive Driving<br><i>Defensive Driving Training</i>                                                                                                                                                                                                        | 19 - 21 Maret 2019<br><i>March 19 - 21, 2019</i>           | 4                                    |
| 47 | Training CISA Review Course                                                                                                                                                                                                                                             | 16 Maret - 04 Mei 2019<br><i>March 16 - May 4, 2019</i>    | 1                                    |
| 48 | Training Program General English Conversation Batch II                                                                                                                                                                                                                  | Maret - April 2019<br><i>March - April 2019</i>            | 30                                   |
| 49 | Training Powerful Business Presentation                                                                                                                                                                                                                                 | 19 - 21 Maret 2019<br><i>March 19 - 21, 2019</i>           | 1                                    |
| 50 | Workshop Seluk Beluk Hak Kekayaan Intelektual (HKI) dan Dasar Penyusunan Gugatan<br><i>Workshop on the ins and outs of Intellectual Property Rights (IPR) and the basis for preparing a lawsuit</i>                                                                     | 26 Maret 2019<br><i>March 26, 2019</i>                     | 1                                    |
| 51 | Kursus Bahasa Indonesia TKA<br><i>Indonesian Language Course for Foreign Worker</i>                                                                                                                                                                                     | 08 Maret - 09 April 2019<br><i>March 8 - April 9, 2019</i> | 1                                    |
| 52 | Pelatihan Teknik Refrigerant (Pendingin)<br><i>Refrigerant Engineering Training (Cooling)</i>                                                                                                                                                                           | 28 - 29 Maret 2019<br><i>March 28 - 29, 2019</i>           | 4                                    |
| 53 | Training Effective Supervisory Management                                                                                                                                                                                                                               | 26 - 28 Maret 2019<br><i>March 26 - 28, 2019</i>           | 12                                   |
| 54 | Workshop GCG, Risk Management dan Compliance (GRC) Strategy                                                                                                                                                                                                             | 28 - 29 Maret 2019<br><i>March 28 - 29, 2019</i>           | 1                                    |

| No                            | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                                                                                 | Tanggal Pelatihan<br>Training Date                                 | Jumlah Peserta<br>Total Participants |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------|
| 55                            | Workshop Pengendalian Internal & Three Lines of Defense dan Workshop GCG, Risk Management dan Compliance (GRC) Strategy<br><i>Internal Control &amp; Three Lines of Defense Workshop and GCG Workshop, Risk Management and Compliance (GRC) Strategy</i>                                                         | 27 - 29 Maret 2019<br><i>March 27 - 29, 2019</i>                   | 4                                    |
| 56                            | Pelatihan Control Elektronika Daya dan Power Semi Konduktor Dasar<br><i>Basic Power Electronics and Power Semi Conductor Training</i>                                                                                                                                                                            | 26 - 27 Maret 2019<br><i>March 26 - 27, 2019</i>                   | 15                                   |
| 57                            | Seminar Indonesia Procurement Forum & Expo (IPFE) IAPI 2019<br><i>Seminar of Indonesia Procurement Forum &amp; Expo (IPFE) IAPI 2019</i>                                                                                                                                                                         | 19 - 21 Maret 2019<br><i>March 19 - 21, 2019</i>                   | 3                                    |
| 58                            | Maintenance Training for EMU Tokyu 8000/8500 Series                                                                                                                                                                                                                                                              | 25 Maret - 05 April 2019<br><i>March 25 - April 05, 2019</i>       | 12                                   |
| 59                            | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Bulanan Angkatan I Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Electric Drive Monthly Batch I of 2019</i>                                                                                 | 23 - 25 Januari 2019<br><i>January 23 - 25, 2019</i>               | 15                                   |
| 60                            | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Bulanan Angkatan II Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Electricity Monthly Batch II of 2019</i>                                                                                  | 29 - 31 Januari 2019<br><i>January 29 - 31, 2019</i>               | 15                                   |
| 61                            | Diklat PDP Tenaga Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan I Tahun 2019<br><i>Training of PDP Trainers for Maintenance of Railway Facilities with Implementing Level Electric Drive (equivalent to DTO/DF2/PDI1) Batch I of 2019</i>            | 12 - 20 Februari 2019<br><i>February 12 - 20, 2019</i>             | 25                                   |
| 62                            | Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DF3/PDP2) Angkatan I Tahun 2019<br><i>PDP Training for Maintenance and Inspection of Railway Facilities with Implementing Level Electric Drive (equivalent to DF3/PDP2) Batch I Year 2019</i> | 26 Februari - 29 Maret 2019<br><i>February 26 - March 29, 2019</i> | 25                                   |
| <b>Triwulan 2   Quarter 2</b> |                                                                                                                                                                                                                                                                                                                  |                                                                    |                                      |
| 63                            | Diklat Teknik Dasar - Dasar Kearsipan Angkatan II (PNBP)<br><i>Basic Engineering Training - Basic Archives Batch II (PNBP)</i>                                                                                                                                                                                   | 08 - 12 April 2019<br><i>April 08 - 12, 2019</i>                   | 2                                    |
| 64                            | Induction Program Calon Masinis dari LRT Jabodebek<br><i>Induction Program for Machinist Candidates from LRT Jabodebek</i>                                                                                                                                                                                       | 9 - 12 April 2019<br><i>April 9 - 12, 2019</i>                     | 82                                   |
| 65                            | Pelatihan Supply Chain Management<br><i>Supply Chain Management Training</i>                                                                                                                                                                                                                                     | 10 - 12 April 2019<br><i>April 10 - 12, 2019</i>                   | 2                                    |
| 66                            | Workshop Corporate Cash Management                                                                                                                                                                                                                                                                               | 24 - 26 April 2019<br><i>April 24 - 26, 2019</i>                   | 1                                    |
| 67                            | Workshop Digital Marketing Inovation                                                                                                                                                                                                                                                                             | 04 April 2019<br><i>April 04, 2019</i>                             | 3                                    |
| 68                            | Pelatihan Forensic Accounting & Fraud Investigation<br><i>Forensic Accounting &amp; Fraud Investigation Training</i>                                                                                                                                                                                             | 10 - 12 April 2019<br><i>April 10 - 12, 2019</i>                   | 2                                    |
| 69                            | Pelatihan Kompetensi Staf Loket<br><i>Counter Staff Competency Training</i>                                                                                                                                                                                                                                      | 11 - 16 April 2019<br><i>April 11 - 16, 2019</i>                   | 108                                  |
| 70                            | Pelatihan Troubleshooting Teknologi Traksi KRL Batch 1 & 2<br><i>Troubleshooting Training on KRL Batch 1 &amp; 2 Traction Technology</i>                                                                                                                                                                         | 25 - 30 April 2019<br><i>April 25 - 30, 2019</i>                   | 30                                   |
| 71                            | Pelatihan Cyber Risk Management<br><i>Cyber Risk Management Training</i>                                                                                                                                                                                                                                         | 24 - 26 April 2019<br><i>April 24 - 26, 2019</i>                   | 5                                    |
| 72                            | Training Letter of Credit                                                                                                                                                                                                                                                                                        | 22 - 24 April 2019<br><i>April 22 - 24, 2019</i>                   | 2                                    |
| 73                            | Training Warehouse Management                                                                                                                                                                                                                                                                                    | 24 - 26 April 2019<br><i>April 24 - 26, 2019</i>                   | 1                                    |



| No | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                             | Tanggal Pelatihan<br>Training Date                       | Jumlah Peserta<br>Total Participants |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------|
| 74 | Workshop Penggunaan Tenaga Kerja Asing Berdasarkan Peraturan Ketenagakerjaan di Indonesia<br><i>Workshop on the Use of Foreign Workers Based on Labor Regulations in Indonesia</i>                                                                           | 30 April 2019<br><i>April 30, 2019</i>                   | 3                                    |
| 75 | Workshop Teknik Penyusunan Proses Bisnis dan Struktur Organisasi<br><i>Workshop on Business Process Arrangement and Organizational Structure Technique</i>                                                                                                   | 16 April 2019<br><i>April 16, 2019</i>                   | 31                                   |
| 76 | Workshop Strategi Menghadapi Gugatan Konsumen Serta Perkembangannya di Era Digital dan Dinamika Perlindungan Konsumen<br><i>Strategy Workshop on Facing Consumer Lawsuits and Its Development in the Digital Age and the Dynamics of Consumer Protection</i> | 29 April 2019<br><i>April 29, 2019</i>                   | 2                                    |
| 77 | Diklat Pengadaan Jasa Konstruksi Berdasar Permen PUPR no. 7 Tahun 2019<br><i>Training and Education for Construction Service Procurement Based on the PUPR Regulation no. 7 of 2019</i>                                                                      | 25 - 26 April 2019<br><i>April 25 - 26, 2019</i>         | 2                                    |
| 78 | Pelatihan dan Sertifikasi QRMO<br><i>QRMO Training and Certification</i>                                                                                                                                                                                     | 24 - 25 April 2019<br><i>April 24 - 25, 2019</i>         | 17                                   |
| 79 | Pelatihan Teknisi Perawatan K3 Elevator dan Eskalator<br><i>K3 maintenance technician training for Elevator and Escalator</i>                                                                                                                                | 27 April - 04 Mei 2019<br><i>April 27 - May 04, 2019</i> | 5                                    |
| 80 | Induction Program Bulan Mei Angkatan I<br><i>May Induction Program Batch I</i>                                                                                                                                                                               | 6 - 10 Mei 2019<br><i>May 6 - 10, 2019</i>               | 37                                   |
| 81 | Training Business Process Mapping                                                                                                                                                                                                                            | 08 - 09 Mei 2019<br><i>May 8 - 9, 2019</i>               | 4                                    |
| 81 | Pelatihan Safety Inspector Batch I<br><i>Batch I Safety Inspector Training</i>                                                                                                                                                                               | 06 - 08 Mei 2019<br><i>May 06 - 08, 2019</i>             | 3                                    |
| 82 | Pelatihan Safety Inspector Batch II<br><i>Batch II Safety Inspector Training</i>                                                                                                                                                                             | 09 - 13 Mei 2019<br><i>May 09 - 13, 2019</i>             | 4                                    |
| 83 | Pelatihan Standar Audit dan Kode Etik Profesi<br><i>Training on Auditing Standards and Professional Code of Ethics</i>                                                                                                                                       | 06 - 07 Mei 2019<br><i>May 06 - 07, 2019</i>             | 1                                    |
| 84 | Pelatihan Troubleshooting Teknologi Traksi KRL Batch 3<br><i>Batch 3 KRL Traction Technology Troubleshooting Training</i>                                                                                                                                    | 2 - 03 Mei 2019<br><i>May 2 - 3, 2019</i>                | 15                                   |
| 85 | Workshop Slide Presentasi Profesional Amazing Slide Presentation<br><i>Amazing Slide Presentation Professional Slide Workshop</i>                                                                                                                            | 9 - 10 Mei 2019<br><i>May 9 - 10, 2019</i>               | 19                                   |
| 86 | Induction Program Bulan Mei Angkatan II<br><i>May Induction Program Batch II</i>                                                                                                                                                                             | 13 - 17 Mei 2019<br><i>May 13 - 17, 2019</i>             | 38                                   |
| 87 | Induction Program Bulan Mei Angkatan III<br><i>May Induction Program Batch III</i>                                                                                                                                                                           | 20 - 24 Mei 2019<br><i>May 20 - 24, 2019</i>             | 37                                   |
| 88 | Pelatihan English Executive Program<br><i>English Executive Training Program</i>                                                                                                                                                                             | Mei 2019<br><i>May 2019</i>                              | 4                                    |
| 89 | Training HIRARC Batch I<br><i>HIRARC Training Batch I</i>                                                                                                                                                                                                    | 14 - 15 Mei 2019<br><i>May 14 - 15, 2019</i>             | 5                                    |
| 90 | Training HIRARC Batch II<br><i>HIRARC Training Batch II</i>                                                                                                                                                                                                  | 16 - 17 Mei 2019<br><i>May 16 - 17, 2019</i>             | 7                                    |
| 91 | Induction Program Bulan Juni<br><i>Induction Program in June</i>                                                                                                                                                                                             | 10 - 14 Juni 2019<br><i>June 10 - 14, 2019</i>           | 16                                   |
| 92 | Pelatihan Teknis K3 Listrik Sertifikasi Kemenaker RI<br><i>K3 Electricity Technical Training, RI Ministry of Manpower Certification</i>                                                                                                                      | 24 - 29 Juni 2019<br><i>June 24 - 29, 2019</i>           | 4                                    |
| 93 | Training Program Bahasa Inggris PPK Batch I<br><i>Batch I PPK English Training Program</i>                                                                                                                                                                   | 22 Juni 2019<br><i>June 22, 2019</i>                     | 30                                   |
| 94 | Training Program Bahasa Inggris PPK Batch II<br><i>Batch II PPK English Training Program</i>                                                                                                                                                                 | 23 Juni 2019<br><i>June 23, 2019</i>                     | 30                                   |



| No                            | Nama Pelatihan<br><i>Training Title</i>                                                                                                                                                                                                                                       | Tanggal Pelatihan<br><i>Training Date</i>                    | Jumlah Peserta<br><i>Total Participants</i> |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------|
| 95                            | Workshop Penulisan Annual Report Berbasis Annual Report Award<br><i>Annual Report Writing Workshop based on Annual Report Award</i>                                                                                                                                           | 26 - 27 Juni 2019<br><i>June 26 - 27, 2019</i>               | 1                                           |
| 96                            | Pendidikan dan Pelatihan PPE Angkatan II Tahun 2019 dengan KAI (Basic Development Program {BDP})<br><i>PPE Education and Training Batch II of 2019 with KAI (Basic Development Program {BDP})</i>                                                                             | 17 - 27 Juni 2019<br><i>June 17 - 27, 2019</i>               | 155                                         |
| 97                            | Training Hospitality & Service Seminar Batch 1 Tahun 2019<br><i>Hospitality Training &amp; Service Seminar Batch 1 Year 2019</i>                                                                                                                                              | 24 - 29 Juni 2019<br><i>June 24 - 29, 2019</i>               | 8                                           |
| 98                            | Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana Perkeretaapian dengan Penggerak Listrik Pelaksana (setara DF3/PDP2) Angkatan 2<br><i>Training for PDP Maintenance and Inspector of Railway Facilities with Implementing Electric Movers (equivalent to DF3/PDP2) Batch 2</i> | 23 April - 24 Mei 2019<br><i>April 23 - May 24, 2019</i>     | 30                                          |
| 99                            | Diklat PDP Awak Sarana Perkeretaapian Muda dengan Penggerak Listrik Angkatan I Tahun 2019<br><i>PDP Training for Young Railway Facilities with Electric Drive Generation I 2019</i>                                                                                           | 8 April - 09 Mei 2019<br><i>April 8 - May 9, 2019</i>        | 34                                          |
| <b>Triwulan 3   Quarter 3</b> |                                                                                                                                                                                                                                                                               |                                                              |                                             |
| 100                           | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br><i>Hiperkes Certification Training for Paramedics</i>                                                                                                                                                                        | 29 Juli - 02 Agustus 2019<br><i>July 29 - August 2, 2019</i> | 10                                          |
| 101                           | Pelatihan Ahli K3 Listrik Sertifikasi Kemnaker RI<br><i>K3 Electricity Expert Training, Ministry of Labor RI Certification</i>                                                                                                                                                | 22 Juli - 09 Agustus 2019<br><i>July 22 - August 9, 2019</i> | 4                                           |
| 102                           | Pelatihan Gada Utama<br><i>Main Club Training</i>                                                                                                                                                                                                                             | 14 - 19 Juli 2019<br><i>July 14 - 19, 2019</i>               | 2                                           |
| 103                           | Manajemen Aset ke Ferrovie Dello Stato<br><i>Asset Management to Ferrovie Dello Stato</i>                                                                                                                                                                                     | 08 - 19 Juli 2019<br><i>July 8 - 19, 2019</i>                | 2                                           |
| 104                           | Training Awareness & Internal Audit ISO 9001 2015                                                                                                                                                                                                                             | 17 - 18 Juli 2019<br><i>July 17 - 18, 2019</i>               | 1                                           |
| 105                           | Workshop Procurement & Fraud                                                                                                                                                                                                                                                  | 04 - 05 Juli 2019<br><i>July 4 - 5, 2019</i>                 | 1                                           |
| 106                           | Workshop Dampak Revisi Undang - Undang BUMN pada Pengelolaan BUMN dan Anak Perusahaan<br><i>Workshop on the Impact of Revised BUMN Law on Management of BUMN and Subsidiaries</i>                                                                                             | 02 Agustus 2019<br><i>August 2, 2019</i>                     | 1                                           |
| 107                           | Workshop Pengendalian & Pengelolaan Kas<br><i>Cash Control &amp; Management Workshop</i>                                                                                                                                                                                      | 08 Agustus 2019<br><i>August 8, 2019</i>                     | 4                                           |
| 108                           | Assessment Center for Executive                                                                                                                                                                                                                                               | 31 Juli 2019<br><i>July 31, 2019</i>                         | 4                                           |
| 109                           | Training FINNON: Understanding Financial Statement                                                                                                                                                                                                                            | 14 - 16 Agustus 2019<br><i>August 14 - 16, 2019</i>          | 2                                           |
| 110                           | Workshop Pemahaman Komprehensif Internal Control, Risk & Compliance (CRC)<br><i>Comprehensive Understanding Workshop on Internal Control, Risk &amp; Compliance (CRC)</i>                                                                                                     | 01 - 02 Agustus 2019<br><i>August 1 - 2, 2019</i>            | 2                                           |
| 111                           | Training Program General English Conversation Batch III                                                                                                                                                                                                                       | Agustus - September 2019<br><i>August - September 2019</i>   | 19                                          |
| 112                           | Pelatihan dan Sertifikasi Juru Las GTAW Angkatan I<br><i>Training and Certification of GTAW Welder Batch I</i>                                                                                                                                                                | 03 - 09 September 2019<br><i>September 03 - 09, 2019</i>     | 15                                          |
| 113                           | Pelatihan Gada Utama<br><i>Main Club Training</i>                                                                                                                                                                                                                             | 02 - 07 September 2019<br><i>September 02 - 07, 2019</i>     | 1                                           |
| 114                           | Training Digital Transformation                                                                                                                                                                                                                                               | 23 - 27 September 2019<br><i>September 23 - 27, 2019</i>     | 1                                           |
| 115                           | Training Kehumasan di Era #MO<br><i>Public Relations Training in the #MO Era</i>                                                                                                                                                                                              | 11 - 12 September 2019<br><i>September 11 - 12, 2019</i>     | 3                                           |
| 116                           | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Indonesian Ministry of Labour Certification P3k Officer Training</i>                                                                                                                                                      | 24 - 26 September 2019<br><i>September 24 - 26, 2019</i>     | 10                                          |



| No                     | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                                                                                  | Tanggal Pelatihan<br>Training Date                                  | Jumlah Peserta<br>Total Participants |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------|
| 117                    | Training Certified Data Center Professional (CDCP)                                                                                                                                                                                                                                                                | 16 - 17 September 2019<br>September 16 - 17, 2019                   | 2                                    |
| 118                    | Workshop Laporan Keuangan Konsolidasi Sesuai PSAK<br>Consolidated Financial Report Workshop in Accordance with PSAK                                                                                                                                                                                               | 19 - 20 September 2019<br>September 19 - 20, 2019                   | 1                                    |
| 119                    | Workshop Sinergi BUMN sebagai Business Judgment a.k.a Workshop Modernisasi Sinergi<br>BUMN Era 4.0<br>BUMN Synergy Workshop as Business Judgment, a.k.a Workshop on Modernization of BUMN<br>Synergy in Era 4.0                                                                                                   | 13 September 2019<br>September 13, 2019                             | 2                                    |
| 120                    | Pelatihan Digital Marketing<br>Digital Marketing Training                                                                                                                                                                                                                                                         | 24 September 2019<br>September 24, 2019                             | 4                                    |
| 121                    | Workshop Knowledge Sharing Transformation Digital                                                                                                                                                                                                                                                                 | 19 - 20 September 2019<br>September 19 - 20, 2019                   | 1                                    |
| 122                    | Training Hospitality & Service Seminar Batch 2 2019                                                                                                                                                                                                                                                               | 02 - 07 September 2019<br>September 2 - 7, 2019                     | 8                                    |
| 123                    | Pelatihan PSAK<br>PSAK Training                                                                                                                                                                                                                                                                                   | 24 - 26 September 2019<br>September 24 - 26, 2019                   | 2                                    |
| 124                    | Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan III Tahun 2019<br>PDP Training for Maintenance and Inspection of Railway Facilities with Implementing Level Electric Movers (equivalent to DTO/DF2/PDI1) Batch III 2019 | 05 Agustus - 04 September 2019<br>August 05 - September 04, 2019    | 26                                   |
| 125                    | Diklat Awak Sarana Perkeretaapian dengan Penggerak Listrik (O.61) Angkatan I Tahun 2019<br>Training of Trainers with Electric Drive (O.61) Batch I of 2019                                                                                                                                                        | 02 September - 24 Oktober 2019<br>September 02 - October 24, 2019   | 30                                   |
| 126                    | Diklat Awak Sarana Perkeretaapian dengan Penggerak Listrik (O.61) Angkatan II Tahun 2019<br>Training of Trainers with Electric Drive (O.61) Batch II of 2019                                                                                                                                                      | 23 September - 14 November 2019<br>September 23 - November 14, 2019 | 26                                   |
| Triwulan 4   Quarter 4 |                                                                                                                                                                                                                                                                                                                   |                                                                     |                                      |
| 127                    | Ahli K3 Umum Sertifikasi Kemnaker RI<br>General K3 Expert Certification of the Ministry of Manpower RI                                                                                                                                                                                                            | 14 - 26 Oktober 2019<br>October 14 - 26, 2019                       | 2                                    |
| 128                    | Diklat Komunikasi<br>Communication Training                                                                                                                                                                                                                                                                       | 11 Oktober 2019<br>October 11, 2019                                 | 50                                   |
| 129                    | Diklat Public Relations Advance<br>Advance Public Relations Training                                                                                                                                                                                                                                              | 02 - 04 Oktober 2019<br>October 02 - 04, 2019                       | 2                                    |
| 130                    | Manajemen Aset ke Ferrovie Dello Stato Batch 2<br>Asset Management to Ferrovie Dello Stato Batch 2                                                                                                                                                                                                                | 12 - 27 Oktober 2019<br>October 12 - 27, 2019                       | 1                                    |
| 131                    | Training Enterprise Risk Governance                                                                                                                                                                                                                                                                               | 07 - 08 Oktober 2019<br>October 07 - 08, 2019                       | 1                                    |
| 132                    | Kursus B.Indonesia Takeshi Hirohashi<br>Takeshi Hirohashi's Indonesian Course                                                                                                                                                                                                                                     | 22 Oktober - 21 November 2019<br>October 22 - November 21, 2019     | 1                                    |
| 133                    | Pelatihan dan Sertifikasi Juru Las GTAW Angkatan II<br>Training and Certification of Batch II GTAW Laser                                                                                                                                                                                                          | 28 Oktober - 01 November 2019<br>October 28 - November 1, 2019      | 15                                   |
| 135                    | Pelatihan Executive Management<br>Executive Management Training                                                                                                                                                                                                                                                   | 24 Oktober 2019<br>October 24, 2019                                 | 3                                    |
| 136                    | Pelatihan K3 Muda Sertifikasi BNSP<br>BNSP Certification Young K3 Training                                                                                                                                                                                                                                        | 29 - 31 Oktober 2019<br>October 29 - 31, 2019                       | 2                                    |
| 137                    | Pendidikan dan Pelatihan PPE Angkatan III Tahun 2019 dengan KAI (Basic Development Program {BDP})<br>PPE Education and Training Batch III of 2019 with KAI (Basic Development Program {BDP})                                                                                                                      | 01 - 12 Oktober 2019<br>October 01 - 12, 2019                       | 55                                   |
| 138                    | Diklat Public Relations Basic<br>Basic Public Relations Training                                                                                                                                                                                                                                                  | 25 November - 02 Desember 2019<br>November 25 - December 02, 2019   | 3                                    |

| No  | Nama Pelatihan<br><i>Training Title</i>                                                                                                                                                                                         | Tanggal Pelatihan<br><i>Training Date</i>                              | Jumlah Peserta<br><i>Total Participants</i> |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------|
| 139 | Pelatihan Troubleshooting Bogie KRL JR 205 Batch I & II<br><i>Troubleshooting Training Bogie KRL JR 205 Batch I &amp; II</i>                                                                                                    | 12 - 15 November 2019<br><i>November 12 - 15, 2019</i>                 | 30                                          |
| 140 | Training Effective Supervisory Management                                                                                                                                                                                       | 05 - 07 November 2019<br><i>November 05 - 07, 2019</i>                 | 5                                           |
| 141 | Training FINNON: Understanding Financial Statement                                                                                                                                                                              | 26 - 28 November 2019<br><i>November 26 - 28, 2019</i>                 | 2                                           |
| 142 | Workshop Pencatatan Penyisihan Piutang Usaha (PPU) Berdasarkan PSAK 71<br><i>Recording of Accounts Receivable Allowance (PPU) Workshop based on PSAK 71</i>                                                                     | 21 - 22 November 2019<br><i>November 21 - 22, 2019</i>                 | 1                                           |
| 143 | Risk Beyond International Conference on Enterprise Risk Management                                                                                                                                                              | 05 - 06 Desember 2019<br><i>December 05 - 06, 2019</i>                 | 5                                           |
| 144 | Training SPT PPh 21                                                                                                                                                                                                             | 04 - 05 Desember 2019<br><i>December 04 - 05, 2019</i>                 | 1                                           |
| 145 | Pelatihan Business English Executive Program<br><i>Business English Executive Training Program</i>                                                                                                                              | Desember 2019<br><i>December 2019</i>                                  | 4                                           |
| 146 | Training Certified Risk Management                                                                                                                                                                                              | 16 - 19 Desember 2019<br><i>December 16 - 19, 2019</i>                 | 2                                           |
| 147 | Training Effective Supervisory Management                                                                                                                                                                                       | 03 - 05 Desember 2019<br><i>December 3 - 5, 2019</i>                   | 3                                           |
| 148 | Training Feasibility Study                                                                                                                                                                                                      | 11 - 13 Desember 2019<br><i>December 11 - 13, 2019</i>                 | 2                                           |
| 149 | Training Network Security Assessment                                                                                                                                                                                            | 09 - 13 Desember 2019<br><i>December 9 - 13, 2019</i>                  | 2                                           |
| 150 | Pendidikan dan Pelatihan PPE Angkatan IV Tahun 2019 dengan KAI (Basic Development Program {BDP})<br><i>PPE Class IV Education and Training 2019 with KAI (Basic Development Program {BDP})</i>                                  | 06 - 17 Desember 2019<br><i>December 06 - 17, 2019</i>                 | 30                                          |
| 151 | Workshop Teknik Identifikasi Risiko Strategik Korporasi<br><i>Workshop on Corporate Strategic Risk Identification Technique</i>                                                                                                 | 12 - 13 Desember 2019<br><i>December 12 - 13, 2019</i>                 | 3                                           |
| 152 | Uji Kompetensi Staf Loker<br><i>Counter Staff Competency Test</i>                                                                                                                                                               | 04 - 06 Desember 2019<br><i>December 04 - 06, 2019</i>                 | 78                                          |
| 153 | Pelatihan Refreshing SAP MM-PM<br><i>SAP MM-PM Refreshing Training</i>                                                                                                                                                          | 09 - 12 Desember 2019<br><i>December 09 - 12, 2019</i>                 | 94                                          |
| 154 | Training Hospitality & Service Seminar Batch 3 Tahun 2019                                                                                                                                                                       | 06 - 12 Oktober 2019<br><i>October 06 - 12, 2019</i>                   | 8                                           |
| 155 | Workshop Penyusunan Proses Bisnis - Batch 1<br><i>Business Process Preparation Workshop - Batch 1</i>                                                                                                                           | 03 Desember 2019<br><i>December 03, 2019</i>                           | 40                                          |
| 156 | Workshop Penyusunan Proses Bisnis - Batch 2<br><i>Business Process Preparation Workshop - Batch 2</i>                                                                                                                           | 10 Desember 2019<br><i>December 10, 2019</i>                           | 40                                          |
| 157 | Pendidikan dan Pelatihan Good Corporate Governance<br><i>Good Corporate Governance Education and Training</i>                                                                                                                   | 07 - 11 Oktober 2019<br><i>October 07 - 11, 2019</i>                   | 2                                           |
| 158 | Pelatihan Awak Sarana Perkeretaapian Pertama dengan Penggerak Listrik Angkatan III (0.61)<br><i>Training for the First Railway Facility Crew with Electric Drive, Batch III (0.61)</i>                                          | 14 Oktober - 05 Desember 2019<br><i>October 14 - December 05, 2019</i> | 26                                          |
| 159 | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Harian Angkatan I Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Daily Electric Drive Batch I of 2019</i>   | 18 - 20 November 2019<br><i>November 18 - 20, 2019</i>                 | 15                                          |
| 160 | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Harian Angkatan II Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Daily Electric Drive Batch II of 2019</i> | 25 - 27 November 2019<br><i>November 25 - 27, 2019</i>                 | 15                                          |



| No  | Nama Pelatihan<br>Training Title                                                                                                                                                                                                                                                                        | Tanggal Pelatihan<br>Training Date                                              | Jumlah Peserta<br>Total Participants |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------|
| 161 | Diklat PDP Tenaga Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan II Tahun 2019<br><i>Training of PDP Trainers for Maintenance of Railway Facilities with Implementing Level Electric Drive (equivalent to DTO/DF2/PDI1) Batch II of 2019</i> | 19 - 27 November 2019<br><i>November 19 - 27, 2019</i>                          | 25                                   |
| 162 | Diklat TDP Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tahunan Angkatan I<br><i>TDP Refreshing Training and Maintenance of Railway Facilities with Electric Drive Annual Batch I</i>                                                                                            | 02 - 04 Desember 2019<br><i>December 02 - 04, 2019</i>                          | 15                                   |
| 163 | Kursus Bahasa Indonesia TKA<br><i>Indonesian Language Course for Foreign Workers</i>                                                                                                                                                                                                                    | 10 Desember 2019 - 23 Januari 2020<br><i>December 10, 2019-January 23, 2020</i> | 1                                    |

| Jabatan<br>Position Level                                   | Jumlah Pegawai Tahun 2019<br>2019 Total Employee | Jumlah Realisasi Pelatihan<br>Trainin Realization | % Pelatihan<br>% Training | Keterangan<br>Description                                    |
|-------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|---------------------------|--------------------------------------------------------------|
| Direksi & Komisaris<br><i>Directors &amp; Commissioners</i> | 7                                                | 29                                                | 414%                      |                                                              |
| Perangkat Komisaris<br><i>Commissioners Committee</i>       | 3                                                | 8                                                 | 267%                      |                                                              |
| Vice President                                              | 18                                               | 26                                                | 144%                      |                                                              |
| Manager                                                     | 54                                               | 67                                                | 124%                      |                                                              |
| Junior Manager - Assistant Manager                          | 107                                              | 77                                                | 72%                       |                                                              |
| Senior Supervisor - Junior Supervisor                       | 344                                              | 345                                               | 100%                      |                                                              |
| Junior Staf-Staf, MPP, Probation                            | 1975                                             | 1640                                              | 83%                       |                                                              |
| PKWT<br><i>Contract</i>                                     | 344                                              | 5                                                 | 1%                        | Pengalihan Status PKWT<br><i>Transfer of Contract Status</i> |
| <b>Total</b>                                                | <b>2852</b>                                      | <b>2197</b>                                       | <b>77%</b>                |                                                              |

## Detail Rincian Pelatihan

### Training Details

| Kategori<br>Category             | Uraian<br>Description                                               | TOTAL 2018 | 2019        |               |                 |               |              |
|----------------------------------|---------------------------------------------------------------------|------------|-------------|---------------|-----------------|---------------|--------------|
|                                  |                                                                     |            | TW I<br>Q I | TW II<br>Q II | TW III<br>Q III | TW IV<br>Q IV | TOTAL        |
| Peserta<br>Attendant             | Peserta<br>Attendant                                                | 3.668      | 878         | 781           | 238             | 563           | 2460         |
| Pelatihan<br>Training            | Pelatihan<br>Training                                               | 216        | 68          | 38            | 28              | 36            | 170          |
| Klasifikasi<br>Classification    | Hard skill                                                          | 156        | 53          | 27            | 24              | 18            | 122          |
|                                  | Soft skill                                                          | 61         | 15          | 11            | 4               | 18            | 48           |
|                                  |                                                                     |            | <b>68</b>   | <b>38</b>     | <b>28</b>       | <b>36</b>     | <b>170</b>   |
| Jenis pelatihan<br>Training Type | Diklap<br>Field Training                                            |            | 0           | 0             | 0               | 1             | 1            |
|                                  | Kursus<br>Instant Training                                          | 3          | 2           | 0             | 0               | 2             | 4            |
|                                  | Seminar                                                             | 4          | 1           | 0             | 0               | 0             | 1            |
|                                  | Sertifikasi<br>Certification                                        | 25         | 16          | 4             | 7               | 11            | 38           |
|                                  | Training                                                            | 161        | 44          | 27            | 14              | 19            | 104          |
|                                  | Workshop                                                            | 10         | 5           | 7             | 7               | 3             | 22           |
|                                  |                                                                     |            | <b>68</b>   | <b>38</b>     | <b>28</b>       | <b>36</b>     | <b>170</b>   |
| Direktorat<br>Directorate        | Dewan Komisaris<br>Board of Commissioners                           | 0          | 0           | 1             | 0               | 9             | 10           |
|                                  | Kantor Pusat<br>Head Office                                         | 0          | 0           | 5             | 2               | 15            | 22           |
|                                  | Konsultan<br>Consultant                                             | 0          | 0           | 1             | 0               | 2             | 3            |
|                                  | Dir. Utama<br>President Director                                    | 70         | 70          | 70            | 36              | 44            | 220          |
|                                  | Dir. Keuangan & administrasi<br>Financial & Administration Director | 40         | 11          | 43            | 14              | 41            | 109          |
|                                  | Dir. Teknik<br>Technical Director                                   | 85         | 285         | 218           | 61              | 243           | 807          |
|                                  | Dir. Operasi & pemasaran<br>Operational & Marketing Director        | 47         | 512         | 443           | 125             | 194           | 1274         |
|                                  |                                                                     |            | <b>878</b>  | <b>781</b>    | <b>238</b>      | <b>548</b>    | <b>2.445</b> |





| Kategori<br>Category | Uraian<br>Description                     | TOTAL 2018   | 2019        |               |                 |               |              |
|----------------------|-------------------------------------------|--------------|-------------|---------------|-----------------|---------------|--------------|
|                      |                                           |              | TW I<br>Q I | TW II<br>Q II | TW III<br>Q III | TW IV<br>Q IV | TOTAL        |
| Jabatan<br>Position  | Dewan Komisaris<br>Board of Commissioners | 0            | 0           | 1             | 0               | 9             | 10           |
|                      | Direksi<br>Board of Directors             | 3            | 12          | 6             | 4               | 6             | 28           |
|                      | VP                                        | 13           | 5           | 9             | 8               | 5             | 27           |
|                      | Manager                                   | 59           | 11          | 23            | 12              | 32            | 78           |
|                      | Junior manager                            | 22           | 5           | 6             | 3               | 11            | 25           |
|                      | Assistant manager                         | 65           | 16          | 14            | 4               | 20            | 54           |
|                      | Senior supervisor                         | 11           | 0           | 2             | 0               | 0             | 2            |
|                      | Supervisor                                | 193          | 29          | 17            | 0               | 43            | 89           |
|                      | Junior supervisor                         | 150          | 180         | 16            | 40              | 54            | 290          |
|                      | Staf<br>Staff                             | 2.010        | 464         | 323           | 167             | 360           | 1.314        |
|                      | Probation                                 | 210          | 154         | 362           | 0               | 0             | 516          |
|                      | PKWT<br>Contract                          | 932          | 2           | 1             | 0               | 4             | 7            |
|                      | Konsultan<br>Consultant                   |              | 0           | 1             | 0               | 2             | 3            |
|                      |                                           | <b>3.668</b> | <b>878</b>  | <b>781</b>    | <b>238</b>      | <b>546</b>    | <b>2.443</b> |
| Lokasi<br>Location   | Bali                                      | 1            | 0           | 0             | 1               | 1             | 2            |
|                      | Bandung                                   | 11           | 5           | 2             | 5               | 6             | 18           |
|                      | Bekasi                                    | 13           | 4           | 2             | 3               | 6             | 15           |
|                      | Bogor                                     | 2            | 0           | 1             | 0               | 0             | 1            |
|                      | Depok                                     | 21           | 8           | 1             | 0               | 0             | 9            |
|                      | Jakarta                                   | 157          | 49          | 31            | 16              | 21            | 117          |
|                      | Tangerang                                 | 0            | 0           | 0             | 1               | 0             | 1            |
|                      | Solo                                      | 0            | 1           | 0             | 0               | 0             | 1            |
|                      | Italia                                    | 0            | 0           | 0             | 1               | 1             | 2            |
|                      | Tokyo                                     | 7            | 1           | 1             | 1               | 1             | 4            |
|                      | Singapore                                 | 1            |             |               |                 |               |              |
|                      |                                           |              | <b>68</b>   | <b>38</b>     | <b>28</b>       | <b>36</b>     | <b>170</b>   |

## Program Sertifikasi Pegawai Mandatori Mandatory Certification Program

|                                                        | TW II<br>Q II                                                                                                                                                                                              | TW II<br>Q II                                                                                                                                                                                                                                                                    | TW III<br>Q III                                                                                                                                                                                                                                                                                                          | 201 TW IV<br>Q IV                                                                                                                                                                                                             |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tersertifikasi & Mandatori<br>Certificated & Mandatory | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch I<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Labour Batch I Certification</i>         | Pelatihan Teknis K3 Listrik Sertifikasi Kemnaker RI<br><i>K3 Electricity Technical Training, RI Ministry of Labour Certification</i>                                                                                                                                             | Pelatihan Ahli K3 Listrik Sertifikasi Kemnaker RI<br><i>K3 Electricity Expert Training, Ministry of Labour RI Certification</i>                                                                                                                                                                                          | Ahli K3 Umum Sertifikasi Kemnaker RI<br><i>General K3 Expert Certification of the Ministry of Labour RI</i>                                                                                                                   |
|                                                        | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch II<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Labour Batch II Certification</i> | Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana dan Perkeretaapian dengan Penggerak Listrik Pelaksana (setara DF3/PDP2) Angkatan 2<br><i>PDP Training for Maintenance and Inspection of Railway Facilities with Implementing Electric Movers (equivalent to DF3/PDP2) Force</i> | Pelatihan dan Sertifikasi Juru Las GTAW Angkatan I<br><i>Training and Certification of Batch I GTAW Laser</i>                                                                                                                                                                                                            | Pelatihan dan Sertifikasi Juru Las GTAW Angkatan II<br><i>Training and Certification of Batch II GTAW Laser</i>                                                                                                               |
|                                                        | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Indonesian Ministry of Labour Certification P3k Officer Training</i>                                                                                   |                                                                                                                                                                                                                                                                                  | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Indonesian Ministry of Labour Certification P3k Officer Training</i>                                                                                                                                                                                                 | Pelatihan K3 Muda Sertifikasi BNSP<br><i>BNSP Certification Youth K3 Training</i>                                                                                                                                             |
|                                                        | Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Batch I<br><i>Certification of Railway Facility Crew Competency Test Batch I</i>                                                                     |                                                                                                                                                                                                                                                                                  | Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan III Tahun 2019<br><i>PDP Training for Maintenance and Inspection of Railway Facilities with Implementing Level Electric Movers (equivalent to DTO/DF2/PDI1) Batch III 2019</i> | Training Certified Risk Management<br><i>Training Certified Risk Management</i>                                                                                                                                               |
|                                                        | Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Batch II<br><i>Batch II Railway Facility Crew Competency Test Certification</i>                                                                      |                                                                                                                                                                                                                                                                                  | Diklat Awak Sarana Perkeretaapian dengan Penggerak Listrik (0.61) Angkatan I Tahun 2019<br><i>Training for the First Railway Facility Crew with Electric Drive, Batch I (0.61)</i>                                                                                                                                       | Pelatihan Awak Sarana Perkeretaapian Pertama dengan Penggerak Listrik Angkatan III (0.61)<br><i>Training for the First Railway Facility Crew with Electric Drive, Batch III (0.61)</i>                                        |
|                                                        | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch III<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Labour Batch III Certification</i>     |                                                                                                                                                                                                                                                                                  | Diklat Awak Sarana Perkeretaapian dengan Penggerak Listrik (0.61) Angkatan II Tahun 2019<br><i>Training for the First Railway Facility Crew with Electric Drive, Batch II (0.61)</i>                                                                                                                                     | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Harian Angkatan I Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Daily Electric Drive Batch I of 2019</i> |



|  | TW II<br>Q II                                                                                                                                                                                                                    | TW II<br>Q II | TW III<br>Q III | 201 TW IV<br>Q IV                                                                                                                                                                                                                                                                                       |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch IV<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Labour Batch IV Certification</i>                             |               |                 | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Harian Angkatan II Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Daily Electric Drive Batch II of 2019</i>                                                                         |
|  | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch V<br><i>Training of Fire Officer (DAMKAR) Level D of the Indonesian Ministry of Manpower Batch V Certification</i>                             |               |                 | Diklat PDP Tenaga Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan II Tahun 2019<br><i>Training of PDP Trainers for Maintenance of Railway Facilities with Implementing Level Electric Drive (equivalent to DTO/DF2/PDI1) Batch II of 2019</i> |
|  | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch VI<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Labour Batch VI Certification</i>                       |               |                 | Diklat TDP Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tahunan Angkatan I<br><i>TDP Refreshing Training and Maintenance of Railway Facilities with Electric Drive Annual Batch I</i>                                                                                            |
|  | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Bulanan Angkatan I Tahun 2019<br><i>TDT Refreshing Training and Maintenance of Railway Facilities with Monthly Electric Drive Batch I of 2019</i> |               |                 | Diklat TDP Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tahunan Angkatan II<br><i>Training of TDP Refreshing for Maintenance of Railway Facilities with Electric Drive Annual Batch II</i>                                                                                       |
|  | Diklat TDT Refreshing Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Bulanan Angkatan II Tahun 2019<br><i>TDT Refreshing Training for Maintenance of Railway Facilities with Electricity Monthly Batch II of 2019</i>  |               |                 |                                                                                                                                                                                                                                                                                                         |

|  | TW II<br>Q II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | TW II<br>Q II | TW III<br>Q III | 201 TW IV<br>Q IV |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|-------------------|
|  | <p>Diklat PDP Tenaga Perawatan Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DTO/DF2/PDI1) Angkatan I Tahun 2019<br/><i>Training of PDP Trainers for Maintenance of Railway Facilities with Implementing Level Electric Drive (equivalent to DTO/DF2/PDI1) Batch I of 2019</i></p> <hr/> <p>Diklat PDP Tenaga Perawatan dan Pemeriksa Sarana Perkeretaapian dengan Penggerak Listrik Tingkat Pelaksana (setara DF3/PDP2) Angkatan I Tahun 2019<br/><i>PDP Training for Maintenance and Inspection of Railway Facilities with Implementing Level Electric Drive (equivalent to DF3/PDP2) Batch I 2019</i></p> |               |                 |                   |

### Program Sertifikasi Pegawai Non Mandatori

#### Non Mandatory Certification Program

|                                       | TW II<br>Q II                                                                                          | TW II<br>Q II                                                                                                  | TW III<br>Q III                                                                                        | 201 TW IV<br>Q IV                                                                 |
|---------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Non Mandatory<br><i>Non Mandatory</i> | Pelatihan Sertifikasi QRMA<br><i>QRMA Certification Training</i>                                       | Pelatihan dan Sertifikasi Juru Las GTAW Angkatan I<br><i>Training and Certification of GTAW Welder Batch I</i> | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br><i>Hyperkes Certification Training for Paramedics</i> | Training Enterprise Risk Governance<br><i>Training Enterprise Risk Governance</i> |
|                                       | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br><i>Hyperkes Certification Training for Paramedics</i> |                                                                                                                |                                                                                                        |                                                                                   |
|                                       | Pelatihan dan Sertifikasi QRMO<br><i>QRMO Training and Certification</i>                               |                                                                                                                |                                                                                                        |                                                                                   |



## **PROGRAM PENGUKURAN KOMPETENSI PEGAWAI STASIUN**

### **STATION PERSONNEL COMPETENCY ASSESSMENT PROGRAM**

Hasil uji kompetensi menunjukkan Rasio Kompetensi Pegawai Stasiun pada tahun 2019 pada tingkat 90,97% dari target tahun 2019 sebanyak 75%.

*The competency test result indicated Employee Competency Ratio in 2019 at the level of 90.97% from 2019 target of 75%.*

## **REALISASI BIAYA PENGEMBANGAN PEGAWAI 2019**

### **ACTUAL BUDGET OF EMPLOYEE DEVELOPMENT IN 2019**

Perseroan telah merealisasikan biaya pengembangan pegawai sebesar Rp11.219.959.799 dengan target RKAP sebesar 2019 Rp10.711.397.968 sehingga tercapai sebesar 100,4%, untuk keseluruhan program pelatihan selama tahun 2019.

*The Company has realized the employee development cost of Rp11,219,959,799 with RKAP target of 2019 Rp10,711,397,968 so it is reached by 100.4%, for the entire training program during 2019.*

## **PRODUKTIVITAS PEGAWAI**

### **EMPLOYEE PRODUCTIVITY**

Produktivitas pegawai adalah jumlah pendapatan sebesar Rp2.796.323.855.969 dibandingkan dengan jumlah pegawai sebesar 2.852 dengan produktivitas pegawai Rp870.908.452, jika dibandingkan dengan program Rp911.273.611 tercapai sebesar 96%.

*Employee productivity is the total revenue of Rp2,796,323,855,969 compared with the total employees of 2,852 with employee productivity of Rp870,908,452, when compared with the program Rp911,273,611 achieved at 96%.*

## **HUBUNGAN INDUSTRIAL**

### **INDUSTRIAL RELATION**

PT Kereta Commuter Indonesia senantiasa membangun hubungan industrial yang harmonis, dinamis, dan berkeadilan antara Perusahaan dengan Pegawai sesuai dengan Peraturan Ketenagakerjaan dan Peraturan Perundang-Undangan yang berlaku.

*PT Kereta Commuter Indonesia continues to build a harmonious, dynamic, and equitable industrial relationship between the Company and its employees in accordance with the manpower regulations and prevailing laws and regulations.*

PT Kereta Commuter Indonesia telah melakukan penyelesaian pembaharuan Peraturan Perusahaan Tahun 2019-2021 yang disahkan dengan Keputusan Kementerian Ketenagakerjaan Republik Indonesia Nomor: TAR. 436/PHIJSK-PK/PP/III/2019 tanggal 29 Maret 2019 untuk terciptanya hubungan industrial yang harmonis,

*PT Kereta Commuter Indonesia has completed the renewal of Company Regulation Year 2019-2021 which was ratified with Decree of Ministry of Manpower Republic of Indonesia number: TAR. 436/PHIJSK-PK/PP/III/2019 dated March 29, 2019 for industrial relations harmonious, dynamic, and fairness with officers aiming to be the grip for the Company*



dinamis, dan berkeadilan dengan Pegawai yang bertujuan menjadi pegangan bagi Perusahaan maupun Pegawai untuk menjamin hak-hak dan kewajiban masing-masing pihak untuk meningkatkan kesejahteraan karyawan dan kelangsungan usaha Perusahaan. Setiap 2 (dua) tahun sekali dilaksanakan pembahasan dan pembaharuan Peraturan Perusahaan.

Hal yang menjadi fokus kegiatan di Hubungan Industrial adalah:

- Melaksanakan tata kelola hubungan industrial baik di internal Perusahaan maupun dalam kaitannya dengan eksternal Perusahaan.
- Melaksanakan pengurusan dokumen dan administrasi dalam kaitannya dengan hubungan Perusahaan dan institusi ketenagakerjaan.
- Melaksanakan pemutakhiran kebijakan dan sosialisasi terkait implementasi ketenagakerjaan.
- Memberikan asistensi dalam pelaksanaan pembinaan kepada Pegawai terkait dengan hubungan industrial.
- Mempersiapkan dokumen administrasi kepegawaian serta berkoordinasi dengan unit Hukum Perusahaan dalam hal terjadi perkara perdata hubungan industrial yang melibatkan Perusahaan.
- Melaksanakan administrasi pada unit hubungan industrial Perusahaan.

*and employees to ensure the rights and obligations of each Party to improve the welfare of employees and business continuity of the company. Every 2 (two) years carried out discussion and renewal of the Company Policy.*

*The focus of activities in Industrial relations are:*

- *Conducting industrial relations governance either in the company's internal and in relation to the company's external.*
- *Perform document management and administration in relation to the relationship of the Company and employment institutions.*
- *Implement policy updates and socialization regarding employment implementation.*
- *Provide assistance in the implementation of coaching to employees related to industrial relations.*
- *Prepare the personnel administration documents and coordinate with the Company's legal unit in case of civil relations of Industrial affairs involving the Company.*
- *Administrate administration of the Company's industrial relations unit.*

## **PENYUSUNAN KEBIJAKAN** **POLICY SETTLEMENT**

Hubungan Industrial PT Kereta Commuter Indonesia telah menyusun Draft Surat Keputusan dan Instruksi Direksi berjumlah 78 kebijakan, yang terdiri dari:

*Industrial Relations of PT Kereta Commuter Indonesia has compiled a Draft of Decree and Directors Instruction totaling 78 policies, which consist of:*

|                                                                                                                                             | Kebijakan Tahun 2019<br><i>Policies in 2019</i> | Kebijakan Tahun 2018<br><i>Policies in 2018</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Surat Keputusan Direksi Baru<br><i>New Board of Directors Decree</i>                                                                        | 25                                              | 47                                              |
| Surat Keputusan Direksi Perubahan dan Tambahan (P dan T)<br><i>Deed of Board of Directors related to Amendment and Additional (P&amp;T)</i> | 5                                               | 13                                              |
| Instruksi Direksi<br><i>Directors' Decree</i>                                                                                               | 8                                               | 18                                              |





## PENYELESAIAN KASUS PEGAWAI SETTLEMENT OF EMPLOYEE CASES

Hubungan Industrial PT Kereta Commuter Indonesia telah melakukan penyelesaian kasus pegawai sebanyak 41 kasus yang terdiri dari:

- Mangkir
- Indisipliner
- Penggunaan Uang Pendapatan

The Industrial relation of PT Kereta Commuter Indonesia has done cases of employee settlement of 41 cases consisting of:

- Backing
- Discipline
- Assets Malfunction

| Jenis Sangsi<br>Sanction Type                                                     | Jumlah<br>Total |
|-----------------------------------------------------------------------------------|-----------------|
| Surat Peringatan 1<br>Warning 1                                                   | 10              |
| Surat Peringatan 2<br>Warning 2                                                   | 7               |
| Surat Peringatan 3<br>Warning 3                                                   | 3               |
| PHK, Resign, dianggap mengundurkan diri, dll<br>Termination, Resign, Backing, etc | 16              |
| Surat Pernyataan/Pembinaan Unit<br>Statement Letter/Coaching                      | 5               |

## PELAPORAN KETENAGAKERJAAN EMPLOYMENT REPORT

Hubungan Industrial PT Kereta Commuter Indonesia telah melakukan pelaporan Pegawai yang keluar dari Perusahaan ke Suku Dinas Ketenagakerjaan sejumlah 749 Pegawai.

*The Industrial relation of PT Kereta Commuter Indonesia has been reporting officers who leave the Company to the Labour Department for a number of 749 employees.*

## TINGKAT KEPUASAN PEGAWAI EMPLOYEE SATISFACTION LEVEL

KCI menjalankan survei kepuasan pegawai tidak hanya untuk mengukur seberapa bahagia pegawai namun juga mengukur seberapa berdedikasi mereka terhadap visi dan misi Perseroan. Mengukur kepuasan pegawai dibutuhkan karena merupakan indikator penting dari kesehatan Perseroan dan cara yang baik untuk menemukan area peningkatan. KCI percaya bahwa ketika pegawai puas dengan lingkungan kerja dan pekerjaan mereka, mereka lebih berhasrat dan lebih termotivasi, yang pada akhirnya mengarah pada produktivitas yang lebih tinggi dan pelayanan yang lebih baik. Oleh karena itu, kepuasan pegawai dinilai penting bagi keberhasilan Perseroan.

*KCI implemented employee satisfaction surveys not only to measure how satisfy employees are but also to measure how dedicated they are to the Company's vision and mission. Measuring employee satisfaction is necessary because it is an important indicator of the Company's health and a good way to find areas of improvement. KCI believes that when employees are satisfied with their work environment and work, they are more passionate and more motivated, which ultimately leads to higher productivity and better service. Therefore, employee satisfaction is important for the Company's success.*

Di tahun 2019, KCI menjalankan survei kepuasan pegawai dengan skor sebesar 4,01 dari Skala 5 (Puas). Berikut adalah tindak lanjut hasil survei kepuasan pelanggan tahun 2019:

*In 2019, KCI implemented an employee satisfaction survey with a score of 4.01 from scale 5 (satisfied). Here is a follow-up to the Customer satisfaction survey 2019:*



| Aspek Kepuasan<br>Satisfactory<br>Aspects | Rencana<br>Summary Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Jenis Kegiatan yang akan Dilakukan<br>Activities Type                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Empowerment & Autonomy                    | 1. Lebih memaksimalkan program millennials yang telah berjalan saat ini, sehingga dapat menjadi wadah penyampaian aspirasi bagi pegawai, terutama pegawai millennial.<br><i>More maximising the current program of millennials, which can serve as an aspiration for employees, especially millennial employees.</i>                                                                                                                                                                                                                                                             | 1. Melaksanakan program millennials bagi pegawai yang belum mendapat kesempatan mengikuti program.<br><i>Implementing Millennials program for employees who have not had the opportunity to follow the program.</i>                                                                                                                                                                                                                            |
|                                           | 2. Membentuk suasana kerja yang lebih "terbuka" sehingga setiap pegawai dapat lebih ekspresif mengungkapkan pendapatnya.<br><i>Forming a more "transparent" working atmosphere so that every employee can be more expressive expressing his/her opinion.</i>                                                                                                                                                                                                                                                                                                                     | 2. Mengkaji serta mengevaluasi program-program yang telah dilaksanakan oleh pegawai yang sudah mengikuti program millennials.<br><i>Reviewing and evaluating programs that have been implemented by employees who have participated in the program millennials</i><br>3. Menyeleksi serta menerapkan program terbaik yang diusulkan peserta millennials.<br><i>Select and apply the best programs proposed by participants of Millennials.</i> |
|                                           | 3. Melaksanakan <i>Coaching</i> atau <i>Mentoring</i> rutin oleh pegawai-pegawai yang lebih tinggi jabatan atau yang lebih senior. Sehingga dengan mendengar aspirasi dan ide-ide pegawai generasi millennials, petinggi bisa mengarahkan dan membimbing ke arah tindakan yang lebih produktif.<br><i>Conducting Coaching or Mentoring routine by officers of higher positions or more senior. By hearing the aspirations and ideas of the generation of millennials, the officials can direct and guide towards more productive actions.</i>                                    | Rutin melaksanakan kegiatan kunjungan dan pembinaan ke lintas agar SDM dapat melihat kondisi di lintas dan dapat menerima masukan-masukan maupun ide dari pegawai untuk meningkatkan kepuasan dan kinerja pegawai.<br><i>Routinely conduct visit and traffic coaching activities so that HR can see the conditions in passing and can receive inputs and ideas from employees to improve employee satisfaction and performance.</i>            |
|                                           | 4. <i>Pooling Idea</i> , merupakan sebuah aplikasi/website untuk mewadahi seluruh pegawai dalam memberikan kritik/saran/masukan kepada pejabat struktural dan manajemen dalam rangka mewadahi aspirasi dan ide-ide pegawai agar langsung didengar oleh pejabat struktural dan manajemen terkait.<br><i>Pooling Idea, is an application/website to support all employees in providing criticism/suggestion/input to structural and management officials in order to provide the aspirations and ideas of employees to be directly heard by structural and related management.</i> | Membuat agenda kegiatan <i>coaching</i> dan <i>mentoring</i> di setiap bulan oleh masing-masing unit. Peran SDM memastikan bahwa agenda tersebut dilaksanakan.<br><i>Make an agenda of coaching and mentoring every month by each unit. The role of HR ensures that the agenda is implemented.</i>                                                                                                                                             |
|                                           | 5. Memberikan pemahaman kepada Pejabat Struktural untuk memiliki <i>skill leadership</i> bergaya transformasional.<br><i>Giving understanding to Structural Officer to have transformational style leadership skills.</i>                                                                                                                                                                                                                                                                                                                                                        | Membuat konsep <i>pooling idea</i> dan implementasi konsep tersebut ke dalam aplikasi/website.<br><i>Create the concept of pooling idea and implementation of the concept to the application/website.</i><br><br>Pelatihan dengan <i>trainer</i> profesional.<br><i>Training with professional trainers.</i>                                                                                                                                   |

| Aspek Kepuasan<br>Satisfactory<br>Aspects | Rencana<br>Summary Plan                                                                                                                                                                                                                                                                                                                                                                           | Jenis Kegiatan yang akan Dilakukan<br>Activities Type                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance<br>Management                 | 1. Menyusun <i>Job Description</i> atau <i>Job Profile</i> setiap jabatan yang lebih jelas dan terperinci. Sehingga setiap individu sadar akan tanggung jawabnya.<br><i>Develop a Job Description or Job Profile every position that is clearer and more detailed. So that each individual is aware of its responsibilities.</i>                                                                  | Menyusun <i>Job Profile</i> per jabatan secara rinci berdasarkan proses bisnis terbaru.<br><i>Arrange a Job Profile per position in detail based on latest business processes.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                           | 2. Membuat <i>Individuals Development Plan</i> atau <i>Key Performance Indicator</i> bagi setiap sehingga kinerja per individu dapat terlihat dan terukur dengan valid.<br><i>Create Individuals Development Plan or Key Performance Indicator for each so that the individual performance can be seen and measured with a valid.</i>                                                             | 1. Menyusun KPI individu berdasarkan jabatan dan unit.<br><i>Create individual KPIS by job title and unit.</i><br>2. Mengukur Kinerja Individu berdasarkan KPI yang telah ditentukan.<br><i>Measuring individual performance based on predefined KPIS.</i>                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                           | 3. Menyusun <i>Career Path</i> yang jelas sehingga setiap pegawai yang ada memiliki gambaran yang jelas mengenai kesempatan karir yang ada dan bisa mereka raih.<br><i>Create a clear Career Path that every employee who has a clear picture of their existing career opportunities can be achieved.</i>                                                                                         | Menetapkan SK <i>Career Path</i> setelah Struktur Organisasi dan <i>Job profile</i> selesai.<br><i>Setting Career Path Decree after organizational structure and JOB profile completed.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                           | 4. Membuat <i>Performance Appraisal</i> atau timbal balik kepada pegawai agar pegawai dapat mengetahui apa yang perlu diperbaiki dan apa yang perlu dipertahankan, Sehingga pegawai merasa diapresiasi.<br><i>Make Performance Appraisal or reciprocal to employees so that employees can know what needs to be repaired and what needs to be maintained, so that employees feel appreciated.</i> | 1. Melaksanakan evaluasi kinerja secara individu ke setiap pegawai (yang kinerja kurang) minimal 2 kali dalam satu tahun.<br><i>Implement individual performance evaluation per employee (less performance) at least 2 times in one year.</i><br>2. Memberikan apresiasi terhadap kinerja yang baik setiap pegawai, tidak harus berupa materi, bisa berupa sertifikat dan sebagainya.<br><i>Give appreciation to the good performance of every employee, not necessarily in the form of material, can be in the form of certificates and so.</i>                                                                                                                                     |
|                                           | 5. Menyusun Struktur organisasi baru yang efektif.<br><i>Develop an effective new organizational structure.</i>                                                                                                                                                                                                                                                                                   | Menyusun kembali Struktur Organisasi berdasarkan Provis baru yang telah disusun dan ditentukan.<br><i>Rearranging organizational structures based on the new Provis that have been compiled and determined.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Work-Life Balance                         | 1. Meningkatkan Kompetensi pegawai berupa pelatihan - pelatihan yang terkait sehingga pegawai memiliki kemampuan yang melebihi standar, sehingga antar pegawai dapat saling membantu dan mendukung satu sama lain.<br><i>Improve employee competency manifested by related trainings for employees who have capabilities that exceed standards to assist and support each other.</i>              | 1. Mendata kegiatan pelatihan yang telah dilaksanakan oleh unit pengembangan.<br><i>Listing training activities that have been carried out by the development unit.</i><br>2. Mengkategorikan semua kegiatan pelatihan ke dalam tiga kategori yaitu, <i>training inti</i> , <i>training khusus</i> , dan <i>training mandatory</i> .<br><i>Categorizing all training activities into three categories, namely, core training, special training, and mandatory training.</i><br>3. Menyusun jenis pelatihan yang akan diberikan kepada pegawai berdasarkan kompetensi per individu.<br><i>Type of training that will be provided to employees based on competency per individual.</i> |
|                                           | 2. Melaksanakan otomatisasi dalam segala aspek pekerjaan, yang akan mempermudah pekerjaan, baik dalam segi efisiensi waktu maupun efisiensi tenaga.<br><i>Implementing automation in all aspects of the work, which will ease the work, both in terms of time efficiency and energy efficiency.</i>                                                                                               | 1. Mengimplementasikan teknologi ke dalam sistem SDM, seperti otomatisasi data <i>training</i> yang telah dan belum diikuti pegawai.<br><i>Implementing technology into HR systems, such as the automation of training data that has been and has not been followed by employees.</i><br>2. Memperbaiki sistem <i>backup</i> dokumentasi <i>file/berkas</i> baik <i>hard</i> maupun <i>soft</i> .<br><i>Repairing backup system file/file documentation both hard and soft files.</i>                                                                                                                                                                                                |







| Aspek Kepuasan<br>Satisfactory<br>Aspects | Rencana<br>Summary Plan                                                                                                                                                                                                                                                                                                                                                          | Jenis Kegiatan yang akan Dilakukan<br>Activities Type                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | <p>3. Melaksanakan program yang dapat merefresh pikiran pegawai dari kesibukan pekerjaannya. Serta program yang dapat mempererat hubungan antar pegawai dan menumbuhkan kekompakan tim.</p> <p><i>Implement a program that can refresh the minds of employees from the busy work. And programs to strengthen relationships between employees and foster team solidarity.</i></p> | <p>1. Merencanakan program <i>family gathering</i> atau acara <i>team building</i> minimal satu kali dalam setahun.</p> <p><i>Plan a family gathering program or team building event at least once a year.</i></p> <p>2. Mengadakan kegiatan rutin mingguan untuk mempererat hubungan antar karyawan di satu unit maupun antar unit, seperti olahraga bersama.</p> <p><i>Conducting routine weekly activities to strengthen relationships between employees in one unit or between units, such as sports together.</i></p> <p>3. Merencanakan kegiatan pertandingan ataupun lomba antar karyawan ataupun antar unit, seperti pekan olahraga (dan sebagainya). Guna untuk meningkatkan gairah semangat juang dan kekompakan <i>team</i> pada setiap diri pegawai.</p> <p><i>Plan activities or competitions between employees and between units, such as sports Week (and so on). To increase the thrill of fighting and team solidarity in each employee.</i></p> |
|                                           | <p>4. Menciptakan kegiatan diskusi atau konsultasi untuk perkembangan karir pegawai.</p> <p><i>Creating discussion activities or consulting for employee career development.</i></p>                                                                                                                                                                                             | <p>Melaksanakan kegiatan diskusi atau konsultasi individu mengenai hambatan-hambatan yang dihadapi pegawai dalam pekerjaannya, terutama untuk pegawai yang kinerjanya menurun.</p> <p><i>Conducting individual discussion or consulting activities on barriers faced by employees in their work, especially for employees whose performance has decreased.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                           | <p>5. Menciptakan suasana atau lingkungan kerja yang sehat.</p> <p><i>Creating a sound atmosphere or work environment.</i></p>                                                                                                                                                                                                                                                   | <p>Menciptakan sistem kerja yang menyenangkan namun serius agar suasana kerja yang dirasakan pegawai dapat mendukung kinerja per individu.</p> <p><i>Creating a fun yet serious working system for employee perceived work atmosphere can support the performance per individual.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

# Teknologi Informasi

## Information Technology

Dalam rangka penerapan prinsip-prinsip GCG khususnya dalam pengelolaan Teknologi Informasi dan Komunikasi (ICT), perlu disusun Tata Kelola ICT yang menjadi bagian integral dari Enterprise Governance agar dapat menjamin pemanfaatan implementasi ICT yang optimal, terukur dan terarah.

Guna mencapai keselarasan antara rencana pengembangan sistem informasi Perusahaan dengan Visi Misi PT KCI, maka pada tahun 2019 PT KCI telah melakukan evaluasi atas sistem informasi Perusahaan yang diwujudkan dengan keputusan untuk penyelenggaraan uang elektronik sebagai transaksi dengan menggunakan kartu KMT dengan surat keputusan Direktur Utama PT KCI dengan Nomor: SK.023/CU/KCI/V/2018 tanggal 28 Mei 2018 tentang Kebijakan Prosedur Penyelenggaraan Uang Elektronik.

PT Kereta Commuter Indonesia merupakan perusahaan penyelenggara pelayanan jasa angkutan kereta api *commuter* dengan menggunakan sarana kereta rel Listrik yang senantiasa berupaya memberikan pelayanan dan kontribusi yang optimal kepada masyarakat. Untuk mewujudkan pelayanan dan kontribusi yang optimal kepada masyarakat, PT Kereta Commuter Indonesia melakukan sebuah inovasi terhadap mekanisme pembayaran tiket untuk penggunaan Jasa Angkutan Kereta Commuter, yaitu dengan menggunakan Uang Elektronik yang disebut Kartu Multi Trip (KMT). Dalam melaksanakan kegiatan Penyelenggaraan Uang Elektronik tersebut dibutuhkan kebijakan - kebijakan guna menunjang Penyelenggaraan Uang Elektronik.

*In order to implementing the principles of GCG, especially in the management of information and communication technology (ICT), it is necessary to organize ICT Governance that becomes an integral part of Enterprise Governance in order to guarantee the utilization of the optimal, measurable and directional ICT implementation.*

*To achieve alignment between the Company's information system development plan and PT KCI Vision Mission, then in 2019 PT KCI has evaluated the information system of the Company that was realized with the decision to conduct electronic money as a transaction using KMT card with the decree of the President Director of PT KCI with number: SK. 023/CU/KCI/V/2018 dated May 28, 2018 concerning electronic Money implementation procedure policy.*

*PT Kereta Commuter Indonesia is a commuter rail service provider with the means of electric railways that always strive to provide optimum service and contribution to the community. To realize optimal service and contribution to the community, PT Kereta Commuter Indonesia conducts an innovation against the mechanism of payment of tickets for the use of Commuter train transport services, namely by using electronic money called Multi Trip Card (KMT). In carrying out the electronic money enforcement activities it is required policies to support the implementation of electronic money.*



Tujuan dari kebijakan penyelenggaraan Elektronik yaitu untuk meminimalisir risiko yang timbul terhadap kegiatan Penyelenggaraan Uang Elektronik serta demi pelayanan yang lebih baik kepada masyarakat.

*The purpose of the Electronic Maintenance Policy is to minimize the risks that arise against Electronic Money Management activities and to better service to the community.*

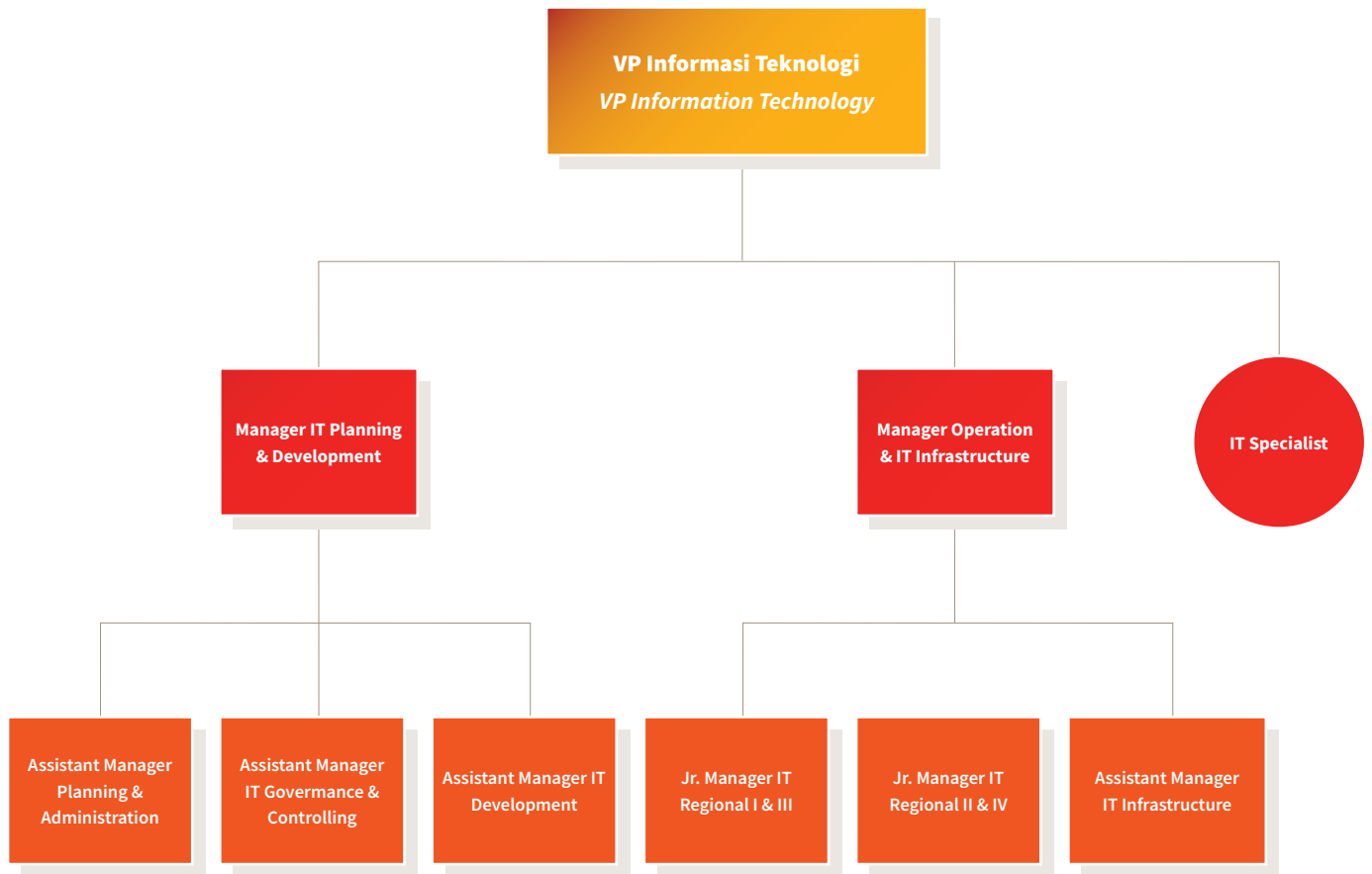
Ruang lingkup dari kebijakan penyelenggaraan Uang Elektronik adalah sebagai berikut:

*The scope of the Electronic Money Enforcement policy are as follows:*

1. Kebijakan Operasional Teknologi Informasi
2. Kebijakan Penggunaan Penyedia jasa Teknologi Informasi
3. Kebijakan Pengembangan Teknologi Informasi
4. Kebijakan Manajemen Risiko dalam Penggunaan Teknologi Informasi
5. Kebijakan Penanganan Uang Elektronik
6. Kebijakan Audit Internal Teknologi Informasi
7. Kebijakan Jaringan Komunikasi
8. Kebijakan Pengamanan Informasi

1. *Information Technology Operational policy*
2. *Policy of Use of the Information Technology Service Provider*
3. *Information Technology Development Policy*
4. *Risk Management Policy in the Use of Information Technology*
5. *Electronic Money Handling policy*
6. *Information Technology Internal Audit Policy*
7. *Communication Network Policy*
8. *Information Security Policy*







## ARSITEKTUR IT PT KCI

### PT KCI IT ARCHITECTURE

#### Peranan IT dalam Tata Kelola Perusahaan

#### IT Role in Corporate Governance

| Program<br>Program                        | Pelaksanaan Tata Kelola Perusahaan<br>Corporate Governance Implementation    |                                                                                                                                                                                                                                                                      | Kebutuhan Dukungan IT<br>IT Support Demand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operasi Perka<br><i>Perka Operational</i> | Tata Kelola Perka<br><i>Governance of Perka</i>                              | Perencanaan, Monitoring & Evaluasi Perka<br>* tidak mengendalikan Perka<br><i>Planning, Monitoring &amp; Perka Evaluation</i><br>* <i>Does not control Perka</i>                                                                                                     | <ul style="list-style-type: none"><li>Sistem Informasi Jadwal Perjalanan</li><li>Sistem Informasi Tracking Perjalanan</li><li>Sistem Informasi Evaluasi Perka</li><li>Sistem Telephony Terintegrasi (Pusat Monitoring-KRL-Dipo-Stasiun)</li><li>Sistem Video Monitoring (CCTV)</li><li><i>Trip Schedule Information System</i></li><li><i>Trip Tracking Information System</i></li><li><i>Perka Evaluation Information System</i></li><li><i>Integrated Telephony System (Monitoring center-KRL-Dipo-station) Video Monitoring System (CCTV)</i></li></ul> |
|                                           |                                                                              | Perencanaan, Pengendalian & Evaluasi Awak KRL<br><i>Planning, Control &amp; Evaluation of EMU Crew</i>                                                                                                                                                               | <ul style="list-style-type: none"><li>Sistem Informasi Dinasan Awak KRL</li><li>Tools Monitoring Kehadiran Awak KRL (Absensi)</li><li><i>EMU Crew Information System</i></li><li><i>EMU Crew Attendance Monitoring Tools (Attendance)</i></li></ul>                                                                                                                                                                                                                                                                                                        |
| Sarana KRL<br><i>EMU Rolling Stocks</i>   | Tata Kelola Sarana KRL<br><i>Governance of EMU Rolling Stocks</i>            | Perencanaan Pengoperasian, Monitoring & Evaluasi Sarana KRL<br><i>Operational planning, Monitoring &amp; evaluation of EMU Rolling Stocks</i>                                                                                                                        | <ul style="list-style-type: none"><li>Sistem Informasi Rencana Stamformasi KRL</li><li>Sistem Monitoring &amp; Informasi Realisasi SF</li><li><i>System Information Plan EMU stamlineups</i></li><li><i>Monitoring System &amp; SF Realization Information</i></li></ul>                                                                                                                                                                                                                                                                                   |
|                                           |                                                                              | Perencanaan, Pemeliharaan & Evaluasi Sarana KRL<br><i>Planning, Maintenance &amp; evaluation of EMU Rolling Stocks</i>                                                                                                                                               | <ul style="list-style-type: none"><li>Sistem Informasi Monitoring Sarana</li><li>Sistem Informasi Pemeliharaan Sarana</li><li><i>Information System Monitoring Facility</i></li><li><i>Facility Maintenance Information System</i></li></ul>                                                                                                                                                                                                                                                                                                               |
|                                           |                                                                              | Pengoperasian & Evaluasi Fasilitas (Dipo)<br>Pemeliharaan Sarana KRL<br><i>Operation &amp; Facility Evaluation (DIPO) Maintenance EMU Rolling Stocks</i>                                                                                                             | <ul style="list-style-type: none"><li>Sistem Informasi Fasilitas &amp; Akupansi Perawatan</li><li>Sistem Telephony Area Perawatan</li><li>Sistem Video Monitoring Keamanan (CCTV)</li><li><i>Information Systems Facilities &amp; Treatment Acupuncture</i></li><li><i>Telephony Area Care system</i></li><li><i>Security Video Monitoring System (CCTV)</i></li></ul>                                                                                                                                                                                     |
| Prasarana<br><i>Infrastructure</i>        | Tata Kelola Prasarana Stasiun<br><i>Governance of Station Infrastructure</i> | Perencanaan, Pengendalian & Evaluasi Kelistrikan Stasiun<br><i>Planning, Control &amp; Electrical Svaluation of Stations</i>                                                                                                                                         | <ul style="list-style-type: none"><li>Sistem Informasi Distribusi Listrik Stasiun</li><li>Sistem Kontrol &amp; Monitoring Backup Power</li><li>Sistem Informasi Penanganan Gangguan Kelistrikan</li><li><i>Station Electrical Distribution Information System</i></li><li><i>Control system &amp; Monitoring Backup Power</i></li><li><i>Electrical Interference Management Information System</i></li></ul>                                                                                                                                               |
|                                           |                                                                              | Perencanaan Pemeliharaan Bangunan Stasiun Terkait Sesuai Ruang Lingkup KCI<br>* Tidak termasuk pembangunan/konstruksi baru<br><i>Building maintenance planning related stations in accordance with KCI scope</i><br>* <i>Excluding construction/new construction</i> | <ul style="list-style-type: none"><li>Sistem Informasi Manajemen Proyek</li><li>Sistem Informasi Aset, Monitoring &amp; Perawatan</li><li><i>Project Management Information System</i></li><li><i>Asset information System, Monitoring &amp; Maintenance</i></li></ul>                                                                                                                                                                                                                                                                                     |



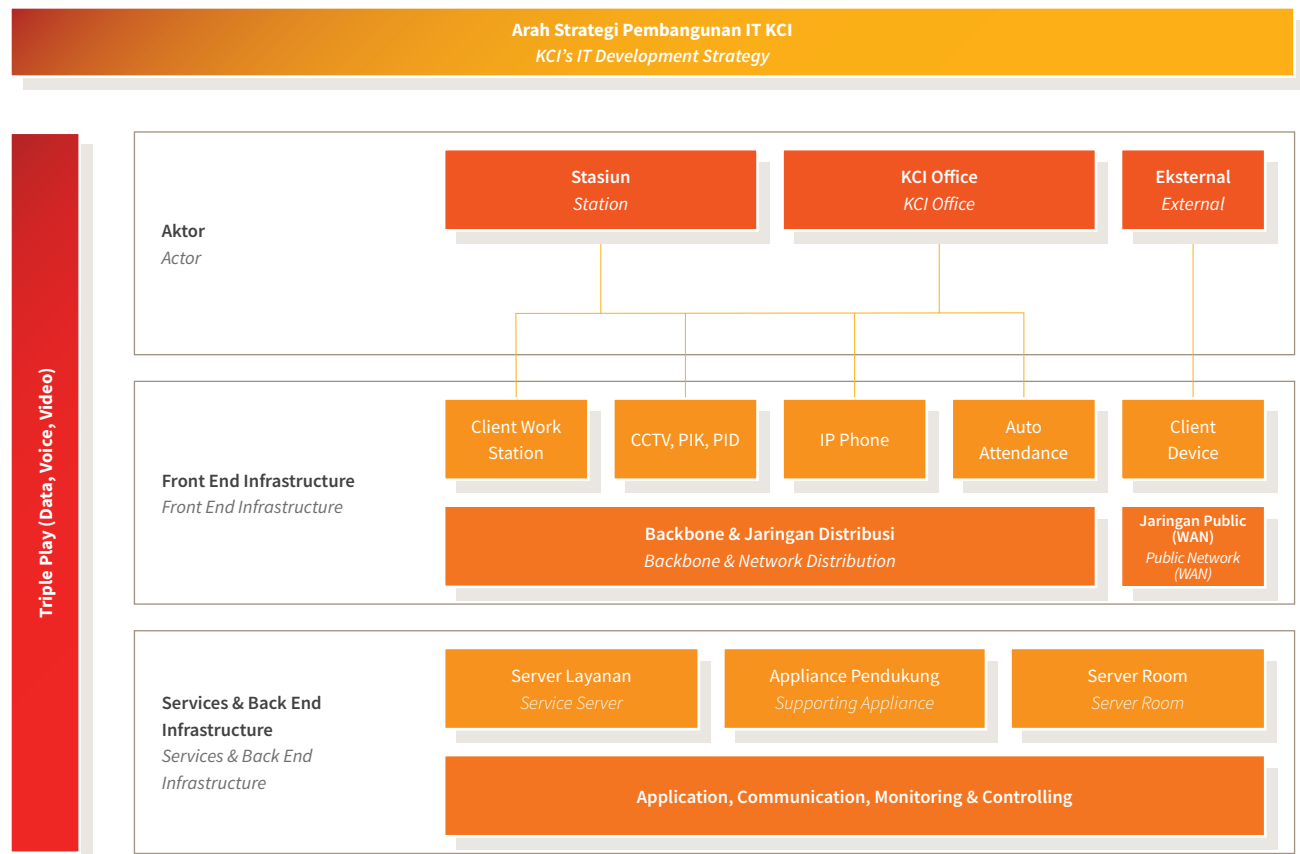
| Program<br>Program                                         | Pelaksanaan Tata Kelola Perusahaan<br>Corporate Governance Implementation |                                                                                                                                                                                                                                                  | Kebutuhan Dukungan IT<br>IT Support Demand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pengusahaan<br>Penumpang<br><i>Passenger Business</i>      | Tata Kelola Usaha<br>Core<br><i>Core Business<br/>Governance</i>          | Perencanaan, Pengendalian & Evaluasi Penjualan Tiket (Ticketing)<br><i>Planning, Controlling &amp; Ticket sales Evaluation (Ticketing)</i>                                                                                                       | <ul style="list-style-type: none"> <li>• Sistem Otomatisasi Loker Penjualan</li> <li>• Sistem Otomatisasi Ticketing (VM)</li> <li>• Sistem Informasi Inventory &amp; Distribusi Tiket</li> <li>• Sistem Informasi Trend Perjalanan (Naik/Turun) &amp; Pertumbuhan Penumpang</li> <li>• Sistem Video Monitoring Loker (CCTV)</li> <li>• Sistem Telephony Terintegrasi-Loker (VoIP)</li> <li>• Sales Counter Automation System</li> <li>• Ticketing Automation System (VM)</li> <li>• Inventory Information System &amp; ticket distribution</li> <li>• Travel Trend Information System (UP/Down) &amp; passenger growth</li> <li>• Video Monitoring counter (CCTV) system</li> <li>• Integrated Telephony system-counters (VoIP)</li> </ul>                                                                                                                                                                                                               |
|                                                            |                                                                           | Perencanaan, Pengelolaan & Evaluasi Tarif & Penerapan Subsidi (PSO)<br><i>Planning, Management &amp; Pricing Evaluation &amp; Subsidies application (PSO)</i>                                                                                    | <ul style="list-style-type: none"> <li>• Sistem Informasi Formulasi Pentarifan</li> <li>• Sistem Otomatisasi Pentarifan (Automatic Fare Collection/AFC)</li> <li>• Sistem Informasi Database &amp; Formulasi Subsidi</li> <li>• Information System formulation of Pricing</li> <li>• Automatic Fare Collection (AFC)</li> <li>• Database Information System &amp; subsidies formulation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Pengusahaan Non-Penumpang<br><i>Non-Passenger Business</i> | Tata Kelola Usaha Non-Core<br><i>Non-Core Business Governance</i>         | Perencanaan, Pengelolaan, Evaluasi dan Pengembangan Usaha Non-Core (tidak termasuk perusahaan non-core di Stasiun)<br><i>Planning, Management, Evaluation and Development of Non-Core Businesses (excluding non-core operations at stations)</i> | <ul style="list-style-type: none"> <li>• Sistem Informasi Database Media Usaha Non-Core</li> <li>• Portal Web Pemasaran Usaha Non-Core</li> <li>• Sistem Informasi Monitoring Akupansi Usaha Non-Core</li> <li>• Non-Core Business Media Database Information System</li> <li>• Business Marketing Web Portal Non-Core</li> <li>• Non-Core Business Acupuncture Monitoring Information System</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Pelayanan<br>Service                                       | Tata Kelola Pelayanan<br><i>Service Governance</i>                        | Perencanaan, Pengelolaan, Monitoring & Evaluasi Pelayanan Penumpang di Stasiun dan di KRL<br><i>Planning, Management, Monitoring &amp; evaluation of passenger services at stations and in EMU</i>                                               | <ul style="list-style-type: none"> <li>• Sistem Informasi Database &amp; Monitoring Fasilitas Pelayanan</li> <li>• Sistem Informasi Announcer Stasiun (ATA)</li> <li>• Sistem Informasi Broadcast Gangguan Pelayanan</li> <li>• Sistem Telephony Terintegrasi-Announcer (CCTV)</li> <li>• Public Interface Informasi Pelayanan KRL kepada Penumpang</li> <li>• Sistem Informasi Help Desk &amp; Komplain Penumpang</li> <li>• Sistem Informasi Pengelolaan Loyalty Penumpang (CRM)</li> <li>• System Information Database &amp; Monitoring service facilities</li> <li>• Information System Announcer Station (ATA)</li> <li>• System Information Broadcast disruption service</li> <li>• Integrated Telephony system-Announcer (CCTV)</li> <li>• Public Interface Information Services KRL to passengers</li> <li>• System Information Help Desk &amp; passenger Complaints</li> <li>• Passenger Loyalty Management Information System (CRM)</li> </ul> |



| Program<br>Program                        | Pelaksanaan Tata Kelola Perusahaan<br>Corporate Governance Implementation                                                                                                            | Kebutuhan Dukungan IT<br>IT Support Demand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | Perencanaan, Pengelolaan, Monitoring & Evaluasi Keselamatan di Lingkungan Stasiun dan di KRL<br><i>Planning, Managing, Monitoring &amp; Safety evaluation at stations and in EMU</i> | <ul style="list-style-type: none"> <li>Sistem Informasi Database &amp; Monitoring Fasilitas Keselamatan</li> <li>Sistem Announcement/Peringatan Keselamatan</li> <li>Database Information System &amp; Monitoring safety Facilities</li> <li>Announcement System/Safety Warning</li> </ul>                                                                                                                                                                                                                                 |
|                                           | Perencanaan, Pengelolaan, Monitoring & Evaluasi Kebersihan Stasiun dan di KRL<br><i>Planning, Management, Monitoring &amp; evaluation of cleanliness of the station and in EMU</i>   | <ul style="list-style-type: none"> <li>Tools Monitoring Kehadiran Petugas Kebersihan (Absensi)</li> <li>Sistem Informasi Database &amp; Monitoring Fasilitas Kebersihan</li> <li>Monitoring Tools attendance of cleaning officers (attendance)</li> <li>Database Information System &amp; Monitoring Hygiene Facilities</li> </ul>                                                                                                                                                                                         |
| Keamanan & Ketertiban<br>Security & Order | Tata Kelola Pengamanan<br>Security Governance                                                                                                                                        | <ul style="list-style-type: none"> <li>Sistem Informasi Pengawasan Keamanan Terpadu (Surveillance)</li> <li>Tools Monitoring Kehadiran Petugas (Absensi)</li> <li>Sistem Video Monitoring (CCTV)</li> <li>Integrated security Surveillance Information System (Surveillance)</li> <li>Monitoring Tools Attendance (attendance)</li> <li>Video Monitoring System (CCTV)</li> </ul>                                                                                                                                          |
|                                           | Perencanaan, Pengendalian & Evaluasi Keamanan/Ketertiban di KRL<br><i>Planning, Control &amp; Security Evaluation/Order in EMU</i>                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Keuangan<br>Finance                       | Tata Kelola Keuangan<br>Financial Governance                                                                                                                                         | <ul style="list-style-type: none"> <li>Perencanaan &amp; Monitoring Realisasi Anggaran Perusahaan<br/><i>Planning &amp; Monitoring The realization of Company Budget</i></li> <li>Perencanaan, Pengelolaan &amp; Evaluasi Akuntansi Perusahaan<br/><i>Planning, Management &amp; Company Accounting Evaluation</i></li> <li>Perencanaan, Pengelolaan &amp; Verifikasi/Validasi Lalu Lintas Arus Kas Perusahaan<br/><i>Planning, Management &amp; Verification/validation of the Corporate Cash Flow Traffic</i></li> </ul> |
|                                           |                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Sistem Informasi Akuntansi &amp; Keuangan Terintegrasi</li> <li>Sistem Settlement Pendapatan Keuangan</li> <li>Sistem Verifikasi &amp; Validasi Lalu Lintas Keuangan</li> <li>Accounting Information System &amp; Integrated Finance</li> <li>Financial Income Settlement System</li> <li>Financial Traffic Verification &amp; Validation System</li> </ul>                                                                                                                         |
|                                           |                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| SDM<br>HR                                 | Tata Kelola Personalia<br>HR Governance                                                                                                                                              | <ul style="list-style-type: none"> <li>Perencanaan, Pengelolaan, Monitoring &amp; Evaluasi Personalia<br/><i>Planning, Management, Monitoring &amp; Personnel Evaluation</i></li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| Logistik<br>Logistics                     | Tata Kelola Pengadaan & Logistik<br>Procurement & Logistics Governance                                                                                                               | <ul style="list-style-type: none"> <li>Perencanaan, Pengelolaan, Monitoring &amp; Evaluasi Pengadaan<br/><i>Planning, Management, Monitoring &amp; procurement Evaluation</i></li> <li>Perencanaan, Pengelolaan, Monitoring &amp; Evaluasi Logistik<br/><i>Planning, Management, Monitoring &amp; Logistics Evaluation</i></li> </ul>                                                                                                                                                                                      |
|                                           |                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Sistem Pengadaan Terintegrasi (E-procurement)</li> <li>Portal Web Pengadaan (Online Bidding)</li> <li>Integrated procurement system (E-procurement)</li> <li>Procurement Web Portal (Online Bidding)</li> </ul> <p>Sistem Informasi Logistik Terintegrasi<br/>Integrated Logistics Information System</p>                                                                                                                                                                           |
| Kesekretariatan<br>Secretarial            | Tata Kelola Sekretariat Perusahaan<br>Corporate Secretariat Governance                                                                                                               | <ul style="list-style-type: none"> <li>Pengelolaan Kehumasan, Dokumentasi &amp; Utilisasi Fasilitas Kesekretariatan<br/><i>PR Management, Documentation &amp; Secretarial Facilities Utilization</i></li> </ul>                                                                                                                                                                                                                                                                                                            |
|                                           |                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Web Portal Corporate</li> <li>Sistem Informasi Dokumentasi Terintegrasi (E-doc)</li> <li>Sistem Informasi Utilisasi Fasilitas Kesekretariatan</li> <li>Web Portal Corporate</li> <li>Integrated Documentation Information System (E-Doc)</li> <li>Information dissemination system of secretarial facilities</li> </ul>                                                                                                                                                             |

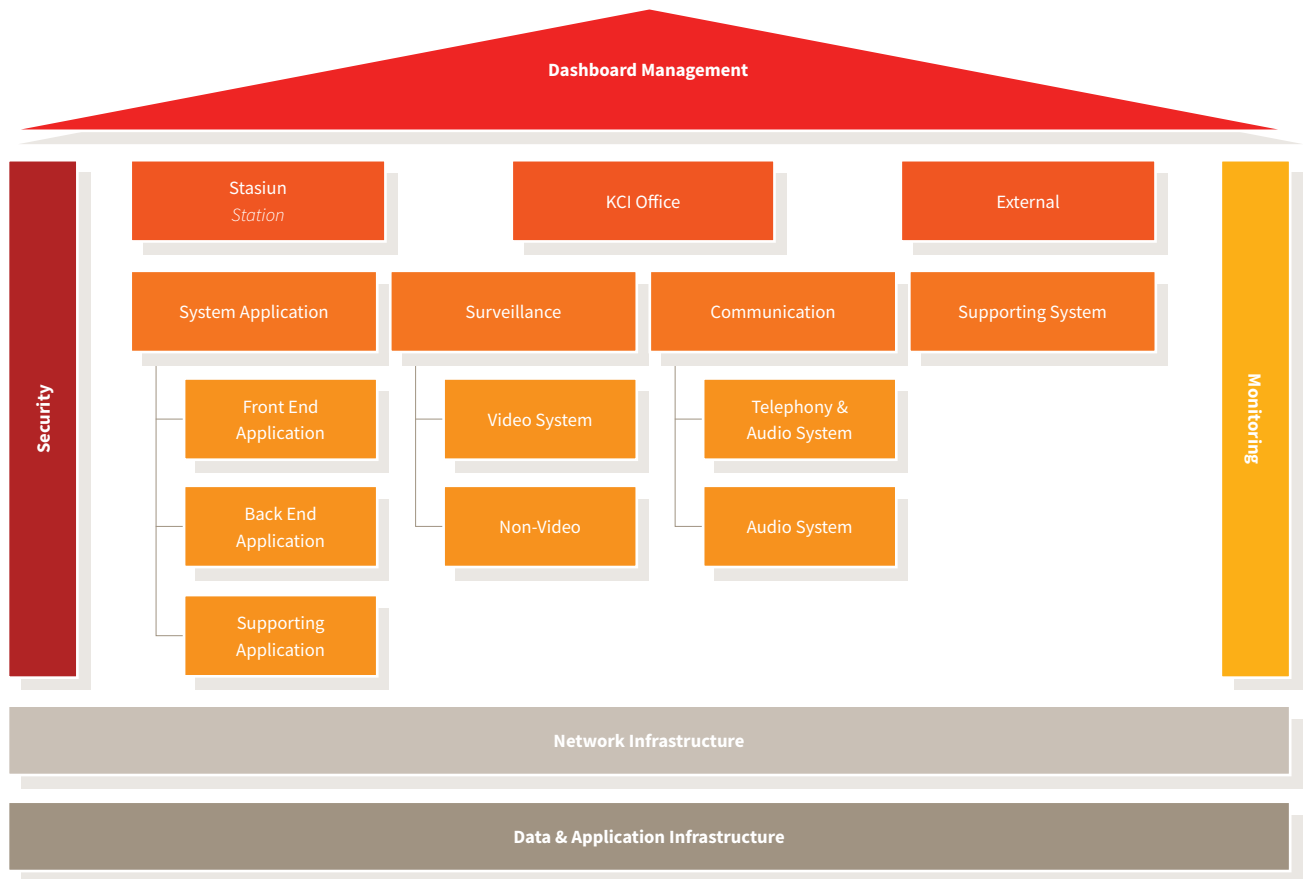
| Program<br>Program                             | Pelaksanaan Tata Kelola Perusahaan<br>Corporate Governance Implementation                                                                                                                                                                         | Kebutuhan Dukungan IT<br>IT Support Demand                                                                                                                                                                                                                                                                            |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal                                          | Tata Kelola Hukum & Kepatuhan<br><i>Legal Governance &amp; Compliance</i><br>Pembuatan & Pengarsipan Legal Dokumen<br><i>Issuance &amp; Document Legal archiving</i><br>Monitoring Kepatuhan Perusahaan<br><i>Corporate Compliance Monitoring</i> | Sistem Informasi Rekam & Monitoring Legal Document<br><i>Information System Record &amp; Legal Document Monitoring</i><br>Sistem Informasi Rekam & Monitoring Tata Laksana Kepatuhan<br><i>Information System Record &amp; Compliance Monitoring</i>                                                                  |
| Perencanaan Strategik<br><i>Strategic Plan</i> | Tata Kelola Perencanaan<br><i>Planning Governance</i><br>Monitoring, Evaluasi & Pelaporan Pelaksanaan Perencanaan Strategik Perusahaan<br><i>Monitoring, Evaluation &amp; reporting on the implementation of Corporate strategic planning</i>     | <ul style="list-style-type: none"> <li>Sistem Informasi Rekam Perencanaan Strategik</li> <li>Sistem Informasi Monitoring &amp; Pelaporan Pelaksanaan Rencana Strategik</li> <li>Strategic planning Information System</li> <li>Information Monitoring system &amp; reporting Strategic plan implementation</li> </ul> |

## Arah Strategi Pembangunan IT IT Development Strategy



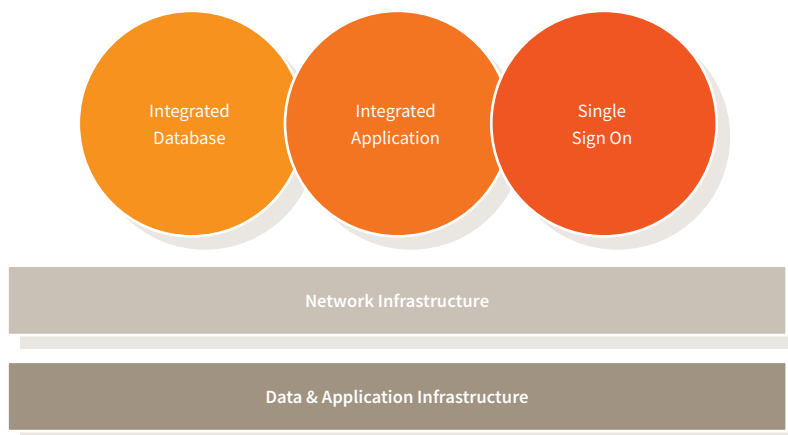
**Arah Strategi Pembangunan IT KCI**  
*KCI's IT Development Strategy*

**Konsep Terintegrasi**  
*Integrated Concept*



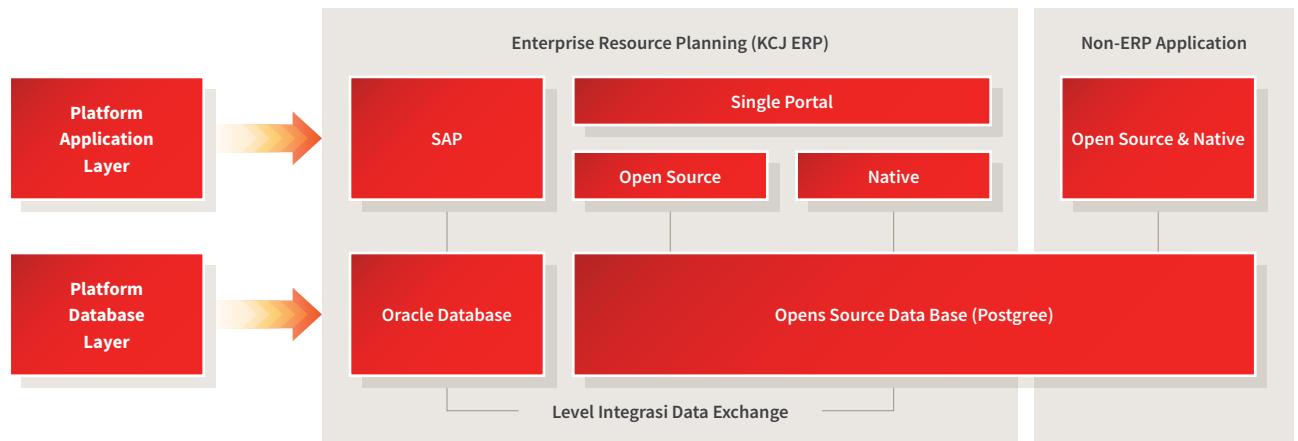
**Arah Strategi Pembangunan Aplikasi IT KCI**  
*Direction of the KCI IT Application Development Strategy*

**Dashboard Management Information System**



### Arsitektur Pembangunan Aplikasi Application Development Architecture

| ERP                       | Ruang Lingkup<br>Scope                                                                                                                                        |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SAP                       | Akuntansi & Keuangan<br><i>Accountancy &amp; finance</i>                                                                                                      |
| Single Portal Application | Sistem Informasi Produksi & Pendukung yang tidak tercakup dalam SAP<br><i>Production &amp; Support Information System outside SAP</i>                         |
| Public Application        | Corporate Web Portal, Marketing Web Portal, Mobile Apps Info KRL/Pelayanan<br><i>Corporate Web Portal, Marketing Web Portal, Mobile Apps Info EMU/Service</i> |



### Strategi Pembangunan Aplikasi Application Development Plan

#### Single Portal Application | Open Source

- Sistem Informasi Database Media Usaha Non-Core
- Sistem Informasi Monitoring Okupansi Usaha Non-Core
- Sistem Informasi Database dan Monitoring Fasilitas Pelayanan
- Sistem Informasi Announcer Stasiun (ATA)
- Sistem Informasi Broadcast Gangguan Pelayanan
- Public Interface Informasi Pelayanan KRL kepada Penumpang
- Sistem Informasi Help Desk dan Komplain Penumpang
- Sistem Informasi Pengelolaan Penumpang (CRM)
- Sistem Informasi Database & Monitoring Fasilitas Keselamatan
- Sistem Announcement/Peringatan Keselamatan
- Sistem Informasi Database & Monitoring Fasilitas Kebersihan
- Sistem Informasi Pengawasan Keamanan Terpadu (Surveillance)
- Sistem Settlement Pendapatan Keuangan
- Sistem Informasi Logistik Terintegrasi
- Sistem Informasi Dokumentasi Terintegrasi (E-doc)
- Sistem Informasi Utilisasi Fasilitas Kesekretariatan
- Sistem Informasi Rekam dan Monitoring Legal Document
- Sistem Informasi Rekam Perencanaan Strategik
- Sistem Informasi Monitoring & Pelaporan Pelaksanaan Rencana Strategis
- Sistem Informasi Jadwal Perjalanan
- Non-Core Business Media Database Information System
- Non-Core Business Occupancy Monitoring Information System
- System Information Database and Monitoring service facilities
- Information System Announcer Station (ATA)
- Disruptions Broadcast Information Systems Services
- Public Interface Information Services KRL to passengers
- System Information Help Desk and complaint of passengers
- Passenger management Information System (CRM)
- Database Information System & Monitoring safety Facilities
- Announcement System/Safety Warning
- Database Information System & Monitoring Hygiene Facilities
- Integrated security Surveillance Information System (Surveillance)
- Financial Income Settlement System
- Integrated Logistics Information System
- Integrated Documentation Information System (E-Doc)
- Secretarial Facilities System Information
- Information System record and Monitoring Legal Document
- Strategic planning Information System
- System Monitoring Information & Reporting implementation of Strategic plan
- Trip Schedule Information System





### Strategi Pembangunan Aplikasi Application Development Plan

- Sistem Informasi Tracking Perjalanan
- Sistem Informasi Gangguan/Keterlambatan/Pembatalan Perjalanan
- Sistem Telephony Terintegrasi (Pusat Monitoring-KRL-Dipo-Stasiun)
- Sistem Informasi Dinas Awak KRL
- Sistem Informasi Rencana Stamformasi KRL
- Sistem Monitoring & Informasi Realisasi SF
- Sistem Informasi Monitoring Sarana
- Sistem Informasi Fasilitas & Akupansi Perawatan
- Sistem Telephony Area Perawatan
- Sistem Informasi Distribusi Listrik Stasiun
- Sistem Kontrol & Monitoring Backup Power
- Sistem Informasi Penanganan Gangguan Kelistrikan
- Sistem Informasi Manajemen Proyek
- Sistem Informasi Aset, Monitoring & Perawatan
- Trip Tracking Information System
- Interruption information System/delay/cancellation of travel
- Integrated Telephony System (Monitoring center-KRL-Dipo-station)
- KRL Crew Information System
- System Information Plan stamlineups KRL
- Monitoring System & SF Realization Information
- Information System Monitoring Facility
- Information Systems Facilities & Treatment Acupuncture
- Telephony Area Care system
- Station electrical Distribution Information System
- Control system & Monitoring Backup Power
- Electrical interference Management Information System
- Project Management Information System
- Asset information System, Monitoring & Maintenance

### Native

- Sistem Otomatisasi Loket Penjualan
- Sistem Otomatisasi Peniketan (VM)
- Sistem Informasi Inventory & Distribusi Tiket
- Sistem Informasi Trend Perjalanan (Naik/Turun) & Pertumbuhan Penumpang
- Sistem Informasi Formulasi Pentarifan
- Sistem Otomatisasi Pentarifan (Automatic Fare Collection/AFC)
- Sistem Informasi Database & Formulasi Subsidi
- Sistem Absensi (Auto Attendance)
- Sales Counter Automation System
- Blowing system automation (VMS)
- Inventory Information System & ticket distribution
- Trip Trend Information System (UP/Down) & Passenger Growth
- Charging Formulation Information System
- Automatic Fare Collection (AFC)
- Database Information System & subsidies formulation
- Attendance System (Auto Attendance)

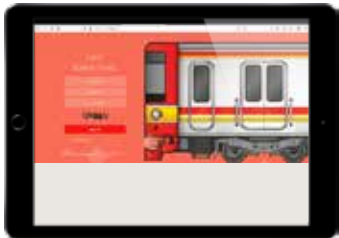
### Arah Strategi Pembangunan Infrastruktur Jaringan Direction of Network Infrastructure Development Strategy

|                                           | Content                                                                             | Triple Play (Data, Voice, Video) |                         |                              |                      |
|-------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------|-------------------------|------------------------------|----------------------|
|                                           | Parameter                                                                           | Skalabilitas<br>Scale            | Keandalan<br>Capability | Ketersediaan<br>Availability | Keamanan<br>Security |
| Station Backbone Online                   |  | 10G                              | Industrial              | Redundant (HA)               | Trusted              |
| Backbone Data Centre                      |                                                                                     |                                  |                         |                              |                      |
| Backbone DRC                              |                                                                                     |                                  |                         |                              |                      |
| Backbone Online Dipo, Crew KRL            |                                                                                     |                                  |                         |                              |                      |
| Online Dipo Backbone, EMU Crew            |                                                                                     |                                  |                         |                              |                      |
| Jaringan Distribusi Stasiun               |                                                                                     | 1G                               |                         |                              |                      |
| Station Distribution Network              |                                                                                     |                                  |                         |                              |                      |
| Jaringan Distribusi Kantor Pusat          |                                                                                     |                                  |                         |                              |                      |
| Head Office Distribution Network          |                                                                                     |                                  |                         |                              |                      |
| Jaringan Distribusi Dipo, Kantor Crew KRL |                                                                                     |                                  |                         |                              |                      |
| Dipo, EMU Crew Distribution Network       | 1G                                                                                  |                                  |                         |                              |                      |
| Internet Public                           |                                                                                     |                                  |                         |                              |                      |

## PENGEMBANGAN SISTEM TEKNOLOGI INFORMASI TAHUN 2019 DEVELOPMENT OF INFORMATION TECHNOLOGY SYSTEM IN 2019

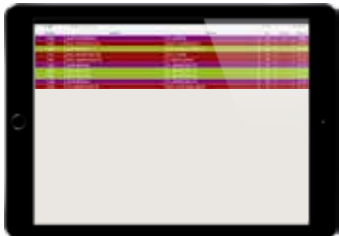
| No | Nama Aplikasi/<br>Sistem<br><i>Name of the<br/>Application/<br/>System</i> | Tujuan Pembuatan<br><i>Development Objective</i>                                                                                                                                                                                                                                                                             | Uraian Singkat<br><i>Brief Description</i>                                                                                                                                                                                                                                                                                                                                  | Unit<br>Pengguna<br><i>User</i> | Tampilan Aplikasi<br><i>Application View</i>                                          |
|----|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------|
| 1  | C-OPS                                                                      | Untuk memudahkan dalam mengatur dan merealisasikan Dinas Crew KA, serta memudahkan dalam penghitungan Premi Awak KA. Serta untuk pemantauan status Trainset.<br><i>To facilitate the organizing and realization of service Crew KA, and facilitate the calculation of crew premium. Also for Trainset status monitoring.</i> | Aplikasi bertujuan untuk memudahkan dalam mengatur dan merealisasikan Dinas Crew KA, serta memudahkan dalam penghitungan Premi Awak KA. Serta untuk pemantauan status Trainset.<br><i>Application aims to facilitate the organizing and realization of the Crew KA service, as well as facilitate the calculation of crew premium. Also for Trainset status monitoring.</i> | Operasi<br><i>Operational</i>   |    |
| 2  | CEM                                                                        | Untuk memonitor sarana, performansi, saran dan pengadaan sarana serta pemantauan CCTV di OH, DIPO dan Balaiyasa.<br><i>To monitor the facilities, performance, advice and procurement of CCTV facilities and monitoring in OH, DIPO and Balaiyasa.</i>                                                                       | Aplikasi untuk bertujuan memonitor sarana, performansi saran dan pengadaan sarana. Serta pemantauan CCTV pada OH, DIPO dan BALAIYASA.<br><i>Application for the purpose of monitoring the means, performance of advice and procurement of means. As well as CCTV monitoring on OH, DIPO and BALAIYASA.</i>                                                                  | Sarana<br><i>Rolling Stocks</i> |  |
| 3  | C-RKIP                                                                     | Untuk memonitor daftar usulan RKIP, GR, Vendor serta Nilai Tukar Mata Uang, Pajak Barang Perolehan dan Import.<br><i>For monitoring of proposed list of RKIP, GR, Vendor as well as currency exchange rate, procurement and Import tax.</i>                                                                                  | Aplikasi untuk Rencana Kebutuhan Import dan Perolehan, untuk memonitor daftar usulan RKIP, GR, Vendor serta Nilai Tukar Mata Uang, Pajak Barang Perolehan dan Import.<br><i>Application for Import and acquisition plan, to monitor proposal list of RKIP, GR, Vendor and currency exchange rate, procurement and Import tax.</i>                                           | Pajak<br><i>Tax</i>             |  |



| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                                                                                                                                                                    | Uraian Singkat<br>Brief Description                                                                                                                                                                                                                                                                                                                                                      | Unit<br>Pengguna<br>User                | Tampilan Aplikasi<br>Application View                                                 |
|----|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------|
| 4  | C-AD                                                              | Untuk memonitor kontrak periklanan.<br><i>For monitoring advertising contracts.</i>                                                                                                                                                                          | Aplikasi untuk memonitor kontrak periklanan.<br><i>Application to monitor advertising contracts.</i>                                                                                                                                                                                                                                                                                     | Penjualan<br>Non-Core<br>Non-core Sales |    |
| 5  | KRL.CO.ID                                                         | Sebagai tempat informasi tentang profil perusahaan, karir, layanan, dan lain lain yang menyangkut tentang informasi perusahaan.<br><i>As a platform for information about company profiles, careers, services, and others regarding company information.</i> | Sebagai website resmi perusahaan, di mana dalam website tersebut terdapat informasi tentang profil perusahaan, karir, layanan, dan lain lain yang menyangkut tentang informasi perusahaan.<br><i>As the official website of the Company, where in the website there are information about the company's profile, careers, services, and others concerning the Company's information.</i> | Corcom, SDM<br>Corcom, HR               |   |
| 6  | HELPDESK IT                                                       | Untuk menerima pengaduan tentang permasalahan yang menyangkut tentang IT dan segera bisa untuk di tindak lanjut.<br><i>To receive complaints about the issues relating to IT and immediately be able to follow up.</i>                                       | Aplikasi untuk menerima pengaduan tentang permasalahan yang menyangkut tentang IT dan segera bisa untuk di tindak lanjut.<br><i>Application to receive complaints about IT related issues and immediately to follow-up.</i>                                                                                                                                                              | IT                                      |  |
| 7  | XIBO                                                              | Untuk dashboard PID dan untuk mengatur layout PID.<br><i>For PID Dashboard and to set the PID layout.</i>                                                                                                                                                    | Aplikasi untuk dashboard PID dan untuk mengatur layout PID tersebut.<br><i>Application for PID dashboard and to set the layout of the PID.</i>                                                                                                                                                                                                                                           | IT                                      |  |

| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                                                                                                                                                  | Uraian Singkat<br>Brief Description                                                                                                                                                                                                                                   | Unit<br>Pengguna<br>User                            | Tampilan Aplikasi<br>Application View                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8  | KRL ACCESS                                                        | Sebagai informasi kepada penumpang mengenai rute, jadwal, tarif, posisi kereta dan link menuju media sosial KRL.<br><i>As information to passengers regarding routes, schedules, fares, train positions and links to KRL social media.</i> | Aplikasi untuk penumpang, di mana penumpang bisa melihat rute, jadwal, tarif, posisi kereta dan link menuju media sosial KRL.<br><i>Application for passengers, where passengers can see routes, schedules, fares, train positions and links to KRL social media.</i> | Pelayanan, Penjualan, Corcom Service, Corcom, Sales |      |
| 9  | PRESENSI                                                          | Untuk melihat presensi karyawan dan juga bisa melihat jumlah persen pemotongan gaji dan Surat Peringatan.<br><i>To view the employee's presence and also be able to see the amount percent salary cuts and Warning Letters.</i>            | Aplikasi untuk melihat presensi karyawan dan juga bisa melihat jumlah persen pemotongan gaji dan SP.<br><i>The application to view the employee's presence and also can see the percent of salary cuts and warning letters.</i>                                       | SDM<br>HR                                           |                                                                                                                                                                                                                                                                                                                                                      |
| 10 | C-SIMPEL                                                          | Untuk memonitor dan pengaduan kepada unit pelayanan.<br><i>For monitoring and complaint to the service unit.</i>                                                                                                                           | Aplikasi untuk memonitor dan pengaduan kepada unit Pelayanan.<br><i>Application for monitoring and complaint to the service unit.</i>                                                                                                                                 | Pelayanan Service                                   |                                                                                                                                                                                                                                                                                                                                                      |
| 11 | ACMS                                                              | Untuk memonitor kartu akses / ID Card pegawai PT KCI.<br><i>For monitoring of Access card/ID Card of PT KCI employee.</i>                                                                                                                  | Aplikasi untuk memonitor kartu akses / ID Card pegawai PT KCI.<br><i>Application to monitor access card/ID Card of PT KCI employee.</i>                                                                                                                               | GCG                                                 |                                                                                                                                                                                                                                                                                                                                                      |



| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                                                                                                                                  | Uraian Singkat<br>Brief Description                                                                                                                                                                                                                                        | Unit<br>Pengguna<br>User | Tampilan Aplikasi<br>Application View                                                 |
|----|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------|
| 12 | RECRUITMENT                                                       | Sebagai informasi mengenai lowongan, pengumuman, dan untuk <i>apply</i> terhadap lowongan yang tersedia di PT KCI.<br><i>As information about vacancies, announcements, and to apply to vacancies available at PT KCI.</i> | Aplikasi untuk mengetahui lowongan, pengumuman, dan untuk <i>apply</i> terhadap lowongan yang tersedia di PT KCI.<br><i>Application to know the vacancies, announcements, and to apply to vacancies available at PT KCI.</i>                                               | SDM<br>HR                |    |
| 13 | LINE INFO                                                         | Untuk <i>broadcast</i> perjalanan kereta pada aplikasi KRL ACCESS.<br><i>For broadcast train rides on the KRL ACCESS app.</i>                                                                                              | Aplikasi untuk <i>broadcast</i> perjalanan kereta pada aplikasi KRL ACCESS.<br><i>Application for broadcast train trip on KRL ACCESS app.</i>                                                                                                                              | Pelayanan<br>Service     |   |
| 14 | INFO KA                                                           | Untuk memonitor perjalanan kereta yang ditampilkan pada PID.<br><i>For train trip monitoring displayed on the PID.</i>                                                                                                     | Aplikasi memonitor perjalanan kereta yang ditampilkan pada PID.<br><i>The train trip monitoring application displayed on the PID.</i>                                                                                                                                      | Pelayanan<br>Service     |  |
| 15 | APLIKASI CAC                                                      | Untuk mengelola presensi mulai pendaftaran <i>finger</i> , <i>base finger</i> pegawai dan mesin <i>finger</i> .<br><i>To manage the presences starting finger registration, base finger officers and finger machines.</i>  | Aplikasi untuk pengelolaan presensi mulai dari pendaftaran <i>finger</i> , <i>base finger</i> pegawai, dan mesin <i>finger</i> .<br><i>Application for the management of presences ranging from the registration of finger, base finger employees, and finger machine.</i> | SDM<br>HR                |  |



| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                                                       | Uraian Singkat<br>Brief Description                                                                                                                                              | Unit<br>Pengguna<br>User            | Tampilan Aplikasi<br>Application View                                                 |
|----|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------|
| 16 | C-RIKKES                                                          | Untuk pelaporan pemeriksaan kesehatan awak crew KA.<br><i>For reporting of health checks for KA crew crews.</i>                                 | Aplikasi untuk pelaporan pemeriksaan kesehatan awak crew KA.<br><i>Application for health screening reporting for train crew.</i>                                                | Kesehatan<br><i>Medical</i>         |    |
| 17 | C-FICO                                                            | Untuk pemantauan keuangan dan anggaran PT KCI<br><i>For monitoring of Finance and Budgeting PT KCI.</i>                                         | Aplikasi untuk pemantauan keuangan dan anggaran PT KCI<br><i>Application for monitoring Finance and Budgeting PT KCI.</i>                                                        | Keuangan<br><i>Finance</i>          |   |
| 18 | Dokdas                                                            | Untuk rekap data settlement dan rekap absensi pegawai outsource.<br><i>To recap the data settlement and the absence of employee attendance.</i> | Aplikasi untuk rekap data settlement dan rekap absensi para pegawai outsource.<br><i>Application for the recap of the settlement data and the recap of outsourced employees.</i> | Penjualan Core<br><i>Core Sales</i> |  |
| 19 | CDS                                                               | Sebagai surat menyurat elektronik.<br><i>For e-mail.</i>                                                                                        | Aplikasi untuk persuratan elektronik.<br><i>E-mail application.</i>                                                                                                              | Dokumentasi<br><i>Documentation</i> |  |

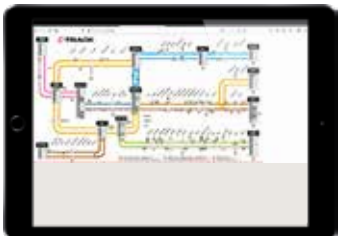


| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                   | Uraian Singkat<br>Brief Description                                                                                                                     | Unit<br>Pengguna<br>User             | Tampilan Aplikasi<br>Application View                                                 |
|----|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------|
| 20 | Lost & Found                                                      | Untuk pencatatan barang hilang di stasiun.<br><i>For listing of lost items at the station.</i>              | Aplikasi untuk pencatatan barang hilang di stasiun.<br><i>Application for listing of lost items at the station.</i>                                     | Pelayanan Service                    |    |
| 21 | C-Corner POS                                                      | Sebagai aplikasi penjualan C-Corner.<br><i>As a C-Corner sales app.</i>                                     | Aplikasi penjualan C-Corner.<br><i>C-Corner Sales Application.</i>                                                                                      | Penjualan Non-Core<br>Non-Core Sales |   |
| 22 | C-Arsip                                                           | Untuk pengarsipan surat, SK di PT KCI.<br><i>For filing letter, Decrees.</i>                                | Aplikasi untuk pengarsipan surat, SK yang ada di PT KCI.<br><i>Application for filing letters, Decrees in PT KCI.</i>                                   | Dokumentasi Documentation            |  |
| 23 | Outsource                                                         | Untuk pendaftaran pegawai outsource di PT KCI.<br><i>For an outsourced employee registration at PT KCI.</i> | Aplikasi untuk pendaftaran pegawai outsource di lingkungan PT KCI.<br><i>Application for an outsourced employee registration in PT KCI environment.</i> | Kamsel, Pelayanan Hospitality        |  |

| No | Nama Aplikasi/<br>Sistem<br><i>Name of the<br/>Application/<br/>System</i> | Tujuan Pembuatan<br><i>Development Objective</i>                                        | Uraian Singkat<br><i>Brief Description</i>                                                            | Unit<br>Pengguna<br>User | Tampilan Aplikasi<br><i>Application View</i>                                          |
|----|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------|
| 24 | C-Meeting                                                                  | Untuk pemesanan ruang rapat.<br><i>To book a meeting room.</i>                          | Aplikasi untuk pemesanan ruang rapat.<br><i>Application for meeting Room reservations.</i>            | Umum<br><i>General</i>   |    |
| 25 | Phonebook                                                                  | Untuk <i>display</i> nomor VoIP di PT KCI.<br><i>For VoIP number display at PT KCI.</i> | Aplikasi untuk daftar nomor VoIP.<br><i>Application for list of VoIP numbers.</i>                     | IT                       |   |
| 26 | Exchange/Email Corporate                                                   | Sebagai aplikasi e-mail di PT KCI.<br><i>As an e-mail application at PT KCI.</i>        | Aplikasi E-mail di PT KCI.<br><i>E-mail application at PT KCI.</i>                                    | IT                       |  |
| 27 | Cloud KRL                                                                  | Sebagai tempat penyimpanan data di cloud.<br><i>As a data store in the cloud.</i>       | Aplikasi layanan penyimpanan data di cloud.<br><i>Data storage Service applications in the cloud.</i> | IT                       |  |



| No | Nama Aplikasi/<br>Sistem<br>Name of the<br>Application/<br>System | Tujuan Pembuatan<br>Development Objective                                                                                                                                             | Uraian Singkat<br>Brief Description                                                                                                                                           | Unit<br>Pengguna<br>User            | Tampilan Aplikasi<br>Application View                                                 |
|----|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------|
| 28 | C-Inventaris                                                      | Untuk monitoring inventaris di PT KCI.<br><i>For inventory monitoring at PT KCI.</i>                                                                                                  | Aplikasi untuk pencatatan inventaris di PT KCI.<br><i>Application for inventory logging at PT KCI.</i>                                                                        | Umum<br><i>General</i>              |    |
| 30 | Antispam                                                          | Untuk menjaga e-mail masuk ke corporate KCI.<br><i>To keep incoming e-mail to KCI corporate.</i>                                                                                      | Aplikasi layanan sebagai penjagaan e-mail masuk ke corporate KCI.<br><i>Service Application as email care to be sent to KCI corporate.</i>                                    | IT                                  |   |
| 31 | Aplikasi PSO                                                      | Sebagai laporan matrik (volume asal tujuan) penumpang untuk dilaporkan ke DJKA.<br><i>As a report of the Matrix (original volume of destination) passengers are reported to DJKA.</i> | Laporan matrik (volume asal tujuan) penumpang untuk dilaporkan ke DJKA.<br><i>The Matrix report (original volume of destination) of the passenger to be reported to DJKA.</i> | PSO                                 |  |
| 32 | SOT KCI                                                           | Sebagai rekapan penjualan E-Ticketing.<br><i>As a documentation to the E-Ticketing.</i>                                                                                               | Aplikasi untuk rekapan penjualan e-ticketing.<br><i>Application for e-ticketing documentation.</i>                                                                            | Penjualan Core<br><i>Core Sales</i> |  |

| No | Nama Aplikasi/<br>Sistem<br><i>Name of the<br/>Application/<br/>System</i> | Tujuan Pembuatan<br><i>Development Objective</i>                                                                                                                                                                                               | Uraian Singkat<br><i>Brief Description</i>                                                                                                                                                                                                                       | Unit<br>Pengguna<br>User      | Tampilan Aplikasi<br><i>Application View</i>                                          |
|----|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|
| 33 | E-Office                                                                   | Sebagai aplikasi kepegawaian PT KCI.<br><i>As the employment application of PT KCI.</i>                                                                                                                                                        | Aplikasi kepegawaian.<br><i>Employment Application.</i>                                                                                                                                                                                                          | SDM<br>HR                     |    |
| 34 | ATA                                                                        | Untuk menginput posisi KRL secara <i>realtime</i> .<br><i>To input the EMU position in realtime.</i>                                                                                                                                           | Aplikasi untuk menginput posisi KRL secara <i>realtime</i> .<br><i>Application to input the EMU position in realtime.</i>                                                                                                                                        | Operasi<br><i>Operational</i> |   |
| 35 | Tracking V2                                                                | Untuk memantau <i>tracking</i> perjalanan KRL secara <i>realtime</i> menggunakan inputan <i>announcer</i> menggunakan jaringan internal.<br><i>To monitor the EMU trip tracking in realtime by announcer input using an internal network.</i>  | Aplikasi untuk memantau <i>tracking</i> perjalanan KRL secara <i>realtime</i> menggunakan inputan <i>announcer</i> menggunakan jaringan internal.<br><i>Application to monitor the EMU trip tracking realtime by announcer input using an internal network.</i>  | Operasi<br><i>Operational</i> |  |
| 36 | Info KRL Tracking                                                          | Untuk memantau <i>tracking</i> perjalanan KRL secara <i>realtime</i> menggunakan inputan <i>announcer</i> menggunakan jaringan eksternal.<br><i>To monitor the EMU trip tracking in realtime by announcer input using an external network.</i> | Aplikasi untuk memantau <i>tracking</i> perjalanan KRL secara <i>Realtime</i> menggunakan inputan <i>announcer</i> menggunakan jaringan eksternal.<br><i>Application to monitor the EMU trip tracking realtime by announcer input using an external network.</i> | Operasi<br><i>Operational</i> |  |
| 37 | C-Track                                                                    | Untuk informasi pemantauan perjalanan KRL.<br><i>For EMU Trip Monitoring information.</i>                                                                                                                                                      | Aplikasi untuk informasi pemantauan perjalanan KRL.<br><i>Application for EMU Trip monitoring information.</i>                                                                                                                                                   | Operasi<br><i>Operational</i> |  |





## PROGRAM KERJA DAN REALISASI UNIT IT TAHUN 2019

### WORK PROGRAM AND REALIZATION OF IT UNITS IN 2019

| Program<br>Program              | Pelaksanaan Tata Kelola Perusahaan<br>Corporate Governance Implementation                                                                                                                                  | Kebutuhan Dukungan IT<br>IT Support Demand                                                                                                                                                                                                |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IT Planning and Development     | Maintenance dan pengembangan aplikasi existing<br><i>Maintenance and Development of Existing Application</i>                                                                                               | Aplikasi existing yang sudah diimplementasikan, dilakukan perbaikan dan pengembangan sesuai dengan permintaan User.<br><i>Existing applications that have been implemented will be repaired and developed according to User requests.</i> |
| IT Planning and Development     | Maintenance SAP (Support/Customizing)<br><i>SAP Maintenance</i>                                                                                                                                            | Pengembangan Dashboard FICO<br><i>FICO Dashboard Development</i>                                                                                                                                                                          |
| IT Planning and Development     | Pengembangan C- Document System<br><i>C-Documents System Development</i>                                                                                                                                   | CDS sudah terintegrasi untuk pembukuan surat keluar-masuk di Lingkungan KCI<br><i>Integrated CDS for letter number tracking in KCI</i>                                                                                                    |
| IT Planning and Development     | Antivirus untuk perangkat e-ticketing<br><i>Antivirus for E-Ticketing tools</i>                                                                                                                            | Sudah di implementasi di 500 gate e-ticketing<br><i>Implemented in 500 E-Ticketing Gates</i>                                                                                                                                              |
| IT Operation and Infrastructure | Pengembangan template PIK<br><i>PIK template Development</i>                                                                                                                                               | Template PIK sudah menampilkan waktu estimasi KA sampai, SF dan imbauan<br><i>PIK template has been show the train arrival estimation, SF, and information</i>                                                                            |
| IT Operation and Infrastructure | Penetration Testing infrastruktur uang elektronik DRC beserta review Disaster Recovery Planning (DRP) PT Kereta Commuter Indonesia<br><i>DRC E-Money Infrastructure Penetration Testing and DRP review</i> | Hasil dari Penetration Testing Infrastruktur berjalan sukses<br><i>Infrastructure Penetration Testing has been succeed</i>                                                                                                                |
| IT Operation and Infrastructure | Pengembangan Infrastruktur Data Center<br><i>Data Center Infrastructure Development</i>                                                                                                                    | Infrastruktur data center sudah dipindahkan dari Rempoa ke Sentul (Tier 3)<br><i>Data Center Infrastructure moved from Rempoa to Sentul (Tier 3)</i>                                                                                      |
| IT Operation and Infrastructure | Implementasi SD WAN di stasiun<br><i>SD WAN Implementation in Station</i>                                                                                                                                  | SD Wan sudah terintegrasi dengan jaringan di stasiun PT KCI<br><i>SD Wan was integrated to PT KCI stations network</i>                                                                                                                    |
| IT Operation and Infrastructure | Pembangunan NOC<br><i>NOC Development</i>                                                                                                                                                                  | NOC sudah berfungsi per bulan Desember 2019<br><i>NOC is full operated in December 2019</i>                                                                                                                                               |

## Akses Informasi Daftar Pemegang Saham Bulanan, Triwulanan, dan Semester

Access Information on Shareholders Register of Monthly, Quarterly, and Semi-Annual

Hingga 31 Desember 2019, Perseroan belum melakukan pencatatan saham di bursa efek, sehingga tidak terdapat informasi mengenai daftar pemegang saham bulanan, triwulanan, dan semester.

*As of December 31, 2019, the Company has not listed any shares at stock exchange, therefore, information about shareholders register of monthly, quarterly, and biannual are unavailable.*

## Daftar Entitas Anak, Entitas Asosiasi, dan Ventura Bersama

List of Subsidiaries, Associates, and Joint Ventures

Hingga 31 Desember 2019, KCI tidak memiliki entitas anak. Untuk entitas asosiasi, PT KCI bekerja sama dengan anak perusahaan lain dari induk perusahaan yaitu PT Kereta Api Indonesia (Persero), antara lain adalah PT Reska Multi Usaha, PT Railink, PT KA Pariwisata, PT Kereta Api Logistik (Kalog), dan PT KA Properti Manajemen. Untuk ventura bersama, PT KCI melakukan pembelian saham PT Finarya Karya Nusantara atau lebih dikenal dengan Link Aja!.

*As of December 31, 2019, KCI has no subsidiaries associates, and joint ventures. For the associate entity, PT KCI is working with another subsidiary of the Company's holders, PT Kereta Api Indonesia (Persero), among others are PT Reska Multi Usaha, PT Railink, PT KA Pariwisata, PT Kereta API Logistik (Kalog), and PT KA Properti Manajemen. For the joint venture, PT KCI cooperate in the development of PT Finarya Karya Nusantara or better known as Link Aja!.*



# Nama Dan Alamat Lembaga dan/atau Profesi Penunjang Pasar Modal

Name and Address of Capital Market Supporting Institutions and Professionals



## KANTOR AKUNTAN PUBLIK PUBLIC ACCOUNTING FIRM

**KAP Amir Abadi Jusuf, Aryanto dan Rekan (RSM Indonesia)**

Plaza ASIA Level 10  
Jln. Jenderal Sudirman Kav.59  
Jakarta 12190, Indonesia  
T: (021) 5140 1340  
F: (021) 5140 1350

### Jasa yang diberikan | Services

Melaksanakan audit laporan keuangan.  
*Conducted financial statement audit.*

### Komisi | Fee

Rp3,908 Miliar (fee untuk keseluruhan KAI Group)  
*Rp3.908 Billion (the fee was for the entire KAI Group)*

### Periode Penugasan | Assignment Period

1 tahun  
*1 year*

## NOTARIS NOTARY

**Hannywati Gunawan S.H.**

Jl. Mangga Besar V no.10 RT.08/5  
Kota Tua, Mangga Besar – Tamansari  
Jakarta barat  
T: (021) 6241822

### Jasa yang diberikan | Services

Pembuatan akta-akta perusahaan dan akta RUPS.  
*Composing the Company's deeds and deeds of GMS.*

### Komisi | Fee

Komisi diberikan atas setiap pekerjaan yang diberikan sesuai dengan besaran tarif jasa notaris yang telah ditentukan.  
*The commission is given for each job proposed in accordance with the specified rate of service for the notary.*

### Periode Penugasan | Assignment Period

Berdasarkan kebutuhan Perseroan.  
*Based on the Company's needs.*

## Informasi pada Website Perseroan

Information on the Company's Website



**Website resmi Perseroan PT KCI bisa diakses di [www.krl.co.id](http://www.krl.co.id), dalam website ini PT KCI menyampaikan seluruh informasi-informasi terkait Perseroan yang ingin diketahui oleh seluruh lapisan masyarakat.**

*PT KCI official website can be accessed at [www.krl.co.id](http://www.krl.co.id), in this website PT KCI address all the information related to the Company that want to be known by all community.*



Sebagai komitmen untuk senantiasa menjalankan kinerja Perseroan secara transparan dan akuntabel, KCI menyediakan informasi yang dapat diakses oleh seluruh investor maupun pemangku kepentingan lainnya melalui situs resmi Perseroan yakni [www.krl.co.id](http://www.krl.co.id). Informasi yang ditampilkan dalam situs meliputi berbagai informasi relevan dan aktual mengenai sejarah dan profil Perseroan, pedoman dan kode etik serta Laporan Tahunan. Situs resmi KCI juga menampilkan informasi penting mengenai rute dan jadwal KRL, pelelangan, serta lowongan pekerjaan.

Melalui *website*, pemangku kepentingan dapat memperoleh informasi sebagai berikut:

### 1. TENTANG KAMI

#### a. Info Perusahaan

Berisi tentang sejarah perusahaan, visi dan misi perusahaan, logo dan makna logo perusahaan, serta budaya perusahaan.

*As a commitment to always pose the Company's performance, transparently and in an accountable manner, KCI provides information that could be accessed by all stakeholders through the Company's official website, [www.krl.co.id](http://www.krl.co.id). The published information contains relevant and actual information about Company's history and profile, code of conducts and annual report. Official website of KCI also provides important information about EMU Commuter Line route and schedule, tender, and job vacancy.*

*Through website, stakeholders could obtain information as follows:*

### 1. ABOUT US

#### a. Company Info

*It contains company's history, company's vision and mission, logo and meaning of its logo, and corporate culture.*



- b. Tata Kelola Perusahaan  
Berisi tentang berbagai upaya tata kelola perusahaan untuk menerapkan Good Corporate Governance di antaranya mengenai GCG Code, Pedoman Pengendalian Gratifikasi, Pedoman Whistleblowing System, Board Manual, serta Kode Etik dan Etika Bisnis dapat diakses di *website* Perseroan.
  - c. Laporan Tahunan  
Berisi tentang laporan tahunan dan keuangan Perusahaan.
  - d. Direksi dan Komisaris  
Berisi tentang biodata Direksi dan Komisaris Perusahaan.
2. LAYANAN
    - a. Info Pelanggan  
Berisi tentang jadwal perjalanan KRL *terupdate*.
    - b. Saran dan Kritik  
Berisi tentang saran dan kritik untuk KCI.
    - c. Layanan Pelanggan  
Berisi tentang etika dan tata cara naik KRL.
  3. PERJALANAN KRL
    - a. Peta Rute  
Berisi tentang rute yang dilayani KRL.
    - b. Jadwal KRL  
Berisi tentang jadwal KRL.
    - c. Info Tarif Perjalanan  
Berisi tentang tarif perjalanan KRL.
  4. PROCUREMENT  
Berisi tentang informasi lelang.
  5. INFORMASI TERKINI  
Informasi mengenai berita terbaru tentang KCI sehingga para pemangku kepentingan dapat selalu mengikuti perkembangan terkini aktivitas Perseroan melalui *website*.
  6. KARIER  
Berisi tentang informasi lowongan pekerjaan.
  7. SPACE IKLAN  
Berisi tentang informasi untuk pemasangan iklan di KRL.

- b. Corporate Governance  
*It contains various corporate governance efforts to implement Good Corporate Governance, namely GCG Code, Gratification Control Guidelines, Whistleblowing System Guidelines, Board Manual, as well as Code of Conduct and Business Ethics, can be accessed on the Company's website.*
  - c. Annual Report  
*It contains annual reports and Company finances.*
  - d. Board of Directors and Board of Commissioners  
*Contains biodata of Board of Directors and Board of Commissioners.*
2. SERVICES
    - a. Customer Information  
*It contains the latest schedule of KRL's trip itinerary.*
    - b. Suggestions and Critics  
*It contains suggestion and critics for KCI.*
    - c. Customer Service  
*It contains the ethics and procedure of using KRL.*
  3. KRL's TRIP
    - a. Route Map  
*It contains the routes served by KRL.*
    - b. KRL's Schedule  
*It contains the schedule of KRL.*
    - c. Trip Fare Information  
*It contains the fare of KRL's trip.*
  4. PROCUREMENT  
*It contains the information about auction.*
  5. UPDATED INFORMATION  
*Information about the latest information about KCI so as the stakeholders can always keep up the latest progress of Company's activities through the website.*
  6. CAREER  
*It contains the latest information about job vacancy.*
  7. SPACE FOR ADVERTISEMENT  
*It contains the information for advertising on the KRL.*



## Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite, Sekretaris Perusahaan, dan Unit Audit Internal

Education and/or Training for the Board of Commissioners, the Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit

| Nama<br>Name    | Jabatan<br>Position                  | Program Pendidikan/Pelatihan<br>Education/Training Program                                                                                                     | Waktu<br>Date                                                  | Tempat<br>Location                               | Penyelenggara<br>Organizer |
|-----------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------|----------------------------|
| Edy Widyaya     | Komisaris<br>Commissioner            | Risk Beyond 2019 International Conference on Enterprise Risk Management                                                                                        | 5 - 6 Desember 2019<br>December 5-6, 2019                      | The Anvaya Beach Resort, Bali                    | CRMS Indonesia             |
|                 |                                      | Inspeksi KRL JR 205 Batch XI<br>KRL JR 205 Inspection Batch XI                                                                                                 | 6 - 9 Agustus 2019<br>August 6-9, 2019                         | Jepang                                           | JR East                    |
| Daryadi         | Komisaris<br>Commissioner            | Finon (Understanding Financial Statement)                                                                                                                      | 26 - 28 November 2019<br>November 26-28, 2019                  | Gedung PPM Manajemen, Jakarta                    | PPM Manajemen              |
|                 |                                      | Risk Beyond 2019 International Conference on Enterprise Risk Management                                                                                        | 5 - 6 Desember 2019<br>December 5-6, 2019                      | The Anvaya Beach Resort, Bali                    | CRMS Indonesia             |
|                 |                                      | Teknik Identifikasi Risiko Strategik Korporasi.<br>Corporate Strategic Risk Identification Technique                                                           | 12 - 13 Desember 2019<br>December 12-13, 2019                  | Hotel Holiday Inn Bandung Pasteur                | JSM Management Consultant  |
| Wiwik Widayanti | Direktur Utama<br>President Director | Training Business English Executive Program (Periode I)                                                                                                        | Januari - Maret 2019<br>January - March 2019                   | Kantor PT KCI, Jakarta<br>PT KCI Office, Jakarta | Bahana Surya Madani        |
|                 |                                      | Training Strategic Management                                                                                                                                  | 4 Februari 2019<br>February 4, 2019                            | Kantor PT KCI, Jakarta<br>PT KCI Office, Jakarta | First Asia Consultants     |
|                 |                                      | Business English Executive Program                                                                                                                             | 7 Februari 2019 - 2 Mei 2019<br>February 7, 2019 - May 2, 2019 | IN-HOUSE English Training                        | PT Bahana Surya Mandiri    |
|                 |                                      | Training Assessment Center For Executive (Periode I)                                                                                                           | 8 Februari 2019<br>February 8, 2019                            | Kantor PT KCI, Jakarta<br>PT KCI Office, Jakarta | Ardana Hartana Konsultan   |
|                 |                                      | Training Business English Executive Program (Periode II)                                                                                                       | Juni - September 2019<br>June - September 2019                 | Kantor PT KCI, Jakarta<br>PT KCI Office, Jakarta | Bahana Surya Madani        |
|                 |                                      | Pembicara Utama dalam acara Konferensi Nasional Rekrayasa dan Design (KORD) 2019<br>Pembicara Utama dalam Konferensi Nasional Rekrayasa dan Design (KORD) 2019 | 18 Juli 2019<br>July 18, 2019                                  | Auditorium Universitas Agung Podomoro            | Universitas Agung Podomoro |
|                 |                                      | Inspeksi KRL JR 205 Batch XI<br>KRL JR 205 Inspection Batch XI                                                                                                 | 6 - 9 Agustus 2019<br>August 6 - 9, 2019                       | Jepang<br>Japan                                  | JR East                    |
|                 |                                      | Kunjungan ke STADLER SWISS dalam rangka kerjasama dengan INKA untuk pembuatan KRL<br>Visit to STADLER SWISS in cooperation with INKA for KRL manufacturing     | 16 - 23 September 2019<br>September 16 - 23, 2019              | Amsterdam - Zurich                               |                            |
|                 |                                      | Training Business English Executive Program (Periode II)                                                                                                       | Oktober - Desember 2019<br>October - December 2019             | Kantor PT KCI, Jakarta<br>PT KCI Office, Jakarta | Legato Global Anextama     |



| Nama<br>Name        | Jabatan<br>Position                                                                            | Program Pendidikan/Pelatihan<br>Education/Training Program                                                                                                              | Waktu<br>Date                                                               | Tempat<br>Location                                      | Penyelenggara<br>Organizer                                  |
|---------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------|
| Januar Parlindungan | Plt. Direktur Keuangan dan Administrasi<br><i>Acting Financial and Administration Director</i> | Training Business English Executive Program (Periode I)                                                                                                                 | Januari - Maret 2020<br><i>January - March 2020</i>                         | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Bahana Surya Madani                                         |
|                     |                                                                                                | Training Strategic Management                                                                                                                                           | 4 Februari 2019<br><i>February 4, 2019</i>                                  | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | First Asia Consultants                                      |
|                     |                                                                                                | Training Assessment Center For Executive (Periode I)                                                                                                                    | 8 Februari 2019<br><i>February 8, 2019</i>                                  | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Ardana Hartana Konsultan                                    |
|                     |                                                                                                | Business English Executive Program                                                                                                                                      | 8 Februari 2019 - 2 Mei 2019<br><i>February 8, 2019 - May 2, 2019</i>       | IN-HOUSE English Training                               | PT Bahana Surya Mandiri                                     |
|                     |                                                                                                | Courtesy Meeting and Site Visit                                                                                                                                         | 25 Februari 2019 - 1 Maret 2019<br><i>February 25, 2019 - March 1, 2019</i> | Tokyo, Jepang                                           | Jagro Trans Co.Ltd                                          |
|                     |                                                                                                | Workshop Corporate Cash Management                                                                                                                                      | 24 - 26 April 2019<br><i>April 24 - 26, 2019</i>                            | Grha Akuntan, Menteng Jakarta Pusat                     | Ikatan Akuntan Indonesia                                    |
|                     |                                                                                                | Training Business English Executive Program (Periode II)                                                                                                                | Juni - September 2020<br><i>June - September 2020</i>                       | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Bahana Surya Madani                                         |
|                     |                                                                                                | Studi Banding ke FS International<br><i>Comparative Study to FS International</i>                                                                                       | 7 - 20 Juli 2019<br><i>July 7 - 20, 2019</i>                                | Italy                                                   | FS International                                            |
|                     |                                                                                                | Training Manajemen Asset Batch I<br><i>Asset Management Training Batch I</i>                                                                                            | 8 - 19 Juli 2019<br><i>July 8 - 19, 2019</i>                                | Ferrovie Dello Stato Italiane                           | PT Kereta Api Indonesia (Persero)                           |
|                     |                                                                                                | Training Assessment Center For Executive (Periode II)                                                                                                                   | 31 Juli 2019<br><i>July 31, 2019</i>                                        | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Ardana Hartana Konsultan                                    |
|                     |                                                                                                | Workshop Laporan Keuangan Konsolidasi sesuai PSAK<br><i>Consolidated Financial Report Workshop in accordance with PSAK</i>                                              | 19 - 20 September<br><i>September 19 - 20</i>                               | Grha Akuntan, Menteng Jakarta Pusat                     | Ikatan Akuntan Indonesia                                    |
|                     |                                                                                                | Undangan Mengisi Kuliah Tamu SMT Gasal 2019/2020 Mata Kuliah Manajemen Khusus<br><i>Invitation to Fill in Odd SMT Guest Lecture 2019/2020 Special Management Course</i> | 4 Oktober 2019<br><i>October 4, 2019</i>                                    | Ruang Kelas B.101 FEB UI, Depok                         | Manajemen Fakultas Ekonomi dan Bisnis Universitas Indonesia |
|                     |                                                                                                | Mengisi Kuliah Tamu SMT Gasal 2019/2020 Mata Kuliah Manajemen Khusus<br><i>Guest Teaching SMT Lecture 2019/2020 Special Management Course</i>                           | 14 Oktober 2019<br><i>October 14, 2019</i>                                  | Universitas Indonesia<br><i>University of Indonesia</i> | Universitas Indonesia                                       |
|                     |                                                                                                | Training Assessment Center For Executive (Periode II)                                                                                                                   | 24 Oktober 2019<br><i>October 24, 2019</i>                                  | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Bahana Surya Madani                                         |

| Nama<br>Name | Jabatan<br>Position                                                         | Program Pendidikan/Pelatihan<br>Education/Training Program                                                                                                                                                                                          | Waktu<br>Date                                                                                     | Tempat<br>Location                                      | Penyelenggara<br>Organizer              |
|--------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------|
| Subakir      | Direktur Operasi dan Pemasaran<br><i>Operational and Marketing Director</i> | Training Business English Executive Program (Periode I)                                                                                                                                                                                             | Januari - Maret 2020<br><i>January - March 2020</i>                                               | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Bahana Surya Madani                     |
|              |                                                                             | Training Strategic Management                                                                                                                                                                                                                       | 4 Februari 2019<br><i>February 4, 2019</i>                                                        | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | First Asia Consultants                  |
|              |                                                                             | Business English Executive Program                                                                                                                                                                                                                  | 10 Februari 2019 - 2 Mei 2019 (15 Session)<br><i>February 10, 2019 - May, 2 2019 (15 Session)</i> | IN-HOUSE English Training                               | PT. Bahana Surya Mandiri                |
|              |                                                                             | Training Business English Executive Program (Periode II)                                                                                                                                                                                            | Juni - September 2020<br><i>June - September 2020</i>                                             | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Bahana Surya Madani                     |
|              |                                                                             | Training Assessment Center For Executive (Periode II)                                                                                                                                                                                               | 31 Juli 2020<br><i>July 31, 2020</i>                                                              | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Ardana Hartana Konsultan                |
|              |                                                                             | Program Studi Banding Bidang Manajemen Aset ke Ferrovie Delo Stato Italiane Batch 2<br><i>Asset Management Comparative Study Program to Ferrovie Dello Stato Italiane Batch 2</i>                                                                   | 12 Oktober<br><i>October 12</i>                                                                   | Italy                                                   | PT Kereta Api Indonesia (Persero)       |
|              |                                                                             | Training Manajemen Asset Batch II<br><i>Asset Management Training Batch II</i>                                                                                                                                                                      | 14 - 25 Oktober 2019<br><i>October 14 - 25, 2019</i>                                              | Ferrovie Dello Stato Italiane                           | PT Kereta Api Indonesia (Persero)       |
|              |                                                                             | Menjadi Narasumber dalam Kuliah Umum kepada Taruna /ni Akademi Perkeretaapian Indonesia Madiun Tingkat I, II, dan III<br><i>Become a Resource Person in Public Lecture to Cadets of Madiun Indonesian Railway Academy for Levels I, II, and III</i> | 7 Desember 2018<br><i>December 7, 2018</i>                                                        | Auditorium API Madiun                                   | Akademi Perkeretaapian Indonesia Madiun |



# 04

## Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

**Tahun 2019 telah berjalan cukup baik bagi Perseroan, ditandai dengan kenaikan angka pendapatan angkutan penumpang sebesar 6,3% dibandingkan tahun 2018 yang sebesar Rp2,57 triliun. Perseroan telah melaksanakan kinerjanya di tahun ini dengan sangat baik.**

2019 has been quite good for the Company, marked by an increase in passenger transportation revenue by 6.3% compared to 2018 which amounted to Rp2.57 trillion. The Company has performed very well this year.







# Kondisi Makroekonomi Indonesia dan Tinjauan Industri Di 2019

Macroeconomic Condition of Indonesia and Industry Overview in 2019



Pada tahun 2019, Badan Pusat Statistik (BPS) mencatat pertumbuhan ekonomi Indonesia tumbuh hingga 5,02%, di mana angka tersebut melambat dibandingkan periode yang sama di tahun 2018 yakni 5,17% (yoy). Nilai tersebut didominasi oleh komponen konsumsi rumah tangga yang mencakup lebih dari separuh PDB Indonesia, yaitu sebesar 56,52%. Diikuti oleh komponen PMTB atau investasi 32,32%, ekspor barang dan jasa sebesar 18,75%, konsumsi pemerintah sebesar 8,36%, dan komponen konsumsi lembaga non-profit rumah tangga 1,25%.

Pertumbuhan ekonomi didorong oleh hampir semua lapangan usaha yang tumbuh positif, seperti lapangan usaha industri, pertanian, perdagangan, dan konstruksi. Pertumbuhan tertinggi dari sisi produksi terjadi pada lapangan usaha pengadaan gas dan listrik sebesar 4,94%. Pertumbuhan ini termasuk industri jasa angkutan komuter. Pada 2019 dihadapkan dengan pertumbuhan volume penumpang yang mengalami penurunan 0,2%. Adanya penurunan volume penumpang disebabkan oleh beberapa faktor yaitu belum tercapainya realisasi perjalanan KA, jumlah *loop*, dan kapasitas angkut terhadap program dikarenakan adanya anjlokkan KRL di perlintasan Kebon Pedes, aksi demonstrasi terkait Pilpres, dan pemadaman listrik di Jabodetabek yang menyebabkan KRL tidak dapat beroperasi

*In 2019, the Central Statistics Agency (BPS) recorded Indonesia's economic amounted to 5.02%, where the figure slowed compared to the same period in 2018 which was 5.17% (yoy). This value was dominated by the household consumption component that covered more than half of Indonesia's GDP, which was 56.52%. Followed by PMTB component or investment of 32.32%, exports of goods and services by 18.75%, government consumption by 8.36%, and the consumption component of household non-profit institutions 1.25%.*

*Economic growth was driven by almost all business sectors that grew positively, such as industrial, agricultural, trade and construction. The highest growth in terms of production occurred in gas and electricity procurement business by 4.94%. This growth includes the commuter transportation service industry who in 2019 faced with decreased passenger volume growth by 0.2%. The decrease in passenger volume was caused by underachievement of train travel realization, number of loops, and transport capacity of the program due to KRL strike at Kebon Pedes crossing, demonstrations related to the Presidential Election, and power outages in Jabodetabek which have caused KRL to be unable to operate.*

## Permintaan Produk Secara Nasional

### National Product Demand

Sistem transportasi kereta komuter merupakan ide untuk meringankan tingkat kemacetan jalan dan mengurangi polusi di kota meskipun hanya memberikan solusi jangka pendek. Untuk mengurangi kemacetan dan polusi, diperlukan pendekatan holistik untuk mengatasi akar penyebab seperti menetapkan tarif jalan (*road fares*). Meningkatkan efisiensi dan kualitas layanan adalah kunci untuk mendorong masyarakat untuk beralih dari kendaraan pribadi ke kereta komuter. Dengan menggunakan KRL, penumpang dapat mengurangi waktu perjalanan mereka sehingga meningkatkan produktivitas dan mengurangi *generalised cost* penumpang secara umum.

Kereta api komuter juga memainkan peran penting dalam memfasilitasi produktivitas dan peluang untuk menciptakan inklusi sosial dengan menggerakkan orang. Hal ini mendukung kemampuan individu atau keluarga untuk mengakses peluang ekonomi dan pekerjaan, pendidikan, fasilitas kesehatan, rekreasi, olahraga, dan kegiatan sosial lainnya. Dengan memperluas layanan di kota-kota lain, nilai kawasan komersial dan residensial dapat menjadi lebih tinggi ketika properti berlokasi dekat dengan stasiun kereta komuter.

KCI diharapkan berkembang untuk dapat mengoperasikan dan mengelola kereta komuter di kawasan perkotaan Indonesia lainnya. Transportasi komuter perkotaan berpotensi untuk dikembangkan di beberapa kota seperti Yogyakarta, Bandung, dan Surabaya di mana studi pendahuluan telah dilakukan. Beberapa layanan KA Lokal, yaitu layanan kereta api komuter atau antarkota dengan jarak dekat hingga menengah yang berada di bawah pengelolaan KAI, direncanakan akan dikelola oleh KCI. Seperti kereta api relasi Kutoarjo-Yogyakarta-Solo (KA Prambanan Ekspres) di mana pemerintah sedang mempersiapkan infrastruktur elektrifikasi jalur KRL, dan relasi Rangkasbitung-Merak (KA Lokal Merak).

*Commuter rail transportation system is an idea to ease the level of road congestion and reduce city pollution even though it only provides a short-term solution. To reduce congestion and pollution, a holistic approach is needed to address the root causes such as setting road fares. Improving service efficiency and quality is key to encouraging people to switch from private vehicles to commuter trains. By using KRL, passengers can reduce their travel time thereby increasing productivity and reducing general passenger cost in general.*

*Commuter train also play an important role in facilitating productivity and opportunities to create social inclusion by mobilizing people, thus supports the ability of individuals or families to access economic opportunities and employment, education, health facilities, recreation, sports, and other social activities. By expanding services in other cities, the value of commercial and residential areas can be higher when the property is located close to a commuter train station.*

*KCI is expected to be able to operate and manage commuter trains in other Indonesian urban areas. Urban commuter transportation has the potential to be developed in several cities such as Yogyakarta, Bandung and Surabaya, where preliminary studies have been carried out. Some local rail services, namely commuter or intercity train services with close to medium range under KAI management, are planned to be managed by KCI, such as Kutoarjo-Yogyakarta-Solo railroad (Prambanan Ekspres train) where the government is preparing electrification infrastructure of KRL line, and Rangkasbitung-Merak relation (Merak Local Train).*



Selain itu Pemerintah Indonesia memiliki visi untuk mengembangkan sistem kereta api perkotaan yang terintegrasi dengan moda transportasi yang berbeda. Kebutuhan untuk kereta api perkotaan di Indonesia diidentifikasi atas dasar bahwa penyediaan layanan harus tersedia di kota-kota besar dengan populasi yang telah mencapai lebih dari tiga juta atau pergerakan/mobilitas masyarakat di perkotaan sudah memerlukan angkutan umum berbasis rel. Berikut merupakan proyeksi pengembangan kereta api perkotaan

*In addition, the Government of Indonesia has a vision to develop an urban rail system that is integrated with different modes of transportation. The need for urban rail in Indonesia is identified on the basis that the provision of services shall be available in big cities with populations that have reached more than three million or the movement/mobility of people in urban areas already requires rail-based public transportation. The following is a projection of urban railroad development.*

| Kota<br>City      | Panjang Rel (km)<br>Rail Length (km) | Tahun Pembangunan<br>Development Year |
|-------------------|--------------------------------------|---------------------------------------|
| Wilayah Jawa-Bali |                                      |                                       |
| Jabodetabek       | 900                                  | 2010-2025                             |
| Bandung           | 160                                  | 2015-2025                             |
| Surabaya          | 420                                  | 2015-2025                             |
| Semarang          | 240                                  | 2020-2025                             |
| Yogyakarta        | 80                                   | 2020-2025                             |
| Malang            | 140                                  | 2025                                  |
| Denpasar          | 150                                  | 2025                                  |
| Non Jawa-Bali     |                                      |                                       |
| Medan             | 240                                  | 2020-2025                             |
| Palembang         | 260                                  | 2020-2025                             |
| Pekanbaru         | 370                                  | 2025                                  |
| Padang            | 340                                  | 2025                                  |
| Bandar Lampung    | 180                                  | 2020-2025                             |
| Makassar          | 170                                  | 2025                                  |
| <b>TOTAL</b>      | <b>3.700</b>                         |                                       |

## Tinjauan Operasi Per Segmen Usaha

### Operating Overview Per Business Segment

Tahun 2019 telah berjalan cukup baik bagi Perseroan, ditandai dengan kenaikan angka pendapatan angkutan penumpang sebesar 6,3% dibandingkan tahun 2018 yang sebesar Rp2,57 triliun. Perseroan telah melaksanakan kinerjanya di tahun ini dengan sangat baik.

*2019 has been quite good for the Company, marked by an increase in passenger transportation revenue by 6.3% compared to 2018 which amounted to Rp2.57 trillion. The Company has performed very well this year.*

#### **SEGMENT ANGKUTAN PENUMPANG DAN SUBSIDI PEMERINTAH (PSO)/PUBLIC SERVICE OBLIGATION SUBSIDY GOVERNMENT PASSENGER AND SUBSIDIES (PSO) SEGMENT/PUBLIC SERVICE OBLIGATION SUBSIDY**

Tahun 2019, target jumlah penumpang sebesar 345.942.589 penumpang, tercapai 97,2% atau sebesar 336.274.343. Rinciannya sebagai berikut:

*In 2019, the target number of passengers was 345,942,589 passengers, reached 97.2% or 336,274,343. The details are as follows:*

Pencapaian realisasi volume penumpang tahun 2019 terhadap realisasi volume penumpang tahun 2018 sebesar 99,8%. Pada tahun 2019 pendapatan angkutan penumpang tercapai sebesar Rp2.572.360.160.060 dari program Rp2.607.699.937.269 atau tercapai sebesar 98,6%.

*Achievement of passenger volume realization in 2019 against the realization of passenger volume in 2018 was at 99.8%. In 2019 passenger transportation revenue reached Rp2,572,360,160,060 from the program Rp2,607,699,937,269 or reached 98.6%.*

Ketidaktercapaian pendapatan angkutan penumpang pada tahun 2019 disebabkan antara lain sebagai berikut:

*The achievement of passenger transportation revenue in 2019 was due to the following:*

1. Masih terdapat lintas yang belum bisa dioperasikan KRL SF 12, contoh : Lintas Serpong dan Loopline.
2. Km Penumpang tercapai 97,3% dari program dikarenakan ada gangguan perjalanan KA antara lain anjlogan
3. Belum beroperasinya KRL Non PSO karena masih menunggu izin dari Kementerian Perhubungan.
4. Belum direalisasikan tarif Non PSO pada hari Sabtu, Minggu dan hari libur nasional, menunggu izin Kemenhub.

1. *There are crossings that cannot be operated by SF 12 KRL, for example: Serpong and Loopline crossings.*
2. *Passenger's kilometers reached 97.3% of the program due to interruption in train travel including dropping.*
3. *The non-PSO KRL is not yet operational because it is still waiting for permission from Ministry of Transportation.*
4. *Non PSO tariff on Saturday, Sunday and national holidays have not yet been realized, awaiting permission from Ministry of Transportation.*

Apabila dibandingkan dengan tahun 2018 maka realisasi volume mengalami penurunan sebesar 0,2%. Penurunan volume penumpang pada tahun 2019 dibandingkan tahun 2018 disebabkan antara lain:

*Compared to 2018, volume realization has decreased by 0.2%. The decrease in passenger volume in 2019 compared to 2018 was due to among others:*

1. Realisasi perjalanan KA sebesar 98,5% dari program tahun 2019.
2. Realisasi jumlah Loop pada bulan September – November tidak mencapai dari program yang sudah ditentukan.
3. Realisasi kapasitas angkut 96,9% dari program.

1. *The realization of train travel is 98.5% of the 2019 program.*
2. *The realization of the number of loops in September - November did not reach the specified program.*
3. *Realization of the carrying capacity of 96.9% of the program.*





## SEGMENT NON ANGKUTAN PENUMPANG DAN PENDUKUNG ANGKUTAN KA NON PASSENGER AND TRAIN SUPPORTING SEGMENT

Pendapatan non angkutan penumpang berasal dari penjualan titik WiFi di KRL, penjualan iklan di KRL, sewa KRL, serta kerja sama dengan flazz BCA dan Bank Himbara. Pendapatan pendukung angkutan KA berasal dari suplesi, THB dan penjualan perdana KMT.

Pada tahun 2019 realisasi pendapatan non angkutan penumpang dan pendukung angkutan KA sebesar Rp169.234.948.019 atau sebesar 99,4% terhadap program. Jika dibandingkan dengan tahun 2018 pendapatan non angkutan penumpang dan pendukung angkutan KA pada tahun 2019 mengalami kenaikan sebesar 42,6%.

Pendapatan non angkutan dan pendukung KA ini terdiri dari:

1. Pendapatan kerjasama usaha (Himbara dan BCA) sebesar Rp6.250.000.000.
2. Pendapatan sewa iklan sebesar Rp105.956.727.217.
3. Pendapatan sewa KRL (sewa kereta untuk rombongan anak sekolah, tempat shooting) sebesar Rp1.046.000.000
4. Pendapatan suplesi (denda terhadap penumpang karena tidak bertiket) sebesar Rp413.080.000.
5. Pendapatan atas penjualan KMT dan THB sebesar Rp38.779.445.458.
6. Pendapatan pinalti (pinalti penumpang karena melebihi perjalanan dibandingkan dengan dana yang ada di tiket) sebesar Rp49.521.000.
7. Pendapatan penjualan C-corner sebesar sebesar Rp356.951.049.

*Non-passenger transportation revenue comes from the sale of WiFi points at KRL, ad sales on KRL, KRL rental, and cooperation with BCA and Bank Himbara flazz. Supporting revenue for train transportation comes from supply, THB and KMT initial sales.*

*In 2019 the realization of non-passenger and railroad transportation support revenues amounted to Rp169,234,948,019 or 99.4% of the program. Compared to 2018, non-passenger and train transportation revenue in 2019 increased by 42.6%.*

*Non-transportation and supporting train revenue consists of:*

1. *Business cooperation income (Himbara and BCA) of Rp6,250,000,000.*
2. *Advertising rental income of Rp105,956,727,217.*
3. *KRL rental income (train rental for school children, shooting places) of Rp1,046,000,000.*
4. *Supplementary income (fines to passengers for not ticketing) amounted to Rp413,080,000.*
5. *Revenues from sales of KMT and THB amounted to Rp38,779,445,458.*
6. *Penalty income (passenger pinalty due to exceeding the trip compared to the funds in the ticket) of Rp49,521,000.*
7. *C-corner sales revenue of Rp356,951,049.*

## SEGMENT LAIN-LAIN OTHER SEGMENTS

Pendapatan lain-lain terdiri dari pendapatan bunga, jasa giro dan denda kepada vendor. Realisasi pendapatan lain-lain pada tahun 2019 sebesar Rp54,729 miliar atau meningkat 81,1% dibandingkan tahun 2018 sebesar Rp30,214 miliar. Ketercapaian kinerja pendapatan lain-lain disebabkan karena pada bulan November terdapat pencadangan atas tahun 2018 sebesar Rp32,778 miliar koreksi pencatatan pencadangan.

*Other revenues consists of interest income, current accounts and fines to vendors. Realization of other income in 2019 amounted to Rp54.729 billion, an increase of 81.1% compared to 2018 of Rp30.214 billion. The achievement of other revenues performance was due to the November reserve of 2018 amounted to Rp32.778 billion of provisioning correction.*



# Tinjauan Kinerja Keuangan

## Financial Performance Review

Tahun 2019 telah berjalan cukup baik bagi Perseroan, ditandai dengan kenaikan angka pendapatan angkutan penumpang sebesar 6,3% dibandingkan tahun 2018 yang sebesar Rp2,53 triliun. Perseroan telah melaksanakan kinerjanya di tahun ini dengan sangat baik.

*2019 has gone quite well for the Company, marked by an increase in passenger transportation revenue figures by 6.3% compared to 2018 which amounted to IDR 2.53 trillion. The Company has performed its performance this year very well.*

### ASET ASSETS

Pada tahun 2019, jumlah aset Perseroan tercatat sebesar Rp1.818.342 juta, terbagi menjadi 51,26% aset lancar dan 48,74% aset tidak lancar, mengalami kenaikan Rp248.521 juta atau 15,83% dari posisi tahun sebelumnya sebesar Rp1.569.821 juta. Kenaikan jumlah aset Perseroan ini seiring dengan kenaikan aset lancar sebesar Rp179.447 juta atau 23,84% dan kenaikan aset tidak lancar sebesar Rp69.075 juta atau 8,45%. Kenaikan ini terutama disebabkan oleh kenaikan jumlah aset tetap, kas dan setara kas, dana pihak ketiga, dana yang dibatasi penggunaannya, dan persediaan.

*In 2019, total assets of the Company were recorded at Rp1,818,342 million, divided into 51.26% of current assets and 48.74% of non-current assets, an increase of Rp248,521 million or 15.83% from the previous year's position of Rp1,569,821 million. The increase in the Company's total assets was in line with an increase in current assets of Rp179,447 million or 23.84% and an increase in non-current assets of Rp69,075 million or 8.45%. This increase was mainly due to an increase in the amount of fixed assets, cash and cash equivalents, third party funds, restricted funds, and inventories.*

**Tabel Aset Tahun 2019, 2018, 2017, 2016, dan 2015**

**Table of Asset 2019, 2018, 2017, 2016, and 2015**

(dalam jutaan Rupiah)  
(In million Rupiah)

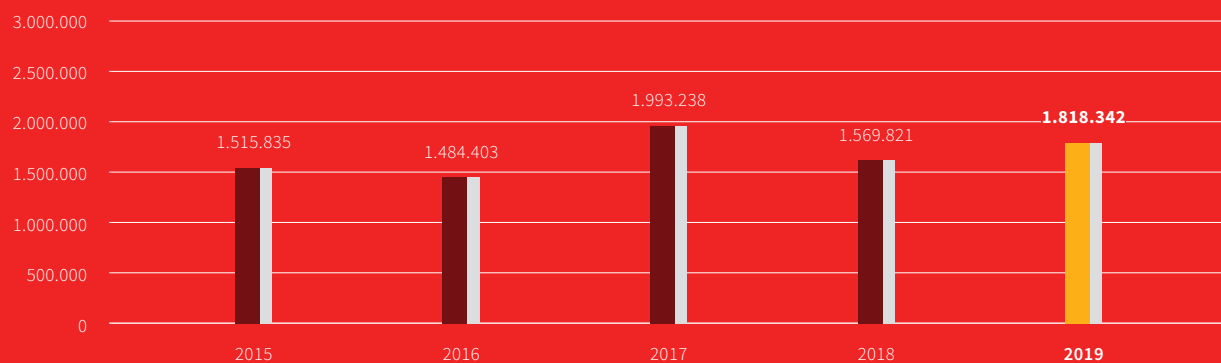
| Aset<br>Assets                                     | 2019    | 2018    | 2017    | 2016    | 2015    | Kenaikan/(Penurunan)<br>Increase/(Decrease) |         |
|----------------------------------------------------|---------|---------|---------|---------|---------|---------------------------------------------|---------|
|                                                    |         |         |         |         |         | Selisih<br>Difference                       | %       |
| Aset Lancar   Current Assets                       |         |         |         |         |         |                                             |         |
| Kas dan Setara Kas<br>Cash and Cash Equivalents    | 461.073 | 420.118 | 639.322 | 517.985 | 576.454 | 40.955                                      | 9,75    |
| Dana Dibatasi Penggunaannya<br>Restricted Funds    | 112.584 | 65.869  | 70.329  | 45.527  | 60.000  | 46.715                                      | 70,92   |
| Piutang Usaha   Trade Receivables                  |         |         |         |         |         |                                             |         |
| Pihak Berelasi dan Intercompany<br>Related Parties | 65.048  | 86.676  | 182.163 | 129.723 | 254.608 | (21.628)                                    | (24,95) |
| Pihak Ketiga<br>Third Parties                      | 42.065  | 1.724   | 8.108   | 3.083   | 6.645   | 40.341                                      | 2.340   |
| Piutang Lain-Lain<br>Other Receivables             | 1.721   | 171     | 156     | 221     | 295     | 1.550                                       | 906     |
| Uang Muka<br>Advances                              | 226     | 207     | 1.320   | 996     | 36.801  | 19                                          | 9,38    |
| Biaya Dibayar di muka<br>Prepaid Expenses          | 203     | 275     | 75      | -       | -       | (72)                                        | (26,23) |



| Aset<br>Assets                                             | 2019      | 2018      | 2017      | 2016      | 2015      | Kenaikan/(Penurunan)<br>Increase/(Decrease) |         |
|------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|---------------------------------------------|---------|
|                                                            |           |           |           |           |           | Selisih<br>Difference                       | %       |
| Pajak Dibayar di muka<br><i>Advance Tax</i>                | 99.432    | 99.380    | 0         | -         | -         | 52                                          | 0,05    |
| Pendapatan Masih Harus Diterima<br><i>Accrued revenues</i> | 241       | 1.031     | 386.940   | 149.475   | 286       | (792)                                       | (76,69) |
| Persediaan<br><i>Inventory</i>                             | 149.499   | 77.195    | 33.725    | 29.977    | 46.602    | 72.304                                      | 93,66   |
| Jumlah Aset Lancar<br><i>Total Current Assets</i>          | 932.093   | 752.646   | 1.322.137 | 876.987   | 981.691   | 179.447                                     | 23,84   |
| <b>Aset Tidak Lancar   Non-Current Assets</b>              |           |           |           |           |           |                                             |         |
| Aset Pajak Tangguhan<br><i>Deferred Tax Assets</i>         | 92.922    | 135.605   | 28.404    | 13.457    | 14.443    | (42.683)                                    | (31,48) |
| Aset Tetap<br><i>Fixed Assets</i>                          | 781.838   | 674.671   | 619.298   | 533.575   | 514.765   | 107.167                                     | 15,88   |
| Aset Tak Berwujud<br><i>Intangible Assets</i>              | 3.894     | 6.899     | 3.415     | 5.123     | 4.936     | (3.005)                                     | 43,56   |
| Aset Lain-Lain<br><i>Other Assets</i>                      | 0,0004    | 0,0004    | 19.983    | 55.261    | -         | 0                                           | 0       |
| Jumlah Aset Tidak Lancar<br><i>Total Noncurrent Assets</i> | 886.250   | 817.175   | 671.101   | 607.416   | 534.144   | 69.075                                      | 8,45    |
| Jumlah Aset<br><i>Total Assets</i>                         | 1.818.342 | 1.569.821 | 1.993.238 | 1.484.403 | 1.515.835 | 248.521                                     | 15,83   |

## Total Aset Total Assets

### Aset Assets



### Aset Lancar

Aset lancar naik 23,84% dibandingkan pada tahun 2018 sebesar Rp179,447 miliar, dari yang sebelumnya tahun 2018 sebesar Rp752,646 miliar menjadi sebesar Rp932,093 miliar pada tahun 2019. Kenaikan ini diperinci lebih lanjut sebagai berikut:

1. Kas dan setara kas terealisasi Rp461 miliar atau 25% dari total aset. Kas terealisasi 197% dari RKAP sebesar Rp234 miliar karena masih terdapat hutang atas pekerjaan yang telah selesai dilakukan namun belum dilakukan proses *invoicing* oleh *vendor* sehingga belum dibayar.
2. Piutang terealisasi Rp109 miliar atau 6% dari total Asset. Piutang terealisasi 173% dari RKAP sebesar Rp63 miliar. Hal ini disebabkan adanya piutang atas PT ADMG.
3. Persediaan terealisasi Rp149 miliar atau 8% dari total asset. Persediaan terealisasi 87% dari RKAP sebesar Rp171 miliar.
4. Asset lancar lainnya terealisasi Rp212 miliar atau 12% dari total aset. Hal ini disebabkan adanya *prepaid* pajak dan dana yang dibatasi penggunaannya.

### Aset Tidak Lancar

Aset tidak lancar meningkat 8,45% dibandingkan pada tahun 2018 sebesar Rp69,075 miliar. Dari pada tahun 2018 sebesar Rp817,175 miliar menjadi Rp886,250 miliar pada tahun 2019. Peningkatan terjadi karena adanya *deferred Tax* dan aktiva tetap dalam penyelesaian serta aktiva lain-lain.

### LIABILITAS LIABILITIES

Jumlah liabilitas Perseroan pada tahun 2019 tercatat sebesar Rp824,691 miliar, terbagi menjadi 77,64% liabilitas jangka pendek dan 22,36% liabilitas jangka panjang. Liabilitas mengalami penurunan Rp3,297 miliar atau 0,40% dibandingkan posisi tahun sebelumnya sebesar Rp827,988 miliar. Penurunan jumlah liabilitas Perseroan ini sebagian besar dikarenakan penurunan pada jumlah liabilitas jangka pendek.

### Current Assets

*Current assets increased 23.84% compared to 2018 amounted to Rp179.447 billion, from Rp752.646 billion in 2018 to Rp932.093 billion in 2019. This increase further specified as follows:*

1. *Cash and cash equivalents were realized Rp461 billion or 25% of total assets. Cash was realized 197% of the RKAP of Rp234 billion because there is still debt for work that has been completed but the invoicing process has not been carried out by the vendor so it has not been paid.*
2. *Receivables realized Rp109 billion or 6% of total assets. Receivables realized 173% of the RKAP of Rp63 billion. This was due to the existence of receivables from PT ADMG.*
3. *Inventories realized Rp149 billion or 8% of total assets. Inventories were realized 87% of the RKAP of Rp171 billion.*
4. *Other current assets were realized Rp212 billion or 12% of total assets. This was due to the existence of prepaid taxes and restricted funds.*

### Non Current Assets

*Non-current assets increased by 8.45% compared to 2018 amounted to Rp69.075 billion, from 2018 amounted to Rp817.175 billion to Rp886.250 billion in 2019. The increase occurred due to deferred tax and fixed assets in progress and other assets.*

*Total liabilities of the Company in 2019 were Rp824.691 billion, divided into 77.64% of short-term liabilities and 22.36% of long-term liabilities. Liabilities decreased by Rp3.297 billion or 0.40% compared to the previous year's position of Rp827,988 billion. The decrease in the amount of the Company's liabilities was largely due to a decrease in the amount of short-term liabilities.*

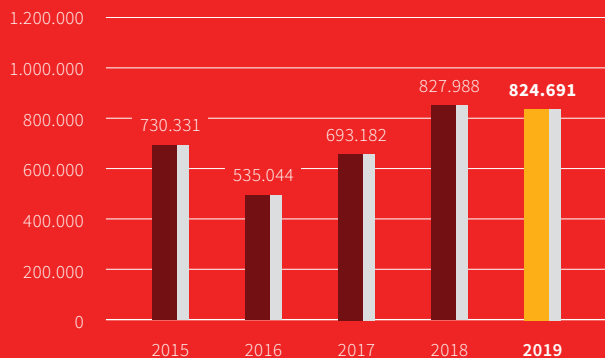


**Tabel Aset Liabilitas 2019, 2018, 2017, 2016, dan 2015**
**Table of Liabilities 2019, 2018, 2017, 2016, and 2015**

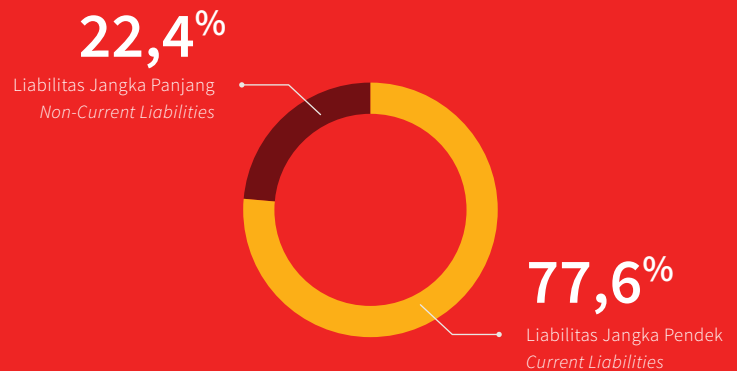
(dalam jutaan Rupiah)  
(In million Rupiah)

| Liabilitas<br><i>Liabilities</i>                                                                            | 2019    | 2018    | 2017    | 2016    | 2015    | Kenaikan/(Penurunan)<br><i>Increase/(Decrease)</i> |         |
|-------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|----------------------------------------------------|---------|
|                                                                                                             |         |         |         |         |         | Selisih<br><i>Difference</i>                       | %       |
| Liabilitas Jangka Pendek   <i>Current Liabilities</i>                                                       |         |         |         |         |         |                                                    |         |
| Utang Usaha   <i>Account Payables</i>                                                                       |         |         |         |         |         |                                                    |         |
| Pihak Berelasi dan Intercompany<br><i>Related Parties and Intercompany</i>                                  | 22.658  | 64.801  | 47.853  | 29.959  | 9.443   | (42.143)                                           | (65,03) |
| Pihak Ketiga<br><i>Third Parties</i>                                                                        | 202.707 | 181.614 | 91.909  | 96.646  | 46.411  | 21.093                                             | 11,61   |
| Utang Lain-Lain<br><i>Other Payables</i>                                                                    | 7.499   | 8.826   | 11.301  | 14.417  | 11.758  | (1.327)                                            | (15,04) |
| Beban Akrual<br><i>Accrued Expenses</i>                                                                     | 103.674 | 221.115 | 79.651  | 49.987  | 383.063 | (117.441)                                          | (53,11) |
| Utang Pajak<br><i>Taxes Payables</i>                                                                        | 17.685  | 24.430  | 112.312 | 26.268  | 54.171  | (6.745)                                            | (27,61) |
| Pendapatan Diterima di muka<br><i>Unearned Revenues</i>                                                     | 92.947  | 57.271  | 69.362  | 59.729  | 53.536  | 35.676                                             | 62,29   |
| Liabilitas Imbalan Kerja Jangka Pendek<br><i>Short-term Employee Benefits Liability</i>                     | 122.687 | 64.157  | 103.563 | 44.247  | -       | 58.530                                             | 91,23   |
| Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun<br><i>Current Maturities of Long-term Loans</i> | 70.439  | 30.806  | 30.806  | 37.343  | 26.203  | 39.633                                             | 128,65  |
| Jumlah Liabilitas Jangka Pendek<br><i>Total Current Liabilities</i>                                         | 640.297 | 653.020 | 546.757 | 358.596 | 584.584 | (12.723)                                           | (1,95)  |
| Liabilitas Jangka Panjang   <i>Non-Current Liabilities</i>                                                  |         |         |         |         |         |                                                    |         |
| Liabilitas Imbalan Kerja<br><i>Employment Benefit Liabilities</i>                                           | 3.718   | 5.130   | 4.404   | 3.621   | 5.648   | (1.412)                                            | (27,52) |
| Jumlah Liabilitas Jangka Panjang<br><i>Total Non-Current Liabilities</i>                                    | 184.394 | 174.968 | 146.425 | 176.448 | 145.746 | 9.426                                              | 5,39    |
| Jumlah Liabilitas<br><i>Total Liabilities</i>                                                               | 824.691 | 827.988 | 693.182 | 535.044 | 730.330 | (3.297)                                            | (0,40)  |

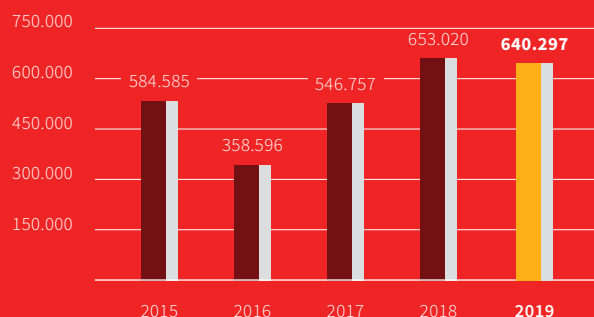
## Liabilitas Liabilities



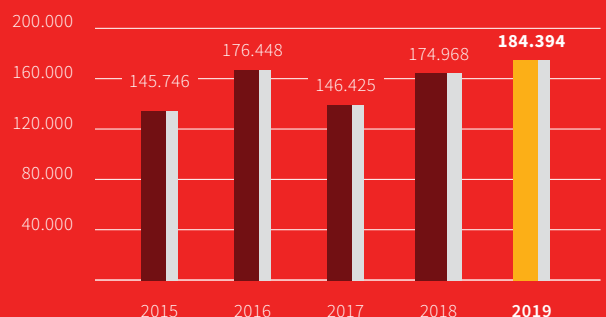
## Komposisi Liabilitas Tahun 2019 Composition of Liabilities Year 2019



## Liabilitas Jangka Pendek Current Liabilities



## Liabilitas Jangka Panjang Non-Current Liabilities



### Liabilitas Jangka Pendek

Terjadi penurunan pada liabilitas jangka pendek sebesar 1,95% dari sebesar Rp653,020 miliar pada tahun 2018 menjadi sebesar Rp640,297 miliar di tahun 2019. Adapun rincian liabilitas jangka pendek sebagai berikut:

1. Utang usaha terealisasi Rp225 miliar atau 12% dari Total Liabilitas dan Ekuitas. Hutang Usaha ini terealisasi 208% dari RKAP Rp108 miliar. Hal ini disebabkan adanya proses verifikasi penagihan vendor.
2. Utang Akrua terealisasi Rp103 miliar atau 5,7% dari Total Liabilitas dan Ekuitas. Hutang akrual ini terealisasi 164% dari RKAP Rp63 miliar. Hal ini disebabkan adanya kontrak vendor yang masih belum datang invoice walaupun pekerjaan rutin setiap bulan telah dilaksanakan.

### Short-term liabilities

There was a decrease in short-term liabilities of 1.95% from Rp653.020 billion in 2018 to become Rp640.297 billion in 2019. The details of the short-term liabilities are as follows:

1. Trade payable realized Rp225 billion or 12% of Total Liabilities and Equity. This trade loan was realized 208% from the RKAP of Rp108 billion. This is due to the vendor billing verification process.
2. Accrual Payables realized Rp103 billion or 5,7% of Total Liabilities and Equity. This accrual debt was realized 164% of the RKAP of Rp63 billion. This is due to vendor contracts that have not yet come in invoices despite routine work every month.





3. PDDM terealisasi Rp92 miliar atau 5% dari Total Liabilitas dan Ekuitas. PDDM ini terealisasi 150% dari RKAP Rp62 miliar. Hal ini disebabkan dana floating terealisasi lebih besar dari RKAP (*Top up* melebihi RKAP).

### Liabilitas Jangka Panjang

Liabilitas jangka panjang terealisasi sampai dengan akhir Desember 2019 sebesar Rp184,394 miliar atau naik 5,39% dibanding Liabilitas jangka panjang tahun 2018 sebesar Rp174,968 miliar. Berikut rincian liabilitas jangka panjang. Hal ini disebabkan penarikan pinjaman masih di bawah program.

### EKUITAS EQUITY

Jumlah ekuitas Perseroan pada tahun 2019 tercatat sebesar Rp993,652 miliar, mengalami kenaikan Rp251,819 miliar atau 33,95% dibandingkan tahun 2018 sebesar Rp741,833 miliar. Naiknya jumlah tersebut sebagian besar dikarenakan oleh kenaikan modal yang ditentukan penggunaannya dan adanya laba di tahun 2019 lebih tinggi dibandingkan program.

3. PDDM realized Rp92 billion or 5% of Total Liabilities and Equity. This PDDM was realized 150% of the RKAP of Rp62 billion. This is due to the realization of floating funds that are greater than the RKAP (*Top up* exceeds the RKAP).

### Non-Current Liabilities

Non-current liabilities realized until the end of December 2019 amounted to Rp184.394 billion, increased 5.39% compared to 2018's non-current liabilities of Rp174.968 billion. This was due to the withdrawal of loans under the program. The following details the long-term liabilities.

Total equity of the Company in 2019 was Rp993.652 billion, an increase of Rp251.819 billion or 33.95% compared to 2018 amounted to Rp741.833 billion. The increase was mainly due to the increase in capital determined by its use and the existence of profits in 2019 higher than the program.

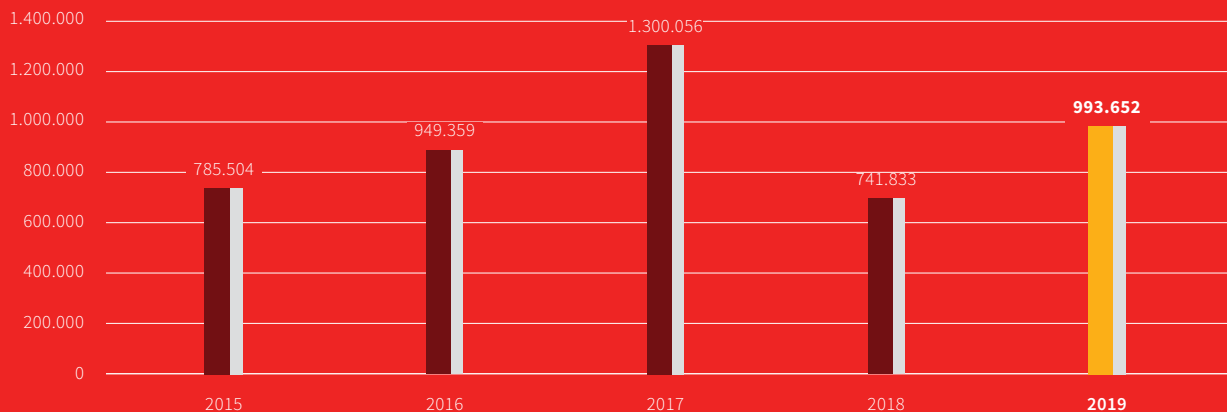
**Tabel Ekuitas Tahun 2019, 2018, 2017, 2016, dan 2015**  
**Table of Equity 2019, 2018, 2017, 2016, and 2015**

(dalam jutaan Rupiah)  
(In million Rupiah)

| Ekuitas<br>Equity                                                                                                                                                                                                                                                                                                    | 2019    | 2018    | 2017    | 2016    | 2015    | Kenaikan/(Penurunan)<br>Increase /(Decrease) |   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|----------------------------------------------|---|
|                                                                                                                                                                                                                                                                                                                      |         |         |         |         |         | Selisih<br>Difference                        | % |
| Modal Saham   Share Capital                                                                                                                                                                                                                                                                                          |         |         |         |         |         |                                              |   |
| Modal dasar 542.000 saham, nilai nominal Rp1.000.000 per saham. Modal ditempatkan dan disetor penuh 230.500 saham tahun 2018, 2017, 2016, 2015 dan 2014<br><i>The authorized capital of 542.000 shares, par value Rp1,000,000 per share Issued and fully paid 230,500 shares in 2018, 2017, 2016, 2015, and 2014</i> | 230.500 | 230.500 | 230.500 | 230.500 | 230.500 | 0                                            | 0 |

| Ekuitas<br>Equity                                      | 2019    | 2018      | 2017      | 2016    | 2015    | Kenaikan/(Penurunan)<br>Increase /(Decrease) |          |
|--------------------------------------------------------|---------|-----------|-----------|---------|---------|----------------------------------------------|----------|
|                                                        |         |           |           |         |         | Selisih<br>Difference                        | %        |
| Saldo Laba   Retained earnings                         |         |           |           |         |         |                                              |          |
| Ditentukan Penggunaannya<br>Appropriate Reserve        | 723.447 | 723.447   | 475.792   | 331.597 | 204.535 | 0                                            | 0        |
| Belum Ditentukan Penggunaannya<br>Unappropriated       | 37.879  | (214.050) | 590.571   | 383.653 | 349.384 | 251.929                                      | (117,70) |
| Komponen Ekuitas Lainnya<br>Other Components of Equity | 1.825   | 1.936     | 3.193     | 3.609   | 1.085   | (110)                                        | (5,72)   |
| Jumlah Ekuitas<br>Total Equity                         | 993.652 | 741.833   | 1.300.056 | 949.359 | 785.504 | 251.819                                      | 33,95    |

#### Jumlah Ekuitas Total Equity



#### LABA TAHUN BERJALAN DAN JUMLAH LABA KOMPREHENSIF INCOME FOR THE YEAR AND TOTAL COMPREHENSIVE INCOME

Pada tahun 2019, laba tahun berjalan Perseroan terealisasi sebesar Rp251.930 juta, lebih tinggi Rp561.241 juta atau naik signifikan 181,45% dibanding dengan tahun 2018 sebesar (Rp309.311) juta.

Jumlah laba dan penghasilan komprehensif lain pada tahun 2019 lebih tinggi Rp562.387 juta atau naik signifikan 181,08% menjadi Rp251.819 juta dibanding dengan tahun 2018 yang rugi sebesar (Rp310.568) juta.

*In 2019, the Company's profit for the year was realized at Rp251,930 million, increased Rp561,241 million or a significant increase of 181.45% compared to 2018 of (Rp309,311) million.*

*Total income and other comprehensive income in 2019 was increased Rp562,387 million or increased significantly 181.08% to Rp251,819 million compared to 2018 which loss (Rp310,568) million.*



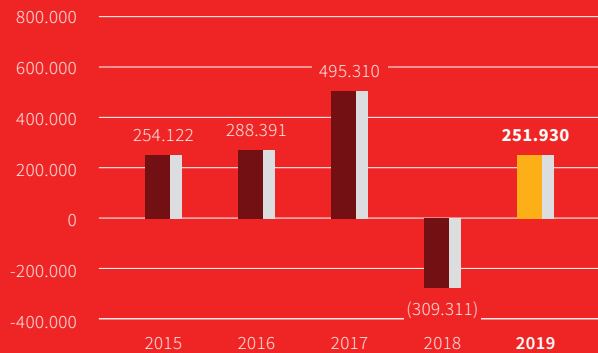
**Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Tahun 2019, 2018, 2017, 2016, dan 2015**
**Table of Statements of Profit or Loss and Other Comprehensive Income 2019, 2018, 2017, 2016, and 2015**

(dalam jutaan Rupiah)

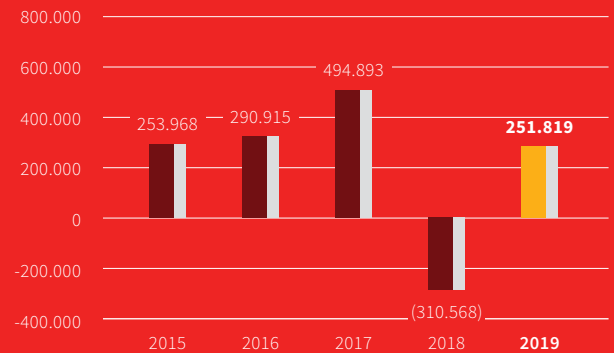
(In million Rupiah)

| Laporan Laba Rugi dan<br>Penghasilan Komprehensif Lain<br>Statements of Profit or Loss and<br>Other Comprehensive Income                                                                                          | 2019        | 2018        | 2017        | 2016        | 2015        | Kenaikan/(Penurunan)<br>Increase/(Decrease) |          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|---------------------------------------------|----------|
|                                                                                                                                                                                                                   |             |             |             |             |             | Selisih<br>Difference                       | %        |
| Pendapatan<br>Net Revenue                                                                                                                                                                                         | 2.741.595   | 2.537.731   | 2.722.469   | 2.044.957   | 1.729.746   | 203.864                                     | 8,03     |
| Beban Pokok Pendapatan<br>Cost Of Revenue                                                                                                                                                                         | (1.881.533) | (1.809.872) | (1.574.558) | (1.328.312) | (1.161.326) | (71.661)                                    | 3,96     |
| Laba Bruto<br>Gross Profit                                                                                                                                                                                        | 860.062     | 727.859     | 1.147.911   | 716.645     | 568.420     | 132.203                                     | 18,16    |
| Beban Usaha<br>Operating Expenses                                                                                                                                                                                 | (517.080)   | (464.367)   | (444.111)   | (319.276)   | (238.988)   | (52.713)                                    | 11,35    |
| Lain-Lain – Bersih<br>Others – Net                                                                                                                                                                                | (21.989)    | (154.084)   | (40.758)    | (1.148)     | 874         | 132.095                                     | 85,73    |
| Laba Usaha<br>Operating Income                                                                                                                                                                                    | 320.994     | 109.409     | 663.042     | 396.222     | 330.306     | 211.585                                     | 193,39   |
| Pendapatan Bunga<br>Interest Income                                                                                                                                                                               | 11.855      | 30.214      | 19.810      | 15.455      | 13.934      | (18.359)                                    | 60,76    |
| Beban Keuangan<br>Interest Expenses                                                                                                                                                                               | (22.566)    | (15.330)    | (18.933)    | (20.975)    | (6.734)     | (7.236)                                     | 47,20    |
| Pengembalian PSO tahun 2019<br>Return of PSO in 2019                                                                                                                                                              | 32.779      | (540.385)   | -           | -           | -           | 573.164                                     | 106,07   |
| Laba Sebelum Pajak<br>Profit Before Income Tax                                                                                                                                                                    | 343.062     | (416.094)   | 663.919     | 390.702     | 337.507     | 759.156                                     | (182,45) |
| <b>Manfaat (Beban) Pajak   Benefit (Expenses) Tax</b>                                                                                                                                                             |             |             |             |             |             |                                             |          |
| Kini<br>Current                                                                                                                                                                                                   | -           | -           | 183.419     | (102.165)   | (90.760)    | -                                           | -        |
| Tangguhan<br>Deferred                                                                                                                                                                                             | (91.133)    | 106.782     | 14.809      | (145)       | 7.375       | (197.915)                                   | (185,34) |
| Jumlah Manfaat (Beban) Pajak<br>Amount of Tax Benefit (Expense)                                                                                                                                                   | (91.133)    | 106.782     | (168.609)   | (102.310)   | (83.385)    | (197.915)                                   | (185,34) |
| Laba Tahun Berjalan<br>Profit for the Year                                                                                                                                                                        | 251.930     | (309.311)   | 495.310     | 288.392     | 254.122     | 561.241                                     | (181,45) |
| <b>Pendapatan Komprehensif Lain   Other Comprehensive Incomes</b>                                                                                                                                                 |             |             |             |             |             |                                             |          |
| <b>Pendapatan (Rugi) Komprehensif Lain yang Tidak Direklasifikasi ke Laba (Rugi) pada Periode Berikutnya:<br/>Other Comprehensive (Loss) Income not to be Reclassified to Profit (loss) in Subsequent Period:</b> |             |             |             |             |             |                                             |          |
| Pengukuran Kembali Kewajiban Imbalan Kerja<br>Remeasurement of Deferred Benefit                                                                                                                                   | (148)       | (1.676)     | (556)       | 3.365       | (205)       | 1.528                                       | (91,17)  |
| Efek Pajak Penghasilan Terkait<br>Income Tax Effect                                                                                                                                                               | 37          | 419         | 139         | (841)       | 51          | (382)                                       | (91,17)  |
| Jumlah Pendapatan Komprehensif Lain<br>Total Other Comprehensive Income                                                                                                                                           | (111)       | (1.257)     | (417)       | 2.524       | (154)       | 1.146                                       | (91,17)  |
| Jumlah Laba dan Penghasilan Komprehensif Lain<br>Total Income and Other Comprehensive Income                                                                                                                      | 251.819     | (310.568)   | 494.893     | 290.916     | 253.968     | 562.387                                     | (181,08) |

### Laba Bersih Tahun Berjalan Profit Before Income Tax



### Jumlah Laba & Penghasilan Komprehensif Lain Total Income and Other Comprehensive Income



### Pendapatan

Pendapatan Perseroan berasal dari pendapatan angkutan penumpang, kompensasi pemerintah (PSO), pendapatan non angkutan, dan pendapatan pendukung angkutan. Pada tahun 2019 Perseroan meraih pendapatan sebesar Rp2.741,595 miliar, naik Rp203,864 miliar dibanding tahun 2018 sebesar Rp2.537,731 miliar. Kenaikan pendapatan pada tahun 2019 dipengaruhi oleh rincian sebagai berikut:

1. Pendapatan penumpang terealisasi Rp1.288,558 miliar naik 0,2% atau sebesar Rp3,185 miliar dari sebelumnya tahun 2018 sebesar Rp1.285,373 miliar. Hal ini terjadi karena realisasi penumpang tahun 2019 sebanyak 336.274.343 penumpang.
2. Pendapatan non angkutan terealisasi Rp169,235 miliar naik 42,64% atau sebesar Rp50,595 miliar dari sebelumnya tahun 2018 sebesar Rp118,640 miliar.
3. Pendapatan PSO terealisasi Rp1.283,802 miliar naik 13,24% atau sebesar Rp150,083 miliar dari sebelumnya tahun 2018 sebesar Rp1.133,719 miliar.

### Beban Pokok Pendapatan, Umum, Administrasi

Beban pokok pendapatan pada tahun 2019 mengalami kenaikan sebesar Rp71,661 miliar atau 3,96% dari Rp1.809,872 miliar pada tahun 2018 menjadi sebesar Rp1.881,533 miliar pada tahun 2019.

### Revenue

The Company's revenue comes from passenger revenue, government compensation (PSO), non-transportation revenue, and transportation supporting revenue. In 2019 the Company achieved revenue of Rp2,741.595 billion, increased Rp203.864 billion compared to 2018 of Rp2,537.731 billion. The increase in revenue in 2019 is influenced by the following details:

1. Passenger revenue was realized Rp1,288.558 billion, an increase of 0.2% or Rp3.185 billion from the previous year in 2018 of Rp1,285.373 billion. This happened because the realization of passengers in 2019 was 336,274,343 passengers.
2. Non-transportation revenue was realized Rp169.235 billion, increased 42.64% or Rp50.595 billion from 2018 of Rp118.640 billion.
3. PSO revenue was realized Rp1,283.802 billion, increased 13.24% or Rp150.083 billion from 2018 amounted to Rp1,133,719 billion.

### Cost of Revenue, General, Administration

Cost of revenue in 2019 has increased by Rp71.661 billion or 3.96% of Rp1,809.872 billion in 2018 to Rp1,881.533 billion in 2019.



### Beban Secara Umum

Beban terealisasi atau 97,0% dari target sebesar Rp2.470.703.345.926 dapat dijelaskan sebagai berikut:

1. Realisasi biaya pegawai Rp638.178.196.814 atau 100% dari program Rp637.192.060.789. Hal ini disebabkan jumlah pegawai terealisasi 2.852 dari program 2.829.
2. Realisasi biaya BBM dan LAA Rp177.204.597.109 atau 95,8% dari program Rp184.945.938.482. Hal ini disebabkan karena realisasi GTKM terealisasi lebih rendah dari RKAP karena adanya gangguan operasional antara lain adanya gangguan di Kebon Pedes Bogor, demo hasil pemilihan presiden.
3. Realisasi perawatan sarana Rp258.705.747.122 atau 100,7% dari program Rp256.845.321.395. Hal ini disebabkan adanya penggunaan suku cadang lebih tinggi dibandingkan program, untuk pekerjaan preventif dan penggantian roda lebih tinggi dari program sehubungan dengan tingkat keausan roda yang tinggi.
4. Realisasi sewa Rp462.671.398.923 atau 100,0% dari program Rp462.797.868.067 karena realisasi sewa lahan sesuai kontrak dan telah dibayar pada bulan Desember 2019.
5. Realisasi penggunaan prasarana TAC sebesar Rp75.448.591.913 atau 70,8% dari program Rp106.597.777.580 merupakan beban sewa penggunaan rel (*track access charge*), hal ini disebabkan realisasi IMO PT KAI lebih rendah dari program.
6. Realisasi penyusutan sampai dengan Desember 2019 sebesar Rp95.329.239.455 atau 100,7% dari program sebesar Rp94.682.853.649 Hal ini disebabkan adanya perbedaan asumsi masa penyusutan atas aset *e-ticketing* antara RKAP (5 Tahun) dengan realisasi (3 Tahun).
7. Realisasi beban komersial sebesar Rp31.698.936.184 atau 86,3% dari program sebesar Rp36.734.364.248 karena *sharing infrastructure* masih dalam proses negosiasi.
8. Realisasi beban operasi sebesar Rp12.997.107.017 atau 87,2% dari anggaran Rp14.899.141.764 karena adanya perpanjangan masa garasi simulator.

### General Expenses

Realized expense were 97.0% of the target of Rp2,470,703,345,926 that can be explained as follows:

1. Employee expenses was Rp638,178,196,814 or 100% of the program Rp637,192,060,789. This was due to the number of employees being realized 2,852 from 2,829.
2. Fuel and LAA expenses were realized Rp177,204,597,109 or 95.8% of the Rp184,945,938,482 program. This was due to the fact that the realization of GTKM has been realized lower than the RKAP due to operational disruptions, including interruption in Kebon Pedes Bogor, demonstration of the presidential election result.
3. Facilities maintenance was realized Rp258,705,747,122 or 100.7% of the program Rp256,845,321,395. This was due to the higher use of spare parts compared to the program, for preventive work and wheel replacement higher than the program due to the high level of wheel wear.
4. Lease was realized Rp462,671,398,923 or 100.0% of the Rp462,797,868,067 program due to the realization of the land lease in accordance with the contract and was paid in December 2019.
5. The use of TAC infrastructure was realized Rp75,448,591,913 or 70.8% of the program Rp106,597,777,580, is a track access charge rental expense due to the lower realization of PT KAI's IMO.
6. Depreciation up to December 2019 was realized Rp95,329,239,455 or 100.7% of the program amounted to Rp94,682,853,649. This was due to differences in the assumption of depreciation periods for *e-ticketing* assets between the RKAP (5 years) and realization (3 year).
7. Commercial expenses was realized Rp31,698,936,184 or 86.3% of the program amounted to Rp36,734,364,248 because *sharing infrastructure* is still in the process of negotiation.
8. Operating expenses was realized Rp12,997,107,017 or 87.2% of the budget of Rp14,899,141,764 due to an extension of garage simulator period.



9. Realisasi beban pelayanan sebesar Rp307.801.017.019 atau 94,2% dari anggaran Rp326.653.521.743 karena realisasi pekerjaan di bawah target kuota pada kontrak, belum terlaksananya program SMS Bulk, realisasi pekerjaan renovasi ruang NOC yang baru terselesaikan 50%, batalnya program pembuatan rumah sampah stasiun ramah lingkungan, pengadaan tangga darurat, dan modernisasi *announcement* stasiun, mundurnya beberapa program ke tahun 2020 seperti pemasangan dan pelepasan *signage* KRL, pekerjaan *watertank* dan *groundtank*, dan pengadaan bancik.
10. Realisasi beban keamanan sebesar Rp270.819.569.539 atau 98,4% dari anggaran Rp275.170.835.996 antara lain disebabkan realisasi petugas Walka pada bulan Juli s.d Desember 2019 di bawah program.
11. Realisasi beban asuransi penumpang sebesar Rp7.553.191.091 atau 97,5% dari program Rp7.747.730.223 karena volume penumpang tidak tercapai.
12. Realisasi beban umum sebesar Rp60.196.646.907 atau 90,6% dari program Rp66.435.931.990 karena adanya efisiensi biaya *non allowable*.

#### Laba Bruto

Laba bruto merupakan selisih dari pendapatan bersih serta beban pokok pendapatan. Dengan perhitungan tersebut, Perseroan berhasil membukukan laba kotor tahun 2019 sebesar Rp860,062 miliar, mengalami kenaikan Rp132,203 miliar atau naik 18,16% dibanding tahun 2018 sebesar Rp727,859 miliar.

#### Beban Usaha

Beban usaha pada tahun 2019 mengalami kenaikan sebesar Rp52,713 miliar atau 11,35% menjadi (Rp517,080) miliar dibanding tahun 2018 sebesar (Rp464,367) miliar.

#### Lain-lain – Bersih

Lain-lain – bersih pada tahun 2019 mengalami penurunan signifikan yaitu sebesar Rp132,095 miliar atau turun 85,73% menjadi Rp21,989 miliar dibanding tahun 2018 sebesar (Rp154.084) miliar.

9. *Service expenses was realized Rp307,801,017,019 or 94.2% of the budget of Rp326,653,521,743 due to the realization of work below target quota on the contract, The Bulk SMS program not yet implemented, the realization of renovation work of newly completed NOC space still at 50%, the cancellation of the program to build an environmentally friendly station trash house, procurement of emergency stairs, and the modernization of station announcements, the withdrawal of several programs to 2020 such as the installation and removal of KRL signage, watertank and groundtank works, as well as procurement of bancs.*
10. *Security expenses was realized Rp270,819,569,539 or 98.4% of the budget of Rp275,170,835,996, partly due to the realization of Walka officers in July to December 2019 under the program.*
11. *Passenger insurance expenses was realized Rp7,553,191,091 or 97.5% of the Rp7,747,730,223 program because passenger volumes were not reached.*
12. *General expenses was realized Rp60,196,646,907 or 90.6% of the program of Rp66,435,931,990 due to non-allowable cost efficiency.*

#### Gross Profit

Gross profit represents the difference between net income and cost of revenue. With these calculation, the Company managed to record gross profit in 2019 amounted to Rp860.062 billion, an increase of Rp132,203 billion or 18.16% compared to 2018 of Rp727.885 billion.

#### Operating Expenses

Operating expenses in 2019 increased by Rp52.713 billion or 11.35% to (Rp517.080) billion compared to 2018 of (Rp464.367) billion.

#### Others - Net

Others - net in 2019 experienced a significant decrease in the amount of Rp132.095 billion, decreased 85.73% to Rp21,989 billion compared to 2018 amounted to (Rp154.084) billion.



### Laba Usaha

Laba usaha merupakan laba bruto dikurangi beban usaha dan lain-lain - bersih. Dengan perhitungan tersebut, Perseroan mencatat laba usaha tahun 2019 sebesar Rp320,994 miliar mengalami kenaikan Rp211,585 miliar atau 193,39% dibanding tahun 2018 sebesar Rp109,408 miliar.

### Laba Sebelum Pajak

Laba sebelum pajak merupakan laba tahun berjalan sebelum dikurangi manfaat (beban) pajak. Dengan perhitungan tersebut, Perseroan mencatat laba sebelum pajak tahun 2019 sebesar Rp343,062 miliar, mengalami kenaikan Rp759,156 miliar atau 182,45% dibanding tahun 2018 sebesar (Rp416,094) miliar.

### Manfaat (Beban) Pajak

Manfaat (beban) pajak pada tahun 2019 mengalami kenaikan sebesar Rp197,915 miliar atau 185,34% menjadi Rp91,133 miliar dibanding tahun 2018 sebesar Rp106,782 miliar.

### Pendapatan Komprehensif Lain

Pendapatan komprehensif lain pada tahun 2019 mengalami kenaikan Rp1,146 miliar atau 91,17% menjadi (Rp0,111) miliar dibanding tahun 2018 sebesar (Rp1,257) miliar.

## ARUS KAS

### CASH FLOWS

Saldo kas dan setara kas akhir tahun 2019 mengalami kenaikan Rp40,955 miliar atau 9,75% dibandingkan tahun 2018 dari Rp420,118 miliar menjadi Rp461,073 miliar yang terdiri dari kas bersih diperoleh dari aktivitas operasi sebesar Rp275,311 miliar, kas bersih digunakan untuk aktivitas investasi sebesar (Rp284,826) miliar dan kas bersih digunakan untuk aktivitas pendanaan sebesar Rp50,471 miliar.

### Operating Income

*Operating income represents gross profit deducted by operating expenses and others - net. With these calculation, in 2019 the Company recorded operating profit of Rp320.994 billion, an increase of Rp211.585 billion or 193.39% compared to 2018 of Rp109.408 billion.*

### Profit Before Income Tax

*Income before tax is profit for the year before deducting tax benefit (expenses). With these calculation, the Company recorded a profit before tax in 2019 of Rp343,062 billion, an increase of Rp759,156 billion or 182.45% compared to 2018 of (Rp416.094) billion.*

### Benefit (Expenses) Tax

*Tax benefit (expenses) in 2019 increased by Rp197.915 billion or 185.34% to Rp91.133 billion compared to 2018 of Rp106.782 billion.*

### Other Comprehensive Income

*Other comprehensive income in 2019 increased by Rp1.146 billion or 91.17% to (Rp0.111) billion compared to 2018 of (Rp1.257) billion.*

*Cash and cash equivalent at the end of 2019 increased by Rp40.95 billion or 9.75% compared to 2018 from Rp420.118 billion to Rp461.073 billion which consisted of net cash obtained from operating activities of Rp275.311 billion, net cash used for investment activities amounted to (Rp284.826) billion and net cash used for funding activities amounted to Rp50.471 billion.*

**Tabel Laporan Arus Kas 2019, 2018, 2017, 2016, dan 2015**

**Table of Statements of Cash Flows 2019, 2018, 2017, 2016, and 2015**

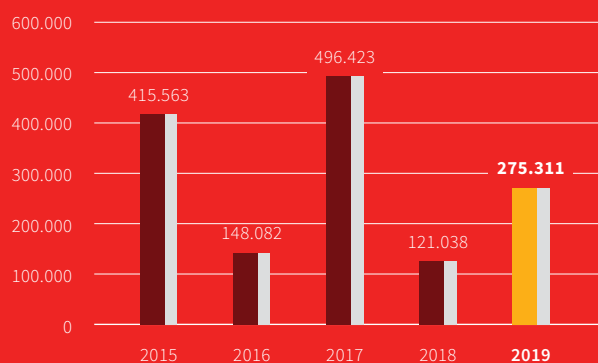
(dalam jutaan Rupiah)  
(In million Rupiah)

| Laporan Arus Kas<br>Statements of Cash Flows                                                          | 2019        | 2018        | 2017        | 2016        | 2015        | Kenaikan/(Penurunan)<br>Increase /(Decrease) |            |
|-------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|----------------------------------------------|------------|
|                                                                                                       |             |             |             |             |             | Selisih<br>Difference                        | %          |
| Laporan Arus Kas   Statements of Cash Flows                                                           |             |             |             |             |             |                                              |            |
| Penerimaan Kas dari Pelanggan<br>Cash Receipt from Customers                                          | 1.405.494   | 1.395.210   | 1.313.433   | 946.034     | 845.602     | 10.283                                       | 0,74       |
| Penerimaan dari Pemerintah<br>Cash Receipts from Government                                           | 1.225.865   | 1.056.089   | 1.123.035   | 1.085.187   | 854.060     | 169.775                                      | 16,08      |
| Penerimaan Bunga<br>Cash Receipts from Interest Income                                                | 12.647      | 30.214      | 20.512      | 14.642      | 14.070      | (17.567)                                     | (58,14)    |
| Pembayaran kepada Pemasok<br>Payment to Suppliers                                                     | (1.925.513) | (1.575.965) | (1.382.302) | (1.385.027) | (1.039.020) | (349.547)                                    | 22,18      |
| Pembayaran kepada Pegawai<br>Payments to Employees                                                    | (296.782)   | (465.471)   | (341.663)   | (268.207)   | (186.207)   | (168.689)                                    | (36,24)    |
| Pembayaran Pajak<br>Payment of Tax                                                                    | (48.385)    | (182.952)   | (122.638)   | (134.960)   | (66.208)    | 134.567                                      | (73,55)    |
| Pembayaran kepada Pemerintah<br>Payment to Government                                                 | (75.449)    | (120.966)   | (95.023)    | (88.613)    | -           | 45.517                                       | (37,63)    |
| Pembayaran Bunga dan Beban Keuangan<br>Payment of Interest and Finance Expenses                       | (22.565)    | (15.121)    | (18.933)    | (20.975)    | (6.734)     | (7.445)                                      | 49,24      |
| Kas Bersih yang Diperoleh dari Aktivitas Operasi<br>Net Cash Flows Provided from Operating Activities | 275.311     | 121.038     | 496.423     | 148.082     | 415.563     | 154.273                                      | 127,46     |
| Arus Kas dari Aktivitas Investasi   Cash Flows from Investment Activities                             |             |             |             |             |             |                                              |            |
| Penjualan Aset Tetap Diberhentikan Operasi<br>Sales of Discontinued Assets                            | 0           | 0           | 9.178       | -           | -           | 0                                            | 0          |
| Perolehan Aset Tetap<br>Acquisitions of Fix Assets                                                    | (201.111)   | (119.673)   | (177.923)   | (135.938)   | (116.575)   | (81.439)                                     | 68,05      |
| Penurunan (Kenaikan) Dana Dibatasi Penggunaannya<br>Decrease (increase) in Restricted Fund            | (46.715)    | 4.460       | (24.802)    | 14.473      | (50.000)    | (51.175)                                     | (1.147,42) |
| Investasi Saham<br>Stock Investments                                                                  | 37.000      | 0           | -           | -           | -           | 37.000                                       | 0          |
| Penambahan Aset Tak Berwujud<br>Acquisition of Intangible Asset                                       | -           | (5.191)     | -           | (1.895)     | (4.936)     | 5.191                                        | -          |
| Kas bersih yang Digunakan untuk Aktivitas Investasi<br>Net Cash used to Investing Activities          | (284.826)   | (120.404)   | (193.547)   | (123.359)   | (171.511)   | (164.422)                                    | 136,56     |
| Arus Kas dari Aktivitas Pendanaan   Cash Flows from Funds Activities                                  |             |             |             |             |             |                                              |            |
| Pembayaran Pinjaman Bank<br>Addition of Government Capital                                            | (50.623)    | (30.806)    | (37.343)    | (26.203)    | (10.800)    | (19.816)                                     | 64,33      |

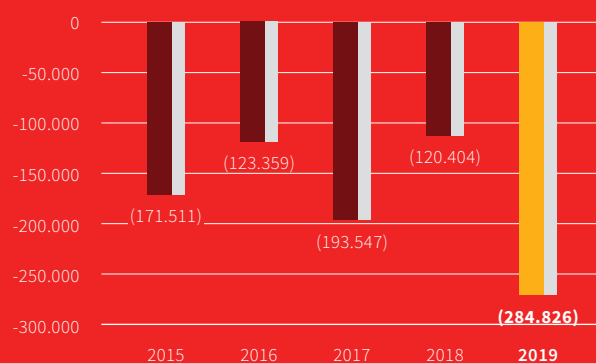


| Laporan Arus Kas<br>Statements of Cash Flows                                                            | 2019    | 2018      | 2017      | 2016      | 2015     | Kenaikan/(Penurunan)<br>Increase/(Decrease) |          |
|---------------------------------------------------------------------------------------------------------|---------|-----------|-----------|-----------|----------|---------------------------------------------|----------|
|                                                                                                         |         |           |           |           |          | Selisih<br>Difference                       | %        |
| Pembayaran Dividen<br>Payments of Dividends                                                             | -       | (247.655) | (144.196) | (127.061) | (51.918) | -                                           | -        |
| Penerimaan Pinjaman Bank<br>Proceeds from Bank Loans                                                    | 101.094 | 58.623    | -         | 70.073    | 148.964  | 42.471                                      | 72,45    |
| Kas Bersih yang Digunakan untuk Aktivitas<br>Pendanaan<br>Net Cash Flows used for Investment Activities | 50.471  | (219.838) | (181.539) | (83.192)  | 86.246   | 270.309                                     | (122,96) |
| Kenaikan (Penurunan) Bersih Kas dan Setara Kas<br>Increase (Decrease) Cash and Cash Equivalents         | 40.956  | (219.204) | 121.337   | (58.469)  | 330.299  | 260.160                                     | (118,68) |
| Kas dan Setara Kas Awal Tahun<br>Cash and Cash Equivalents at the Beginning of Year                     | 420.118 | 639.322   | 517.985   | 576.454   | 246.155  | (219.204)                                   | (34,29)  |
| Kas dan Setara Kas Akhir Tahun<br>Cash and Cash Equivalents at the End of Year                          | 461.073 | 420.118   | 639.322   | 517.985   | 576.454  | 40.955                                      | 9,75     |

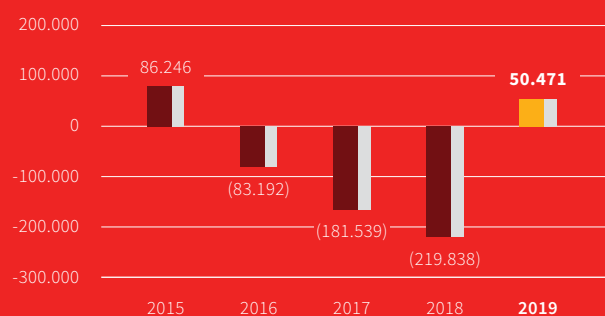
### Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities



### Arus Kas dari Aktivitas Investasi Cash Flows from Investment Activities



### Arus Kas dari Aktivitas Pendanaan Cash Flows From Funds Activities



### Arus Kas dari Aktivitas Operasi

Arus kas bersih yang diperoleh dari aktivitas operasi untuk tahun 2019 naik signifikan sebesar Rp154,273 miliar atau 127,46% menjadi Rp275,311 miliar yang terutama berasal dari penerimaan dari pemerintah. Sedangkan pada tahun 2018, kas bersih diperoleh dari aktivitas operasi berjumlah sebesar Rp121,038 miliar.

### Arus Kas dari Aktivitas Investasi

Arus kas bersih yang digunakan untuk aktivitas investasi pada tahun 2018 naik sebesar (Rp164,422) miliar atau 136,56% menjadi (Rp284,826) miliar. Sedangkan arus kas bersih yang digunakan untuk aktivitas investasi pada tahun 2018 sebesar (Rp120,404) miliar.

### Arus Kas dari Aktivitas Pendanaan

Arus kas dari aktivitas pendanaan di tahun 2019 naik sebesar Rp270,309 miliar atau 122,96% menjadi Rp50,471 miliar yang terutama berasal dari kenaikan penerimaan pinjaman bank. Sedangkan arus kas dari aktivitas pendanaan pada tahun 2018 sebesar (Rp219,838) miliar.

### Cash Flows from Operating Activities

Net cash flow obtained from operating activities for 2019 increased significantly by Rp154.273 billion or 127.46% to Rp275.311 billion, which mainly came from revenues from the government. Whereas in 2018, net cash obtained from operating activities amounted to Rp121.038 billion.

### Cash Flows from Investing Activities

Net cash flows used in investing activities in 2018 increased by (Rp164.422) billion or 136.56% to (Rp284.826) billion. While net cash flows used for investing activities in 2018 amounted to (Rp120.404) billion.

### Cash Flows from Financing Activities

Cash flows from financing activities in 2019 increased by Rp270.309 billion or 122.96% to Rp50.471 billion mainly due to an increase in bank loans. Whereas cash flows from financing activities in 2018 amounted to (Rp219.838) billion.

**Tabel Rasio Kinerja Keuangan Tahun 2019, 2018, 2017, 2016, dan 2015**

**Table of Financial Ratio 2019, 2018, 2017, 2016, and 2015**

(dalam jutaan Rupiah)  
(In million Rupiah)

| Laporan Arus Kas<br>Statements of Cash Flows            | 2019    | 2018     | 2017    | 2016    | 2015    | Kenaikan/(Penurunan)<br>Increase/(Decrease) |         |
|---------------------------------------------------------|---------|----------|---------|---------|---------|---------------------------------------------|---------|
|                                                         |         |          |         |         |         | Selisih<br>Difference                       | %       |
| Imbalan kepada Pemegang Saham<br>Return on Equity       | 37,17%  | (31,09%) | 67,91%  | 45,84%  | 51,12%  | 68,26                                       | 219,56% |
| Imbalan Investasi<br>Return on Investment               | 26,27%  | (22,76%) | 39,42%  | 32,60%  | 26,48%  | 49,03                                       | 215,42  |
| Rasio Kas<br>Cash Ratio                                 | 72,01%  | 64,33%   | 116,93% | 144,45% | 98,61%  | 7,68                                        | 11,94%  |
| Rasio Lancar<br>Current Ratio                           | 145,57% | 115,26%  | 241,81% | 244,56% | 167,93% | 30,31                                       | 26,30%  |
| Periode Penagihan (hari)<br>Collection Period (Day)     | 14,26   | 12,71    | 25,51   | 50,19   | 55,13   | 1,55                                        | 12,19%  |
| Perputaran Total Aset<br>Total Assets Turn Over         | 159,38% | 169,66%  | 138,48% | 142,11% | 117,93% | (10,31)                                     | 6,08%   |
| Ekuitas pada Total Aset<br>Equity to Total Assets Ratio | 54,65%  | 47,26%   | 65,22%  | 63,96%  | 51,82%  | 7,38                                        | 15,64%  |





## Kemampuan Membayar Utang

### Solvency

Kemampuan Perseroan untuk menyelesaikan kewajiban kepada pihak ketiga selama tahun 2019 dapat dilihat dari rasio likuiditas Perseroan. Rasio likuiditas yang dihitung dengan cara aset lancar dibagi liabilitas jangka pendek, yaitu 145,57% pada tahun 2019 dari 115,26% pada tahun 2018. Hal ini menunjukkan kemampuan membayar utang jangka pendek Perseroan naik di tahun 2019.

#### Rasio Likuiditas

##### 1. Rasio Kas

Perseroan menunjukkan angka rasio kas sebesar 72,01% di tahun 2019, mengalami kenaikan dibandingkan tahun 2018 sebesar 64,33%. Rasio kas digunakan untuk mengukur kemampuan Perseroan dalam membayar kewajiban yang harus segera dipenuhi dengan aset lancar yang lebih liquid (*liquid assets*).

##### 2. Rasio Lancar

Rasio lancar pada tahun 2019 menunjukkan angka 145,57%, lebih tinggi dibandingkan tahun 2018 sebesar 115,26%. Hal ini menunjukkan kemampuan membayar utang jangka pendek Perseroan naik pada tahun 2019.

*The Company's ability to settle obligations to third parties during 2019 can be seen from the Company's liquidity ratio. The liquidity ratio is calculated by means of current assets divided by current liabilities, which was 145.57% in 2019 from 115.26% in 2018. This shows that the ability to pay current liabilities of the Company rose in 2019.*

#### Liquidity Ratio

##### 1. Cash Ratio

*The Company showed a cash ratio of 72.01% in 2019, an increase compared to 2018 of 64.33%. Cash ratio is used to measure the ability of the Company to pay obligations that shall be immediately fulfilled with current assets that are more liquid (liquid assets).*

##### 2. Current Ratio

*Current ratio in 2019 showed the figure of 145.57%, higher than in 2018 of 115.26%. This shows the ability to pay current liabilities of the Company rose in 2019.*

#### Tingkat Kolektibilitas Piutang

Selama tahun 2019, periode penagihan piutang terhitung selama 14,26% hari atau mengalami kenaikan dari periode penagihan di tahun 2018 yang terhitung selama 12,71 hari. Kenaikan periode penagihan piutang menunjukkan 1,55%.

#### Receivables Collectability Level

*During 2019, the receivables collectability level was 14.26% days or increased from the billing period in 2018 which was 12.71 days. The increase in the receivables collection period showed 1.55%.*

#### Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

#### Capital Structure and Capital Structure Policy

(dalam jutaan Rupiah)  
(In million Rupiah)

| Komposisi Struktur Modal<br>Capital Structure Composition | 2019                                 |        | 2018                                 |        | Perubahan (%)<br>Changes (%) |
|-----------------------------------------------------------|--------------------------------------|--------|--------------------------------------|--------|------------------------------|
|                                                           | Jumlah (Rp juta)<br>Total (Millions) | %      | Jumlah (Rp juta)<br>Total (Millions) | %      |                              |
| Liabilitas Jangka Pendek<br>Current Liabilities           | 640.297                              | 35,21% | 653.020                              | 41,60% | -6,39%                       |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities      | 184.394                              | 10,14% | 174.968                              | 11,15% | -1,01%                       |
| Jumlah Liabilitas<br>Total Liabilities                    | 824.691                              | 45,35% | 827.988                              | 52,74% | -7,39%                       |

| Komposisi Struktur Modal<br><i>Capital Structure Composition</i> | 2019                                        |         | 2018                                        |         | Perubahan (%)<br><i>Changes (%)</i> |
|------------------------------------------------------------------|---------------------------------------------|---------|---------------------------------------------|---------|-------------------------------------|
|                                                                  | Jumlah (Rp juta)<br><i>Total (Millions)</i> | %       | Jumlah (Rp juta)<br><i>Total (Millions)</i> | %       |                                     |
| Ekuitas<br><i>Equity</i>                                         | 993.652                                     | 54,65%  | 741.833                                     | 47,26%  | 7,39%                               |
| Aset<br><i>Assets</i>                                            | 1.818.342                                   | 100,00% | 1.569.821                                   | 100,00% | -                                   |

Struktur modal Perseroan pada tahun 2019 didominasi oleh ekuitas dibandingkan dengan liabilitas.

*The Company's capital structure in 2019 was dominated by equity compared to liabilities.*

## Investasi Barang Modal

### Capital Investment

Perseroan melakukan investasi barang modal pada tahun 2019 dengan rincian sebagai berikut:

*The Company invested capital expenditure in 2019 with detail as follows:*

| No           | Uraian<br><i>Description</i>               | Program Pekerjaan Tahun 2019<br>(dalam Miliar Rupiah)<br><i>2019 Program (in Billion Rupiah)</i> | Realisasi Tahun 2019<br>(dalam Miliar Rupiah)<br><i>Realization of 2019 (in Billion Rupiah)</i> | %             |
|--------------|--------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------|
| 1            | 2                                          | 3                                                                                                | 4                                                                                               | (4 : 3)       |
| 1            | Sarana KRL<br><i>KRL Rollingstock</i>      | 128,20                                                                                           | 115,57                                                                                          | 90,15%        |
| 2            | Facilities<br><i>Facilities</i>            | 30,11                                                                                            | 28,48                                                                                           | 94,59%        |
| 3            | Prasarana<br><i>Infrastructure</i>         | 59,56                                                                                            | 56,51                                                                                           | 94,88%        |
|              | a. Bangunan<br><i>Building</i>             | 23,26                                                                                            | 22,58                                                                                           | 97,09%        |
|              | b. Tanah<br><i>Land</i>                    | 2,76                                                                                             | 2,50                                                                                            | 90,52%        |
|              | c. IT                                      | 33,53                                                                                            | 31,42                                                                                           | 93,71%        |
| 4            | Investasi Saham<br><i>Stock Investment</i> | 37,00                                                                                            | 37,00                                                                                           | 100,00%       |
| <b>TOTAL</b> |                                            | <b>254,88</b>                                                                                    | <b>237,57</b>                                                                                   | <b>93,21%</b> |



| No                              | Uraian<br>Description                                                                       | 2019              |                        |                   |                        | %           |            | Keterangan<br>Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------|---------------------------------------------------------------------------------------------|-------------------|------------------------|-------------------|------------------------|-------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                 |                                                                                             | Fisik<br>Physical | Anggaran<br>Budget     | Fisik<br>Physical | Anggaran<br>Budget     | (5:3)       | (6:4)      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1                               | 2                                                                                           | 3                 | 4                      | 5                 | 6                      | 7           | 8          | 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>A SARANA   ROLLINGSTOCK</b>  |                                                                                             |                   |                        |                   |                        |             |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1                               | KRL - Luncuran<br>Investasi 2018<br><i>KRL - 2018 Investment</i>                            | -                 | 4.636.692.338          | 30,16             | 115.570.391.531        | -           | -          | Kedatangan KRL Jan - Des 2019 sebanyak 168 unit dari program 168 (24 unit kedatangan di akhir Desember belum dilakukan <i>make up</i> dan sertifikasi)                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2                               | KRL - 2019                                                                                  | -                 | 123.564.859.315        | 59,56             |                        |             |            | <i>Arrival of KRL Jan - Dec 2019 as many as 168 units from the 168 program (24 units of arrivals at the end of December have not been made up and certified)</i>                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total</b>                    |                                                                                             | <b>168</b>        | <b>128.201.551.653</b> | <b>168</b>        | <b>115.570.391.531</b> | <b>100%</b> | <b>90%</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>B FASILITAS   FACILITIES</b> |                                                                                             |                   |                        |                   |                        |             |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1                               | Pekerjaan Bearing Shop<br><i>Bearing Shop Work</i>                                          | 2                 | 4.387.950.000          | 2                 | 4.387.950.000          | 100%        | 100%       | BAST no. 01.3/SAR.CE/KCI/II/2019 tanggal 01 Februari 2019. Settlement sebesar 4.387.950.000<br><i>BAST no. 01.3/SAR.CE/KCI/II/2019 dated February 1, 2019. Settlement of 4,387,950,000</i>                                                                                                                                                                                                                                                                                                                                                                                        |
| 2                               | Pengadaan Vertical Lathe<br><i>Vertical Lathe Procurement</i>                               | 1                 | 20.358.490.185         | 1                 | 20.358.490.185         | 100%        | 100%       | Selesai, BAST no. 09.1/SAR.CE/KCI/V/2019 tanggal 22 Mei 2019<br><i>Completed, BAST no. 09.1/SAR.CE/KCI/V/2019 dated May 22, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3                               | Pengadaan Bearing Puller<br><i>Bearing Puller Procurement</i>                               | 1                 | 298.100.000            | 1                 | -69.900.000            |             | -23%       | Pekerjaan bearing puller selesai di tahun 2018, GR pada SAP dilakukan di akhir tahun 2018, BAST no.30.3/SAR.CE/KCI/XII/2018 tanggal 27 Desember 2018. Terdapat koreksi atas PPN sebesar 69.900.000 di tahun 2019 dengan nilai kontrak sebesar 768.900.000, settlement sebesar 699.000.000<br><i>Bearing puller work was completed in 2018, GR for SAP was carried out at the end of 2018, BAST no.30.3/SAR.CE/KCI/XII/2018 on December 27, 2018. There was a correction on VAT amounted to 69,900,000 in 2019 with a contract value of 768,900,000, settlement of 699,000,000</i> |
| 4                               | Pengadaan Crane 7,5 Ton untuk Area Bogie<br><i>7.5 Ton Crane Procurement for Bogie Area</i> | 1                 | 1.157.136.750          | 1                 | 727.937.431            | 100%        | 63%        | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 5                               | Pengadaan Crane 3,2 Ton<br><i>3.2 Ton Crane Procurement</i>                                 | 1                 | 938.302.750            | 1                 | 497.072.767            | 100%        | 53%        | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 6                               | Pengadaan Alat Pelepas Bearing<br><i>Bearing Release Tools Procurement</i>                  | 1                 | 748.894.410            | 1                 | 748.894.410            | 100%        | 100%       | Selesai, BAST no.04/SAR.CE/KCI/II/2019, tanggal 20 Februari 2019<br><i>Completed, BAST no.04/SAR.CE/KCI/II/2019, February 20, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| No                                                       | Uraian<br>Description                                                                                                                                                                                                   | 2019              |                       |                   |                       | %           |            | Keterangan<br>Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------|-------------------|-----------------------|-------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                                                                                                                                                                         | Fisik<br>Physical | Anggaran<br>Budget    | Fisik<br>Physical | Anggaran<br>Budget    | (5:3)       | (6:4)      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 1                                                        | 2                                                                                                                                                                                                                       | 3                 | 4                     | 5                 | 6                     | 7           | 8          | 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 7                                                        | Pengadaan Alat Uji Shock Absorber<br><i>Procurement of Shock Absorber Test Equipment</i>                                                                                                                                | 1                 | 121.467.500           | 1                 | -<br>122.000.000      |             | -100%      | Pekerjaan <i>shock absorber</i> selesai di tahun 2018, GR pada SAP dilakukan di akhir 2018, BAST no.29.1/SAR.CE/KCI/XII/2018 tanggal 21 Desember 2018. Terdapat koreksi atas Ppn sebesar 122.000.000 di tahun 2019 dengan nilai kontrak 1.342.000.000, <i>settlement</i> sebesar 1.220.000.000<br><i>Shock absorber work was completed in 2018, GR for SAP was carried out at the end of 2018, BAST no.29.1/SAR.CE/KCI/XII/2018 dated December 21, 2018. There was a correction of 122,000,000 VAT in 2019 with a contract value of 1,342,000,000, settlement of 1,220,000,000</i>                                                                                                                                                                                  |
| 8                                                        | Pengadaan DC Circuit Breaker Test 2500 A<br><i>Procurement of DC Circuit Breaker Test 2500 A</i>                                                                                                                        | 1                 | 966.020.000           | 1                 | 876.680.000           | 100%        | 91%        | Selesai, BAST no.14.1/BAST/LOG/KCI/V/2019, tanggal 27 Mei 2019<br><i>Completed, BAST no.14.1/ BAST/LOG/ KCI/V/2019, dated May 27, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 9                                                        | Sepeda Motor<br><i>Motorcycle</i>                                                                                                                                                                                       | 13                | 417.385.050           | 13                | 358.703.004           | 100%        | 86%        | Selesai, BAST no.043.1/BAST/UMUM/KCI/XI/2019, tanggal 14 November 2019<br><i>Completed, BAST no.043.1/BAST/GENERAL/ KCI/XI/2019, dated November 14, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 10                                                       | Mobil Ambulance<br><i>Ambulance Car</i>                                                                                                                                                                                 | 1                 | 723.000.000           | 1                 | 718.630.000           | 100%        | 99%        | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Total</b>                                             |                                                                                                                                                                                                                         |                   | <b>30.116.746.645</b> |                   | <b>28.482.457.797</b> | <b>100%</b> | <b>95%</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>C PRASARANA   INFRASTRUCTURE</b>                      |                                                                                                                                                                                                                         |                   |                       |                   |                       |             |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| C.1. Prasarana Bangunan   <i>Building Infrastructure</i> |                                                                                                                                                                                                                         |                   |                       |                   |                       |             |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 1                                                        | Pembuatan <i>underpass</i> (Pasar minggu, Depok, Duren kalibata)<br><i>Underpass construction (Pasar minggu, Depok, Duren kalibata)</i>                                                                                 | 1                 | 17.765.800.800        | 1                 | 16.877.510.760        | 100%        | 95%        | BAST NO 31/Ditek-Pras/KCI/CP_SP/XII/2019, Tanggal 27 Desember 2019<br><i>BAST NO 31/Ditek-Pras/KCI/CP_SP/XII/2019, December 27, 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2                                                        | Penataan <i>Hall</i> , Loket, Mushola dan Toilet Stasiun Rangkasbitung, Duren kalibata, dan Depok Baru<br><i>Hall Structuring, Counters, Mosque and Toilets in Rangkasbitung, Durenkalibata and Depok Baru Stations</i> | 1                 | 4.250.000.000         | 1                 | 4.099.700.000         | 100%        | 96%        | 1 Penataan <i>hall</i> St. Rangkasbitung selesai, BAST No. 12/DITEK-PRAS/KCI/CP_SP/VII/2019 tgl 26 Juli 2019<br>2 Penataan St. Durenkalibata selesai, BAST No. 32/DITEK-PRAS/KCI/CP_SP/XII/2019 tgl 27 Desember 2019<br>3 Penataan <i>hall</i> , loket, mushola di Stasiun Depokbaru selesai, BAST No. 22/DITEK-PRAS/KCI/CP_SP/X/2019 tgl 22 Oktober 2019<br><br>1. <i>Structuring the hall</i> Rangkasbitung is complete, BAST No. 12 / DITEK-PRAS/KCI/CP_SP/VII/2019 on July 26, 2019<br>2. <i>Arrangement of St. Durenkalibata</i> Completed, BAST No. 32/DITEK-PRAS/KCI/CP_SP/XII/2019 on December 27, 2019<br>3. <i>Arrangement of hall, ticket window, mosque at Depokbaru Station</i> completed, BAST No. 22/DITEK-PRAS/KCI/CP_SP/X/2019 on October 22, 2019 |



| No | Uraian<br>Description                                                                                                | 2019              |                    |                   |                    | %     |       | Keterangan<br>Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|----------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|-------------------|--------------------|-------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                                                                      | Fisik<br>Physical | Anggaran<br>Budget | Fisik<br>Physical | Anggaran<br>Budget | (5:3) | (6:4) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 1  | 2                                                                                                                    | 3                 | 4                  | 5                 | 6                  | 7     | 8     | 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3  | Pembuatan ruang edukasi di DEPO DEPOK<br><i>Making education space in DEPOK DEPO</i>                                 | 1                 | 105.373.524        | 1                 | 93.779.124         | 100%  | 89%   | Investasi terdiri dari 2 pekerjaan :<br>1 Pemasangan jalur baru rel untuk bangunan edukasi, selesai. BAST no. 77/DITEK-PRAS/KCI/CP/XII/2017 tanggal 27 Desember 2017.<br>2 Pekerjaan Bangunan Edukasi Dipo Depok : Termin I, BAST no. 18/DITEK-PRAS/KCI/CP_SP/XII/2018 tanggal 20 Desember 2018, BAST termin II no. 04/DITEK-PRAS/KCI/CP_SP/II/2019 tanggal 11 Februari 2019<br>3 GR pada SAP dilakukan di akhir tahun 2018, terdapat koreksi atas GR di tahun 2019. <i>settlement</i> sebesar 1.488.405.600<br><i>The investment consists of 2 jobs:</i><br>1. <i>Installation of new railroad tracks for educational buildings, complete. BAST no. 77/ DITEK-PRAS/KCI/CP/XII/ 2017 dated December 27, 2017.</i><br>2. <i>Dipo Depok Educational Building Work: Termin I, BAST no. 18/DITEK-PRAS/KCI/ CP_SP/XII/ 2018 dated December 20, 2018, BAST term II no. 04/DITEK-PRAS/ KCI/CP_SP/II/2019 on February 11, 2019</i><br>3. <i>The GR on SAP is conducted at the end of 2018, there is a correction to the GR in 2019. The settlement is 1,488,405,600</i> |
| 4  | Pembuatan Gudang Unit Umum Inventaris di Depo Depok<br><i>Making General Inventory Warehouse Unit in Depok Depot</i> | 1                 | 264.605.000        | 0                 | 264.605.000        | 100%  |       | Selesai DED, Rp264.605.000 pembayaran DED. Saat ini proses perizinan ke DIRJEN. <i>Completed DED, Rp264,605,000 DED payment. Currently the licensing process to the Director General.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 5  | Normalisasi Peron Stasiun Tebet<br><i>Normalization of Tebet Station Platform</i>                                    | 1                 |                    | 0                 | 161.920.000        |       | 0%    | Selesai, pekerjaan DED oleh konsultan, Saat ini proses pengajuan perizinan ke KAI (Persero)<br><i>Completed, DED work by consultant, Currently the licensing submission process to KAI (Persero)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6  | Normalisasi Peron Stasiun Karet dan Hall<br><i>Normalization Platform Rubber Station and Hall</i>                    | 1                 |                    | 0                 | 212.272.500        |       | 0%    | Selesai, pekerjaan DED oleh konsultan<br><i>Completed, DED work by consultant</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 7  | Pembuatan Ruang KUPT Crew Depok<br><i>Making KUPT Crew Depok Space</i>                                               | 1                 | 475.117.500        | 0                 | 475.117.500        | 100%  |       | Selesai, pekerjaan DED oleh konsultan<br><i>Completed, DED work by consultant</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



| No                                         | Uraian<br>Description                                                                                     | 2019              |                        |                   |                        | %            |              | Keterangan<br>Information                                                                                                                                                                                              |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------|------------------------|-------------------|------------------------|--------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            |                                                                                                           | Fisik<br>Physical | Anggaran<br>Budget     | Fisik<br>Physical | Anggaran<br>Budget     | (5:3)        | (6:4)        |                                                                                                                                                                                                                        |
| 1                                          | 2                                                                                                         | 3                 | 4                      | 5                 | 6                      | 7            | 8            | 9                                                                                                                                                                                                                      |
| 8                                          | Pembuatan<br>Overcapping Jalur XI,<br>XII, XIII BY Mri<br>Making Overcapping<br>Path XI, XII, XIII BY Mri | 1                 | 399.905.000            | 0                 | 399.905.000            |              | 100%         | Selesai DED oleh Konsultan. Proses<br>pengajuan perizinan kepada KAI (Persero)<br>DED completed by Consultant.<br>Process of applying for a permit to KAI<br>(Persero)                                                 |
| <b>Total</b>                               |                                                                                                           |                   | <b>23.260.801.824</b>  |                   | <b>22.584.809.884</b>  | <b>100%</b>  | <b>97%</b>   |                                                                                                                                                                                                                        |
| C.2. Prasarana Tanah   Land Infrastructure |                                                                                                           |                   |                        |                   |                        |              |              |                                                                                                                                                                                                                        |
|                                            | Tanah Depok                                                                                               | 1                 | 2.766.238.830          | 1                 | 2.503.905.869          | 100%         | 91%          | Sudah dilakukan pembayaran atas<br>pembelian tanah dan administrasi lainnya<br>sebesar Rp2.727.667.039<br>Payments for the purchase of land and other<br>administration have been made amounting<br>to Rp2,727,667,039 |
| <b>Total</b>                               |                                                                                                           | <b>1</b>          | <b>2.766.238.830</b>   | <b>1</b>          | <b>2.503.905.869</b>   | <b>100%</b>  | <b>91%</b>   |                                                                                                                                                                                                                        |
| C.3. Prasarana IT   IT Infrastructure      |                                                                                                           |                   |                        |                   |                        |              |              |                                                                                                                                                                                                                        |
| 1                                          | Perangkat Data Center<br>Data Center Device                                                               | 1                 | 1.923.900.000          | 1                 | 1.923.900.000          | 100%         | 100%         | BAST nomor 001/BAST-IT/KCI/III/2019<br>tanggal 4 Maret 2019<br>BAST number 001/BAST-IT/KCI/III/2019 dated<br>March 4, 2019                                                                                             |
| 2                                          | Pengembangan Data<br>Center<br>Data Center<br>Development                                                 | 1                 | 24.392.044.500         | 1                 | 24.148.434.963         | 100%         | 99%          | BAST : No.001/BAST-IT/KCI/XI/2019 tgl 3<br>Desember 2019<br>BAST: No.001/BAST-IT/KCI/XI/2019 on<br>December 3, 2019                                                                                                    |
| 3                                          | NVR CCTV 128<br>Channels                                                                                  | 2                 | 540.122.000            | 2                 | 476.782.160            | 100%         | 88%          | BAST No.001/IT-BAST/KCI/VII/2019 tanggal<br>19 Juli 2019<br>BAST No.001/IT-BAST/KCI/VII/2019 dated July<br>19, 2019                                                                                                    |
| 4                                          | Pengadaan 28 Unit<br>Gate<br>Procurement of 28 Gate<br>Units                                              | 28                | 5.933.813.000          | 28                | 4.879.592.760          | 100%         | 82%          | BAST : No.013/IT-BAST/KCU/XI/2019 tgl 21<br>Nov 2019<br>BAST: No.013/IT-BAST/KCU/XI/2019 on<br>November 21, 2019                                                                                                       |
| 5                                          | NOC                                                                                                       | 1                 | 750.000.000            | 1                 | 0                      | 0%           | 0%           | Pekerjaan menggunakan anggaran biaya<br>Works using budget                                                                                                                                                             |
| <b>Total</b>                               |                                                                                                           |                   | <b>33.539.879.500</b>  |                   | <b>31.428.709.883</b>  | <b>80%</b>   | <b>94%</b>   |                                                                                                                                                                                                                        |
| <b>Total C.1. + C.2. + C.3.</b>            |                                                                                                           |                   | <b>59.566.920.154</b>  |                   | <b>56.517.425.636</b>  | <b>93%</b>   | <b>95%</b>   |                                                                                                                                                                                                                        |
| D                                          | INVESTASI SAHAM<br>STOCK INVESTMENT                                                                       | 1                 | 37.000.000.000         | 1                 | 37.000.000.000         | 100%         | 100%         | Sudah dilakukan penyetoran modal<br>tanggal 16 Desember 2019<br>Capital deposit has been done on<br>December 16, 2019                                                                                                  |
| <b>TOTAL A, B, C dan D</b>                 |                                                                                                           |                   | <b>254.885.218.452</b> |                   | <b>237.570.274.964</b> | <b>94,7%</b> | <b>93,2%</b> |                                                                                                                                                                                                                        |



Penyerapan anggaran investasi tahun 2019 terealisasi sebesar Rp237,6 miliar dari program sebesar Rp254,9 miliar atau 93%. Hal ini disebabkan antara lain:

1. Sarana KRL

Realisasi kedatangan sarana Januari s.d Desember 2019 sebanyak 168 unit dari program 168 unit. Anggaran terealisasi sebesar Rp115,6 miliar dari program Rp128,2 miliar atau 90%. Hal ini disebabkan, antara lain, baru dilakukan pengakuan pembayaran sebesar 90% atas kedatangan KRL di bulan November sebanyak 40 unit (belum sertifikasi) dan baru dilakukan pengakuan pembayaran 80% dari sebanyak 24 unit KRL yang datang di bulan Desember 2019.

2. Fasilitas terealisasi sebesar Rp28,5 miliar dari program progress pekerjaan Rp30,1 miliar atau 95%. Hal ini disebabkan, antara lain, efisiensi pengadaan crane 7,5 ton dan crane 3,2 ton. Investasi fasilitas antara lain: Vertical lathe, bearing shop, crane 7,5 ton dan 3,2 ton, alat pelepas bearing, DC Circuit Breaker, kendaraan roda dua dan ambulance.

3. Prasarana terealisasi sebesar Rp56,5 miliar dari program progress pekerjaan Rp59.566.920.154 atau 95%. Hal ini disebabkan masih terdapat sisa pembayaran sebesar 5% pekerjaan underpass untuk jaminan masa pemeliharaan (selama 220 hari sejak BAST) dan efisiensi pengadaan gate. Realisasi investasi prasarana, antara lain, pembangunan underpass di stasiun Depok, Stasiun Pasar Minggu dan stasiun Duren Kalibata, pembangunan hall stasiun Rangkasbitung, musholla dan toilet stasiun Duren Kalibata dan Depok Baru, pembelian tanah untuk kantor UPT Crew di Depok, Ruang Data Center, Pengembangan Data Center dan pengadaan 28 gate.

4. Penyetoran modal ke PT Finarya terealisasi sebesar Rp37 miliar pada tanggal 16 Desember 2019.

*Investment budget absorption in 2019 was realized at Rp237.6 billion from the program of Rp254.9 billion or 93%. This is caused by, among others:*

1. KRL Facilities

*Arrival of facilities realization from January to December 2019 was 168 units from the 168-unit program. The realized budget was Rp115.6 billion from the program of Rp128.2 billion or 90%. This is due, among other things, to the recognition of payment of up to 90% of KRL arrivals in November totaling 40 units (not yet certified) and only 80% of the payment of 24 KRL units coming in December 2019.*

2. *Facilities was realized Rp28.5 billion from the work progress program of Rp30.1 billion or 95%. This is due, among other things, to the efficiency of procuring 7.5 ton cranes and 3.2 ton cranes. Facility investments include: Vertical lathe, bearing shop, 7.5 ton and 3.2 ton crane, bearing removal equipment, DC Circuit Breaker, two-wheeled vehicles and ambulances.*

3. *Infrastructure was realized at Rp56.5 billion from the work progress program Rp59,566,920,154 or 95%. This was due to remaining payment of 5% of underpass work to guarantee the maintenance period (for 220 days since BAST) and efficiency of gate procurement. Realization of infrastructure investment, among others, construction of underpasses at Depok Station, Pasar Minggu Station and Duren Kalibata Station, construction of Rangkasbitung Station hall, musholla and toilet of Duren Kalibata and Depok Baru stations, purchase of land for UPT Crew office in Depok, Data Center Room, Development Data Center and procurement of 28 gates.*

4. *Capital deposit to PT Finarya was realized in the amount of Rp37 billion on December 16, 2019.*

## Perbandingan antara Target pada Awal Tahun Buku Dengan Hasil yang Dicapai (Realisasi), dan Target atau Proyeksi yang Ingin Dicapai untuk Satu Tahun Mendatang

Comparison between Targets at Beginning of Fiscal Year with Achievement (Realization) and Target or Projection for Next Year

Perbandingan antara RKAP Tahun 2019 dengan Realisasi Tahun 2019 adalah sebagai berikut:

1. Laba (rugi) setelah pajak sebesar Rp251,930 miliar atau sebesar 113% dari program Rp223,684 miliar
2. Tingkat Kesehatan Perseroan berdasarkan perhitungan menurut Keputusan Menteri Negara BUMN No: KEP-100/MBU/2002, memiliki realisasi skor sebesar 97,00 dari program 94,00 atau mencapai tingkat kesehatan dengan predikat SEHAT "AAA".
3. Realisasi Kontrak Manajemen (KPI) sebesar 93,76 dari program sebesar 96,00.
4. Penyerapan realisasi investasi tahun 2019 secara fisik sebesar 93% dan anggaran sebesar Rp237,570 miliar dari program revisi RKAP Tahun 2019.

Pada tahun 2019 pencapaian yang telah dilakukan oleh PT Kereta Commuter Indonesia sebagaimana yang dijelaskan dalam ikhtisar kinerja Perseroan.

Comparison between 2019 RKAP and 2019 Realization is as follows:

1. Net income after tax amounted to Rp251,930 billion or 113% of the program Rp223.684 billion.
2. Company Soundness Level based on calculations according to Decree of Minister of SOE No:KEP-100/MBU/2002, has a score of 97.00 from the 94.00 targeted or the Soundness level of the Company with a predicate of "AAA".
3. Realization of Management Contracts (KPI) of 93.76 from the program of 96.00.
4. Absorption of investment realization in 2019 physically by 93% and a budget of Rp237.570 billion from 2019 RKAP revision program.

In 2019, achievements made by PT Kereta Commuter Indonesia as described in the Company's performance overview.

### KEY PERFORMANCE INDICATOR KEY PERFORMANCE INDICATOR

Berdasarkan perhitungan sesuai kamus KPI tahun 2019, Key Performance Indicator (KPI) Tahun 2019 memiliki realisasi skor sebesar 93,76 dari program 96,00.

Based on calculations according to the 2019 KPI dictionary, the 2019 Key Performance Indicator (KPI) has a realization score of 93.76 from the 96.00 program.

| No                      | Aspek Key Performance Indicator                                                                               | Capaian 2018<br>Achievement in<br>2018 | Capaian 2019<br>Achievement in 2019 |                             |                                        |                          |
|-------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------|-----------------------------|----------------------------------------|--------------------------|
|                         |                                                                                                               |                                        | Bobot<br>Quality                    | Target Skor<br>Score Target | Realisasi Skor<br>Score<br>Realization | Persentase<br>Percentage |
| 1                       | Keuangan dan Pasar<br><i>Finance and Market</i>                                                               | 13,00                                  | 20,00                               | 20,00                       | 20,00                                  | 100%                     |
| 2                       | Produk dan Proses<br><i>Product and Process</i>                                                               | 16,00                                  | 18,00                               | 16,00                       | 18,00                                  | 112,5%                   |
| 3                       | Fokus Pelanggan<br><i>Customer Focus</i>                                                                      | 23,00                                  | 24,00                               | 22,00                       | 18,00                                  | 81,8%                    |
| 4                       | Fokus Tenaga Kerja<br><i>Manpower Focus</i>                                                                   | 20,00                                  | 20,00                               | 20,00                       | 20,00                                  | 100%                     |
| 5                       | Kepemimpinan Tata Kelola dan Tanggung Jawab Sosial<br><i>Leadership, Governance and Social Responsibility</i> | 16,50                                  | 18,00                               | 18,00                       | 17,76                                  | 98,7%                    |
| <b>Jumlah<br/>Total</b> |                                                                                                               | <b>88,50</b>                           | <b>100,00</b>                       | <b>96,00</b>                | <b>93,76</b>                           | <b>97,7%</b>             |



## TINGKAT KESEHATAN PERUSAHAAN

### COMPANY SOUNDNESS LEVEL

Tingkat Kesehatan Perseroan berdasarkan perhitungan menurut Kep Meneg BUMN No: KEP-100/MBU/2002, memiliki realisasi skor sebesar 97,00 dari program 94,00 atau tingkat kesehatan Perseroan dengan predikat Sehat "AAA".

Adapun rinciannya sebagai berikut sebagai berikut:

1. Tingkat kesehatan pada aspek keuangan sebesar 49,00 dari program 49,00 atau 100%.
2. Tingkat kesehatan pada aspek operasional sebesar 33,00 dari program 30,00 atau 110%.
3. Tingkat kesehatan pada aspek administrasi sebesar 15,00 dari program 15,00 atau 100%.

*Company Soundness Level based on calculations according to Decree of Minister of State-Owned Enterprises No:KEP-100/MBU/2002, has realization score of 97.00 from the 94.00 program or Company Soundness Level with the predicate of "AAA".*

*The details are as follows:*

1. *Soundness in financial aspects is 49.00 from the 49.00 program or 100%.*
2. *Soundness in operational aspects is 33.00 from the 30.00 program or 110%.*
3. *Soundness in administration aspects is 15.00 from the 15.00 program or 100%.*

| Indikator<br>Indicator                                                                | Bobot<br>Quality | 2018                      |               | 2019                      |                          |         |                          | Persentase<br>Percentage |
|---------------------------------------------------------------------------------------|------------------|---------------------------|---------------|---------------------------|--------------------------|---------|--------------------------|--------------------------|
|                                                                                       |                  | Pencapaian<br>Achievement |               | Pencapaian<br>Achievement |                          | Skor    |                          |                          |
|                                                                                       |                  | Realisasi<br>Realization  | Skor<br>Score | Program                   | Realisasi<br>Realization | Program | Realisasi<br>Realization |                          |
| Aspek Keuangan   Financial Aspects                                                    |                  |                           |               |                           |                          |         |                          |                          |
| Return On Equity (ROE)                                                                | 15               | -31,09%                   | 1,00          | 23,68%                    | 37,71%                   | 15,00   | 15,00                    | 100%                     |
| Return On Investment (ROI)                                                            | 10               | -22,76%                   | 0,00          | 27,34%                    | 25,60%                   | 10,00   | 10,00                    | 100%                     |
| Cash Ratio                                                                            | 3                | 64,33%                    | 3,00          | 51,22%                    | 72,01%                   | 3,00    | 3,00                     | 100%                     |
| Current Ratio                                                                         | 4                | 115,26%                   | 2,50          | 154,41%                   | 145,57%                  | 4,00    | 4,00                     | 100%                     |
| Collection Period (CP)                                                                | 4                | 12,71                     | 4,00          | 8,27                      | 14,26                    | 4,00    | 4,00                     | 100%                     |
| Inventory Turn Over                                                                   | 4                | 11,10                     | 4,00          | 22,56                     | 19,90                    | 4,00    | 4,00                     | 100%                     |
| Total Asset Turn Over (TATO)                                                          | 4                | 169,66%                   | 4,00          | 189,00%                   | 159,35%                  | 4,00    | 4,00                     | 100%                     |
| Rasio Modal Sendiri Terhadap Total Asset<br><i>Own Capital Ratio To Total Assets</i>  | 6                | 47,26%                    | 5,50          | 58,93%                    | 54,65%                   | 5,00    | 5,00                     | 100%                     |
| Jumlah Aspek Keuangan<br><i>Total Financial Aspects</i>                               | 50               |                           | 24,00         |                           |                          | 49,00   | 49,00                    | 100%                     |
| Aspek Operasional   Operational Aspects                                               |                  |                           |               |                           |                          |         |                          |                          |
| Pelayanan kepada Pelanggan/<br>Masyarakat<br><i>Services to Customers/Communities</i> | 15               | BS                        | 15,00         | B                         | BS                       | 12,00   | 15,00                    | 125%                     |
| Peningkatan kualitas SDM<br><i>Improving human resources quality</i>                  | 10               | BS                        | 10,00         | B                         | BS                       | 8,00    | 10,00                    | 125%                     |
| Efisiensi produksi dan Produktivitas<br><i>Production Efficiency and Productivity</i> | 10               | BS                        | 10,00         | BS                        | B                        | 10,00   | 8,00                     | 80%                      |
| Jumlah Aspek Operasional<br><i>Total Operational Aspects</i>                          | 35               |                           | 35,00         |                           |                          | 30,00   | 33,00                    | 110%                     |

| Indikator<br>Indicator                                                      | Bobot<br>Quality | 2018                      |               | 2019                      |                          |         |                          | Persentase<br>Percentage |
|-----------------------------------------------------------------------------|------------------|---------------------------|---------------|---------------------------|--------------------------|---------|--------------------------|--------------------------|
|                                                                             |                  | Pencapaian<br>Achievement |               | Pencapaian<br>Achievement |                          | Skor    |                          |                          |
|                                                                             |                  | Realisasi<br>Realization  | Skor<br>Score | Program                   | Realisasi<br>Realization | Program | Realisasi<br>Realization |                          |
| Aspek Adminitrasi   Administration Aspects                                  |                  |                           |               |                           |                          |         |                          |                          |
| Laporan Perhitungan Tahunan Keuangan<br>Annual Financial Calculation Report | 5                | 5 Jan                     | 5,00          | 30 Jan                    | 5 Jan                    | 5,00    | 5,00                     | 100%                     |
| Rancangan RKAP<br>RKAP Draft                                                | 5                | 30 Sept                   | 5,00          | 30 Sept                   | 5 Sept                   | 5,00    | 5,00                     | 100%                     |
| Laporan Periodik<br>Periodic Report                                         | 5                | Tgl 5                     | 5,00          | Tgl 7                     | Tgl 5                    | 5,00    | 5,00                     | 100%                     |
| Jumlah Aspek Administrasi<br>Total Administration Aspects                   | 15               |                           | 15,00         |                           |                          | 15,00   | 15,00                    | 100%                     |
| TOTAL                                                                       | 100              |                           | 74,00         |                           |                          | 94,00   | 97,00                    | 103%                     |
| TINGKAT KESEHATAN<br>SOUNDNESS LEVEL                                        |                  |                           | A             |                           |                          | AA      | AAA                      |                          |

## Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Subsequent Material Information and Facts after Accountant Reporting Date

Tidak ada informasi dan fakta material yang terjadi setelah tanggal laporan akuntan dibuat untuk Perseroan untuk tahun buku 2019.

*No material information and fact occurred after the date the accountant's report was made for the Company for the 2019 fiscal year.*





## Aspek Pemasaran dan Pangsa Pasar

Marketing Aspect and Market Share



Perseroan memiliki kegiatan pemasaran dengan tujuan menjadikan seluruh produk, jasa, dan layanan KCI memiliki *brand* yang kuat sehingga dapat menunjang aktivitas pemasaran serta pertumbuhan penjualan jasa secara signifikan. Untuk mencapai *brand awareness* di masyarakat, KCI melakukan komunikasi pemasaran yang optimal serta *positioning* KCI yang unik, tepat dan relevan dari seluruh produk dan jasa pada setiap *target market*, sehingga akan lebih menjamin keberhasilan program ekspansi bisnis yang tengah dijalankan.

Agar pencapaian misi tersebut terlaksana, KCI merancang strategi komunikasi pemasaran yang diaplikasikan secara berkesinambungan selaras dengan perkembangan kondisi industri dan sasaran pengembangan bisnis. Di tahun 2019, kegiatan *marketing communication* difokuskan pada upaya peningkatan fasilitas pelayanan dan penambahan perjalanan kereta guna mempertajam *brand image* produk klien, serta fokus kepada integrasi antar moda dan pengelolaan uang elektronik serta *e-commerce*.

*The Company has marketing activities with aim of making all KCI products and services to be a strong brand, hence the Company able to significantly support marketing activities and service sales growth. To achieve brand awareness in the community, KCI carries out optimal marketing communications and KCI's unique, precise and relevant positioning of all products and services in each target market, so that it will further ensure the success of the ongoing business expansion program.*

*In order to achieve this mission, KCI designed marketing communication strategy that was applied on an ongoing basis in line with the development in industry conditions and business development goals. In 2019, marketing communication activities will be focused on efforts to improve service facilities and the addition of train trips to sharpen the brand image of client products, as well as focus on integration between modes and electronic money management and e-commerce.*

# Rencana Realisasi Pengembangan Strategis Bisnis 2019

## Business Strategic Realization Plan in 2019

PT KCI berkomitmen memaksimalkan bisnis yang berkaitan dengan pelayanan jasa angkutan komuter. Untuk mendukung hal tersebut maka telah dilakukan beberapa upaya pengembangan strategis bisnis selama tahun 2019 dengan deskripsi sebagai berikut:

1. Kerjasama LinkAja, perusahaan tersebut merupakan kolaborasi dari beberapa BUMN di mana bergerak dalam bidang *digital payment* berbasis QR (Quick Response) Code dengan produknya bernama LinkAja. Bentuk sinergi PT KCI dengan LinkAja yaitu telah terimplementasi dan dapat digunakan pada Gate KCI mulai bulan Oktober 2019. Terkait sinergi tersebut, Direksi mengimbau agar PT KCI ikut mendukung kelangsungan LinkAja dikarenakan ini merupakan peningkatan dari segi kualitas layanan yaitu inovasi digitalisasi *ticketing* untuk mempermudah pengguna jasa KRL dalam pembelian tiket dengan proses *tap and go*.
2. Integrasi Antar Moda, di tengah ketatnya persaingan bisnis terutama dalam bidang transportasi atas upaya mobilitas masyarakat Indonesia untuk menggunakan angkutan massal, integrasi antar moda sangat diperlukan. Dalam rangka menindaklanjuti arahan Presiden untuk membentuk perusahaan yang melakukan pengelolaan angkutan massal yang terpadu dan terintegrasi, Pemprov DKI Jakarta melalui PT MRT Jakarta (Perseroda) dan PT KAI (Persero) melakukan kerjasama membentuk perusahaan baru yaitu PT Moda Integrasi Transportasi Jabodetabek (MITJ), yang melakukan integrasi antar moda dan pengembangan kawasan Transit Oriented Development (TOD). Formasi fase I Kawasan TOD (Stasiun Tanah Abang, Stasiun Juanda, Stasiun Senen, dan Stasiun Sudirman) tersebut akan mengakomodir penataan kawasan di sekitar stasiun, pengintegrasian *ticketing* dan pengintegrasian antar moda yang terdiri dari Kereta Intercity, KRL, Kereta Bandara, MRT, LRT, TransJakarta, dan Ojek Online (*ride hailing*).

*PT KCI is committed to maximizing business related to commuter transportation services. To support this, several strategic business development efforts have been carried out during 2019 with the following description:*

1. *LinkAja collaboration, the company is a collaboration of several SOEs which engaged in digital payment based on QR (Quick Response) Code with product called LinkAja. The form of PT KCI's synergy with LinkAja is that it has been implemented and can be used at KCI Gate starting in October 2019. Related to this synergy, the Board of Directors appealed to PT KCI to support the continuation of LinkAja because this is an improvement in terms of service quality namely ticketing digitization innovation to facilitate KRL service users in purchasing tickets with a tap and go process.*
2. *Intermodal Integration, in the midst of intense business competition, especially in the field of transportation for the mobility efforts of Indonesian people to use mass transportation, intermodal integration is very much needed. In order to follow up on the direction of the President to form a company that conducts integrated and integrated mass transportation management, the DKI Jakarta Provincial Government through PT MRT Jakarta (Perseroda) and PT KAI (Persero) collaborated to form a new company namely PT Moda Jabodetabek Transportation Integration (MITJ), which integration between modes and the development of Transit Oriented Development (TOD) area. Phase I formation of TOD area (Tanah Abang Station, Juanda Station, Senen Station and Sudirman Station) will accommodate the arrangement of the area around the station, ticketing integration and intermodal integration which consists of Intercity Train, KRL, Airport Train, MRT, LRT, TransJakarta, and Ojek Online (ride hailing).*



3. Operasi KA Lokal, persiapan pelaksanaan program strategis penugasan PT KCI untuk pengembangan wilayah operasional. KA Lokal merupakan peluang strategis pengembangan bisnis PT KCI yang dapat menjangkau seluruh wilayah Indonesia sesuai Visi dan Misi serta Rencana Jangka Panjang Perusahaan (RJPP). Dimulai dari Tahun 2020, di mana PT KCI akan mengoperasikan KA Lokal Merak Jaya dan Prameks. Diharapkan tidak hanya di wilayah operasi PT KAI eksisting, namun juga dapat merambah ke berbagai wilayah dengan bertindak aktif melihat peluang-peluang yang ada. Tak lepas dari itu, rencana ekspansi PT KCI di wilayah Bali dan Medan, yang masih dalam kajian-kajian agar disegerakan. Pengalihan pengelolaan KA Lokal ini harus dipersiapkan dengan matang serta melakukan koordinasi secara intensif dengan pihak-pihak terkait, baik PT KAI maupun Kemenhub agar dapat terealisasi tepat waktu.

3. *Local Railway Operation, preparation for the implementation of PT KCI's strategic assignment program for the development of operational areas. Local KA is strategic opportunity for PT KCI's business development that can reach all regions of Indonesia in accordance with Vision and Mission and the Company's Long-Term Plan (RJPP). Starting from 2020, where PT KCI will operate Merak Jaya Local Train and Prameks. It is hoped that not only in PT KAI's existing operational areas, but also can be extended to various regions by acting actively to see the opportunities that exist. It cannot be separated from that, PT KCI's expansion plans in Bali and Medan regions, which are still under study, should be hastened. Transfer of management of Local Railway must be carefully prepared and coordinate intensively with relevant parties, both PT KAI and the Ministry of Transportation so that it can be realized on time.*

## Prospek Usaha

### Business Prospect

Prospek Usaha Perseroan diharapkan Manajemen untuk merealisasikan perluasan wilayah operasional KCI seperti rencana pembangunan Commuterline di Cikampek dan Pelabuhan Merak, sehingga nantinya KCI tidak hanya menjangkau moda transportasi berbasis rel atau darat saja, namun juga bisa menjangkau ke transportasi laut.

*The Company's Business Prospects are expected by Management to realize the expansion of KCI operational areas such as the planned development of Commuterline in Cikampek and Merak Port, hence KCI will not only reach rail-based or land-based transportation modes, but also can reach sea transportation.*

Persoran akan melakukan inovasi dan terobosan terkait prospek elektrifikasi yang menjangkau daerah lain di luar Jabodetabek seperti di Pulau Jawa dengan tujuan mempersiapkan infrastruktur elektrifikasi yang lebih aman dan andal. Terkait kerjasama dengan PT MITJ di tahun 2020, perlu menjadi motivasi bagi Perseroan untuk melihat hal tersebut sebagai peluang tersendiri bagi Perseroan.

*The Company will make innovations and breakthroughs related to the prospect of electrification that reaches other areas outside Jabodetabek such as in Java with aim of preparing a safer and more reliable electrification infrastructure. Regarding cooperation with PT MITJ in 2020, it is necessary to be a motivation for the Company to see this as a separate opportunity for the Company.*

Prospek usaha KCI di tahun berikutnya yaitu melakukan perluasan wilayah operasional, seperti ke kota-kota besar lainnya baik di Pulau Jawa maupun di luar Pulau Jawa, juga ke wilayah-wilayah yang bisa terkoneksi dengan moda transportasi lain seperti yang bisa terhubung dengan Pelabuhan dan Bandara. Di tahun 2020, PT KCI ditargetkan dapat mengoperasikan KA Prameks di Daop 6 Yogyakarta dan KA lokal Merak di Daop 1 Jakarta. Perseroan juga akan melakukan peningkatan pada konsep transportasi terintegrasi seperti yang sudah dilakukan seperti di Stasiun Tebet dan Stasiun Sudirman.

Beroperasinya moda transportasi lain di wilayah Jabodetabek, seperti MRT dan LRT, diharapkan akan menjadi peluang usaha tersendiri bagi Perseroan. Selain itu, KCI juga akan mengembangkan metode E-Ticketing dan mendorong pengguna untuk beralih dari penggunaan kartu THB ke kartu KMT di mana akan cukup berpengaruh pada pendapatan Perseroan ke depannya.

## PROSPEK INDUSTRI MASA DEPAN FUTURE INDUSTRY PROSPECTS

Tahun 2019 merupakan tahun politik dan perekonomian Indonesia dapat dikatakan tetap solid seiring masih kuatnya konsumsi domestik yang besar dan ketidakpastian ekonomi global yang mereda. Dalam kurun waktu 2015-2019 pertumbuhan ekonomi Indonesia sebesar 5%, berkenaan dengan hal tersebut di melalui RPJMN 2020-2024 perekonomian Indonesia diprediksi akan mengalami pertumbuhan sebesar 6%. Angka ini akan diawali dengan target pertumbuhan ekonomi sebesar 5,3% pada 2020. Berdasarkan BAPPENAS, angka pertumbuhan ekonomi akan mencapai tingkat 6,3% pada 2023 dan menyentuh 6,8% pada 2024.

Proyeksi ekonomi Indonesia mengalami perlambatan di tengah pandemi COVID 19 menjadi 4,2%-4,6% dari sebelumnya 5,0%-5,4%. Di tengah pandemi Covid 19, pertumbuhan ekonomi Indonesia diprediksi akan lebih rendah dibanding periode-periode sebelumnya. Di sektor jasa angkutan komuter penyebaran virus Covid 19 yang

*KCI's business prospects for the following year will be to expand operational areas, such as to other big cities both on the island of Java and outside of Java, as well as to areas that can be connected with other modes of transportation such as those that can be connected to the Port and the Airport. In 2020, PT KCI is targeted to operate Prameks train in Daop 6 Yogyakarta and Merak local train in Daop 1 Jakarta. The Company will also improve the concept of integrated transportation as has been done such as at Tebet Station and Sudirman Station.*

*The operation of other modes of transportation in Greater Jakarta area, such as MRT and LRT, is expected to be a separate business opportunity for the Company. In addition, KCI will also develop the E-Ticketing method and encourage users to switch from using THB cards to KMT cards which will have sufficient effect on the Company's revenue going forward.*

*2019 was a political year and safe to said that economy of Indonesia was solid as strong domestic consumption remains strong and global economic uncertainty was easing. In 2015-2019 period, Indonesia's economic growth were in 5%. Related to this, through 2020-2024 RPJMN Indonesia economy is predicted to experience growth of 6%. This figure will begin with an economic growth target of 5.3% in 2020. Based on BAPPENAS, the economic growth rate will reach 6.3% in 2023 and reach 6.8% in 2024.*

*Indonesia's economic projections are slowing amid the COVID 19 pandemic to 4.2% -4.6% from the previous 5.0% -5.4%. In the midst of Covid 19 pandemic, Indonesia's economic growth is predicted to be lower than in previous periods. In commuter transportation service sector the spread of Covid 19 virus which is increasingly massive makes*





kian masif membuat aktivitas mayoritas pengguna yang rata-rata adalah kaum pekerja mengalami penurunan yang sangat signifikan. Pemerintah serta Bank Indonesia terus memperkuat koordinasi untuk memonitor secara cermat penyebaran Covid 19 dan dampaknya terhadap Indonesia dari waktu ke waktu. Pasca berakhirnya pandemi ini, pertumbuhan ekonomi 2021 diprediksi akan meningkat kembali menjadi 5,0-5,4%. Pulihnya perekonomian ini, ikut dipengaruhi oleh upaya pemerintah dalam memperbaiki iklim investasi di berbagai sektor.

Prediksi yang optimis tersebut disertai peluang yang ada di industri jasa angkutan komuter, hal ini menjadi sebuah sinyal positif akan perkembangan industri ke depannya akan cukup baik ditambah dengan pembangunan infrastruktur integrasi antar moda yang ke depannya semakin didukung oleh Pemerintah agar masyarakat diharapkan beralih ke moda transportasi publik, integrasi antar moda ini akan menghubungkan layanan Kereta Intercity, KRL, HSR, MRT, LRT, dan TransJakarta. Selain itu adanya program strategis pengembangan wilayah operasional perusahaan di wilayah Yogyakarta, Banten, Medan, dan Bali serta menyusul daerah-daerah lainnya di Indonesia akan menjadikan peluang KCI dalam industri ini semakin besar.

Berdasarkan pertimbangan yang telah dijelaskan di atas disertai adanya berbagai peluang. KCI optimis untuk dapat meningkatkan kinerjanya dalam jangka panjang. Dengan kata lain, KCI memiliki peluang dalam industri jasa angkutan komuter yang sangat baik.

*the activity of majority of users who on average are workers have decreased very significantly. Government and Bank Indonesia continue to strengthen coordination to closely monitor the release of Covid 19 and its impact on Indonesia from time to time. After the end of the pandemic, economic growth in 2021 is predicted to increase again to 5.0-5.4%. Economy recovery has also been influenced by government efforts to improve investment climate in various sectors.*

*This optimistic prediction is accompanied by opportunities in commuter transportation service industry. This is a positive signal for future development of the industry, which will be quite good, coupled with construction of intermodal integration infrastructure, which in the future will be increasingly supported by Government, hence the public is expected to switch to the mode of public transportation, This intermodal integration will connect Intercity, KRL, HSR, MRT, LRT, and TransJakarta Train services. In addition, the existence of strategic program for the development of the company's operational areas in Yogyakarta, Banten, Medan, and Bali and following other regions in Indonesia will make the KCI opportunity in this industry even greater.*

*Based on considerations explained above, there are opportunities to share. KCI is optimistic to be able to improve its performance in the long run. In other words, KCI has very good opportunities in commuter transportation service industry.*



## Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi atau Restrukturasi Utang/Modal

Material Information Related to the Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition atau Restructuration of the Debt/Capital

Pada tahun 2019, PT Kereta Commuter Indonesia diberi penugasan oleh PT KAI (Persero) selaku induk perusahaan untuk ikut menyetorkan modal pada PT Finarya (LinkAja). Pada tahap awal, di bulan Desember 2019 PT KCI telah menyetorkan modal ke PT Finarya sebesar Rp37 miliar.

Selain itu, pada tanggal 1 Oktober 2019 PT KCI dan PT Finarya telah menandatangani perjanjian kerja sama penggunaan layanan aplikasi LinkAja pada sistem *electronic e-ticketing* PT Kereta Commuter Indonesia.

Tujuan dari investasi ini adalah untuk meningkatkan jumlah penumpang dan mencapai sinergi antara BUMN dengan memperkenalkan mekanisme pembayaran baru untuk pembelian tiket KCI. Berbagai mekanisme pembayaran membantu penumpang untuk membuat reservasi layanan yang diinginkan, yang akan menarik lebih banyak penumpang untuk menggunakan layanan tersebut. Implementasi dari inisiatif ini akan membantu KCI untuk mencapai tujuan strategis Perusahaan dalam upaya transformasi kualitas layanan dan keselamatan serta meningkatkan pangsa pasar.

*In 2019, PT Kereta Commuter Indonesia was given an assignment by PT KAI (Persero) as parent company to contribute capital to PT Finarya (LinkAja). In initial stages, in December 2019 PT KCI had paid capital to PT Finarya in the amount of Rp37 billion.*

*In addition, on October 1, 2019 PT KCI and PT Finarya had signed a cooperation agreement to use LinkAja application services on PT Kereta Commuter Indonesia's electronic e-ticketing system.*

*Purpose of this investment is to increase number of passengers and achieve synergy between SOEs by introducing new payment mechanisms for purchasing KCI tickets. Various payment mechanisms help passengers to make the desired service reservation, which will attract more passengers to use the service. This initiative implementation will help KCI to achieve the Company's strategic goals in an effort to transform service quality and safety as well as increase market share.*



## Kebijakan Dividen

### Divident Policy

Berdasarkan Risalah Umum Pemegang Saham tanggal 14 April 2019 tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2018 PT Kereta Commuter Indonesia tidak ada Dividen yang dibagikan ke pemegang saham.

*Based on the Minutes of the Annual General Meeting of Shareholders dated April 14, 2019 on the Approval and Ratification of PT Kereta Commuter Indonesia Annual Report for 2018 Fiscal Year, no dividend were distributed to shareholders.*

| Dividen<br>Dividend                                                                        | Tahun Pembagian Dividen<br>Dividend Payout Year |                                 |                                 |                                 |
|--------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------|---------------------------------|---------------------------------|
|                                                                                            | 2019                                            | 2018                            | 2017                            | 2016                            |
| Laba Bersih Kinerja Tahun Sebelumnya (Rp juta)<br>Net Profit of Previous Year (Rp million) | 310.568                                         | 495.309                         | 288.391                         | 254.122                         |
| Dividen Kas yang Dibagikan (Rp juta)<br>Paid Cash Dividend (Rp million)                    | 0                                               | 247.655                         | 144.196                         | 127.061                         |
| Dividen per Lembar Saham (Rupiah penuh)<br>Dividend per Share (in full Rupiah)             |                                                 |                                 |                                 |                                 |
| Payout Ratio<br>Payout Ratio                                                               | 0%                                              | 247.635                         | 145.196                         | 127.061                         |
| Tanggal Pengumuman<br>Announcement Date                                                    | 14 April 2019<br>April 14, 2019                 | 28 Maret 2018<br>March 28, 2018 | 23 Maret 2017<br>March 23, 2017 | 21 Maret 2016<br>March 21, 2016 |

## Program Kepemilikan Saham oleh Pegawai dan/atau Manajemen yang Dilaksanakan Perseroan (ESOP/MSOP)

### Employee and/or Management Stock Option Plan (ESOP/MSOP)

Hingga Desember 2019, Perseroan belum memiliki program kepemilikan saham oleh pegawai dan/atau manajemen sehingga informasi terkait jumlah saham, jangka waktu, persyaratan pegawai dan/atau manajemen yang berhak dan sebagainya tidak tersedia dalam Laporan Tahunan 2019.

*Until December 2019, the Company did not have an employee and/or management shareholding program so information regarding the number of shares, time periods, eligible employee and/or management requirements and so on was not available in the 2019 Annual Report.*

## Realisasi Penggunaan Dana Hasil Penawaran Umum

### Realization of Public Offering Proceeds

Hingga akhir tahun 2019, Perseroan tidak mendaftarkan Perseroan di pasar modal serta tidak melakukan penawaran umum saham kepada publik (Initial Public Offering/IPO), sehingga informasi mengenai realisasi penggunaan dana hasil penawaran umum tidak relevan untuk disajikan pada Laporan Tahunan ini.

*Until the end of 2019, the Company did not registered on capital market and did not make initial public offering, so information regarding the realization of the use of proceeds from the public offering is not relevant to be presented in this Annual Report.*

## Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi

### Material Information with Conflict of Interest and/or Transaction with Affiliated Party

Perseroan melakukan transaksi keuangan dengan pihak-pihak yang berelasi. Sifat transaksi dan hubungan dengan pihak-pihak yang berelasi adalah sebagai berikut:

*The Company conducts financial transactions with related parties. Nature of transactions and relationships with related parties are as follows:*

| Pihak-Pihak yang Berelasi dan Intercompany<br><i>Related Parties and Intercompany</i> | Sifat Hubungan<br><i>Nature of Relationship</i>                                 | Sifat Transaksi<br><i>Nature of Transaction</i>                                                                                               |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| PT Kereta Api Indonesia (Persero)                                                     | Pemegang Saham Perseroan<br><i>Stockholders of the Company</i>                  | Piutang Usaha, Pendapatan PSO, Utang usaha, Jasa sewa<br><i>Account Receivable, Account payables, Rent expense</i>                            |
| PT Kereta Api Pariwisata                                                              | Entitas Sepengendali<br><i>Under Common Control Entity</i>                      | Utang Usaha dan Beban Akomodasi hotel dan tiket perjalanan<br><i>Account Payables and Travel Expense</i>                                      |
| PT Kereta Api Properti Manajemen                                                      | Entitas Sepengendali<br><i>Under Common Control Entity</i>                      | Utang Usaha dan Transaksi jasa konstruksi<br><i>Account Payables and Construction services transaction</i>                                    |
| PT KA Logistik                                                                        | Entitas Sepengendali<br><i>Under Common Control Entity</i>                      | Biaya Pengangkutan, Jasa Sewa crane<br><i>Freight Charge, Crane Rental Service</i>                                                            |
| PT Railink                                                                            | Entitas Sepengendali<br><i>Under Common Control Entity</i>                      | Aset Keuangan lancar lainnya, Biaya listrik aliran atas<br><i>Other current financial assets, Electricity expense</i>                         |
| PT Reska Multi Usaha                                                                  | Entitas Sepengendali<br><i>Under Common Control Entity</i>                      | Utang Usaha, Biaya Kebersihan<br><i>Account Payables, Cleaning Service fee</i>                                                                |
| PT Bank Mandiri (Persero) Tbk                                                         | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang<br><i>Placement of cash and cash equivalents, Issuance of long-term loan</i> |
| PT Bank Rakyat Indonesia (Persero) Tbk                                                | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang<br><i>Placement of cash and cash equivalents, Issuance of long-term loan</i> |



| Pihak-Pihak yang Berelasi dan Intercompany<br><i>Related Parties and Intercompany</i> | Sifat Hubungan<br><i>Nature of Relationship</i>                                 | Sifat Transaksi<br><i>Nature of Transaction</i>                                                                                                                                                                              |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PT Bank Negara Indonesia (Persero) Tbk                                                | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Penempatan kas dan setara kas, dan deposito berjangka dibatasi penggunaannya, Pemberian pinjaman jangka panjang<br><i>Placement of cash and cash equivalents, time deposits restricted funds, Issuance of long-term loan</i> |
| PT Bank Tabungan Negara (Persero) Tbk                                                 | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Penempatan kas di bank<br><i>Placement of cash in bank</i>                                                                                                                                                                   |
| PT Telekomunikasi Indonesia (Persero) Tbk                                             | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Perawatan Perangkat <i>E-Ticketing</i> , Perawatan perangkat <i>C-Vim</i> , <i>Sharing revenue E-ticketing</i><br><i>E-Ticketing maintenance, Vending Machines maintenance, E-Ticketing Cooperation</i>                      |
| PT Sygma Metrasys Solution                                                            | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Pengadaan <i>annual tech support</i><br><i>Procurement of annual tech support</i>                                                                                                                                            |
| PT Perusahaan Listrik Negara (Persero)                                                | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Transaksi pembelian tenaga listrik<br><i>Purchase of electricity</i>                                                                                                                                                         |
| PT Asuransi Jiwasraya (Persero)                                                       | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Pengadaan asuransi program pesangon<br><i>Payment of contribution for defined benefit plan</i>                                                                                                                               |
| PT Asuransi Jiwa Inhealth                                                             | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Pengadaan program asuransi kesehatan<br><i>Payment of health insurance program</i>                                                                                                                                           |
| PT Sucofindo                                                                          | Entitas Berelasi dengan Pemerintah<br><i>Related Entity with the Government</i> | Utang usaha, pekerjaan jasa kalibrasi<br><i>Account payables, calibration working services</i>                                                                                                                               |
| PT Fintek Karya Nusantara                                                             | Penyertaan Saham<br><i>Investment in shares</i>                                 | Piutang usaha, Pendapatan <i>space iklan</i><br><i>Account receivables, Advertising space revenue</i>                                                                                                                        |

#### Sifat Hubungan dan Transaksi dengan Pihak Berelasi yaitu:

##### a. Sifat hubungan berelasi

PT Kereta Api Indonesia (Persero) adalah pemegang saham utama Perseroan. Seluruh entitas yang dimiliki dan dikendalikan oleh PT Kereta Api Indonesia (Persero) serta entitas di mana PT Kereta Api Indonesia (Persero) memiliki pengaruh signifikan.

##### b. Transaksi dengan Pihak Berelasi

Karena memiliki sifat hubungan tersebut di atas, transaksi dengan pihak berelasi memungkinkan syarat, nilai dan kondisi menjadi tidak sama apabila transaksi tersebut dilakukan dengan pihak ketiga.

#### *Nature of Relationships and Transactions with Related Parties, namely:*

##### *a. Nature of relationship*

*PT Kereta Api Indonesia (Persero) is the majority stockholder of the Company. All entities that are owned and controlled by PT Kereta Api Indonesia (Persero) and also entities where the PT Kereta Api Indonesia (Persero) have significant influence.*

##### *b. Transactions with Related Parties*

*Because of these relationships, it is possible that the value and terms of transaction are not the same as those that would result from transactions between third parties.*

## Saldo dan Transaksi Signifikan dengan Pihak Berelasi

### Significant Balance and Transaction with Related Parties

Perseroan melakukan transaksi keuangan dengan pemegang saham PT Kereta Api Indonesia (Persero), PT Wijaya Karya (Persero) Tbk, PT Railink, PT Bank Mandiri (Persero) Tbk, dan PT Bank Rakyat Indonesia (Persero) Tbk.

*The Company's financial transactions with the Company's shareholders of PT Kereta Api Indonesia (Persero), PT Wijaya Karya (Persero) Tbk, PT Railink, PT Bank Mandiri (Persero) Tbk, dan PT Bank Rakyat Indonesia (Persero) Tbk.*

Rincian Saldo Transaksi dengan Pihak-Pihak Berelasi adalah sebagai berikut:

*The details of the Transaction Balance with Related Parties are as follows:*

|                                                                                       | Persentase terhadap Total Aset atau Liabilitas<br>Percentage to Related Total Assets or Liabilities |                                      |                 |                 |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------|-----------------|-----------------|
|                                                                                       | 2019<br>Rp                                                                                          | 2018<br>Rp                           | 2019<br>%       | 2018<br>%       |
| <b>Piutang Usaha   Account Receivable</b>                                             |                                                                                                     |                                      |                 |                 |
| PT Kereta Api Indonesia (Persero)                                                     | 206.395.318.878                                                                                     | 235.092.854.156                      | 11,35           | 14,98           |
| PT Railink                                                                            | 3.013.008.414                                                                                       | 935.000                              | 0,17            | 0,00            |
| PT Reska Multi Usaha                                                                  | 3.750.000.000                                                                                       | --                                   | 0,21            | --              |
| PT Fintek Karya Nusantara                                                             | 320.000.000                                                                                         | --                                   | 0,02            | --              |
| PT Wijaya Karya (Persero) Tbk                                                         | --                                                                                                  | 12.000.000                           | --              | 0,00            |
| Dikurangi: Cadangan Kerugian Penurunan Nilai<br><i>Less: Allowance for Impairment</i> | 213.478.327.292<br>(148.430.115.678)                                                                | 235.105.789.156<br>(148.430.115.678) | 11,74<br>(8,16) | 14,98<br>(9,46) |
| <b>Jumlah – Neto<br/>Total – Net</b>                                                  | <b>65,048,211,614</b>                                                                               | <b>86.675.673.478</b>                | <b>3,58</b>     | <b>5,52</b>     |
| <b>Utang Usaha   Account Payable</b>                                                  |                                                                                                     |                                      |                 |                 |
| PT Telekomunikasi Indonesia (Persero) Tbk                                             | 10.345.325.378                                                                                      | 54.014.043.308                       | 1,25            | 6,52            |
| PT Kereta Api Properti Manajemen                                                      | 4.390.531.571                                                                                       | --                                   | 0,53            | --              |
| PT Kereta Api Pariwisata                                                              | 2.423.511.894                                                                                       | 5.627.061.816                        | 0,29            | 0,68            |
| PT GMF Aero Asia                                                                      | 3.146.304.000                                                                                       | 2.560.992.324                        | 0,38            | 0,31            |
| PT Kereta Api Indonesia (Persero)                                                     | 628.925.199                                                                                         | 1.546.378.133                        | 0,08            | 0,19            |
| PT Bank Rakyat Indonesia (Persero)                                                    | 250.000.000                                                                                         | 250.000.000                          | 0,03            | 0,03            |
| PT Nutech Integrasi                                                                   | 397.430.000                                                                                         | 182.875.000                          | 0,05            | 0,02            |
| PT Sigma Metasys Solution                                                             | 54.771.616                                                                                          | 54.771.616                           | 0,01            | 0,01            |
| PT Asuransi Jiwasraya                                                                 | --                                                                                                  | 514.555.944                          | --              | 0,06            |
| PT Bank Negara Indonesia (Persero) Tbk                                                | --                                                                                                  | 50.500.000                           | --              | 0,01            |
| <b>Jumlah<br/>Total</b>                                                               | <b>21.636.799.658</b>                                                                               | <b>64.801.178.141</b>                | <b>2,75</b>     | <b>7,83</b>     |





# Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan Terhadap Perusahaan

Change in Regulation with Significant Impact to the Company

Pada tahun 2019 tidak ada perubahan peraturan perundang-undangan yang berdampak signifikan terhadap Perusahaan.

*In 2019 there were no changes in laws and regulations that have a significant impact on the Company.*

|                                                                                           | 2019            | 2018            |
|-------------------------------------------------------------------------------------------|-----------------|-----------------|
| <b>Aset Keuangan Lancar Lainnya (Catatan 8)   Other Current Financial Assets (Note 8)</b> |                 |                 |
| PT Railink                                                                                | 1.589.071.042   | -               |
| Jumlah - Neto<br>Total - Net                                                              | 1.589.071.042   | -               |
| % terhadap Jumlah Aset<br>% to Total Assets                                               | 0,09%           | -               |
| <b>Bank (Catatan 5)   Banks (Note 5)</b>                                                  |                 |                 |
| PT Bank Rakyat Indonesia (Persero) Tbk                                                    | 166.867.364.537 | 147.882.623.277 |
| PT Bank Negara Indonesia (Persero) Tbk                                                    | 146.189.404.190 | 50.600.926.618  |
| PT Bank Mandiri (Persero) Tbk                                                             | 66.662.853.982  | 5.467.788.777   |
| PT Bank Tabungan Negara (Persero) Tbk                                                     | 1.280.000       | 1.652.000       |
| Jumlah<br>Total                                                                           | 379.720.902.709 | 203.952.990.672 |
| % terhadap Jumlah Aset<br>% to Total Assets                                               | 20,88%          | 12,99%          |
| <b>Deposito on Call (Catatan 5)   Deposits on Call (Note 5)</b>                           |                 |                 |
| PT Bank Rakyat Indonesia (Persero) Tbk                                                    | 30.000.000.000  | -               |
| PT Bank Mandiri (Persero) Tbk                                                             | 30.000.000.000  | 125.000.000.000 |
| PT Bank Negara Indonesia (Persero)                                                        | 5.000.000.000   | 70.000.000.000  |
| Jumlah<br>Total                                                                           | 65.000.000.000  | 195.000.000.000 |
| % terhadap Jumlah Aset<br>% to Total Assets                                               | 3,57%           | 12,42%          |
| <b>Dana Dibatasi Penggunaannya (Catatan 6)   Restricted Fund (Note 6)</b>                 |                 |                 |
| PT Bank Negara Indonesia (Persero) Tbk                                                    | 94.759.350.044  | 65.868.785.700  |
| PT Bank Mandiri (Persero) Tbk                                                             | 5.960.077.533   | -               |
| PT Bank Rakyat Indonesia (Persero) Tbk                                                    | 5.918.658.082   | -               |
| Jumlah<br>Total                                                                           | 106.638.085.659 | 65.868.785.700  |
| % terhadap Jumlah Aset<br>% to Total Assets                                               | 5,86%           | 4,20%           |

|                                                                                       | 2019                   | 2018                  |
|---------------------------------------------------------------------------------------|------------------------|-----------------------|
| <b>Piutang Usaha (Catatan 7)   Accounts Receivable (Note 7)</b>                       |                        |                       |
| PT Kereta Api Indonesia (Persero)                                                     | 206.395.318.878        | 235.092.854.156       |
| PT Reska Multi Usaha                                                                  | 3.750.000.000          | -                     |
| PT Railink                                                                            | 3.013.008.414          | 935.000               |
| PT Fintek Karya Nusantara                                                             | 320.000.000            | -                     |
| PT Wijaya Karya (Persero) Tbk                                                         | -                      | 12.000.000            |
|                                                                                       | 213.478.327.292        | 235.105.789.156       |
| Dikurangi: Cadangan Kerugian Penurunan Nilai<br><i>Less: Allowance for Impairment</i> | (148.430.115.678)      | (148.430.115.678)     |
| <b>Jumlah</b>                                                                         | <b>65.048.211.614</b>  | <b>86.675.673.478</b> |
| <i>Total</i>                                                                          |                        |                       |
| <b>% terhadap Jumlah Aset</b>                                                         | <b>3,58%</b>           | <b>5,52%</b>          |
| <b>% to Total Assets</b>                                                              |                        |                       |
| <b>Beban Usaha   Operating Expense</b>                                                |                        |                       |
| PT Telekomunikasi Indonesia (Persero) Tbk                                             | 62.196.314.435         | 48.230.438.052        |
| PT Kereta Api Pariwisata                                                              | 37.477.413.590         | 9.427.723.537         |
| PT Reska Multi Usaha                                                                  | 19.542.726.271         | 113.467.599           |
| PT Asuransi Jiwa Inhealth                                                             | 18.219.531.694         | -                     |
| PT Asuransi Jiwasraya (Persero)                                                       | 7.395.754.081          | 4.928.300.598         |
| PT Kereta Api Properti Manajemen                                                      | 8.769.656.605          | 1.517.523.976         |
| PT KA Logistik                                                                        | -                      | 349.439.599           |
| <b>Jumlah</b>                                                                         | <b>153.601.396.676</b> | <b>64.566.893.361</b> |
| <i>Total</i>                                                                          |                        |                       |
| <b>% terhadap Jumlah Aset</b>                                                         | <b>29,71%</b>          | <b>13,90%</b>         |
| <b>% to Total Assets</b>                                                              |                        |                       |



# Perubahan Kebijakan Akuntansi yang Diterapkan Perusahaan pada Tahun Buku Terakhir

Changes in Accounting Policy Implemented in Current Fiscal Year

## Penerapan Standar Akuntansi Keuangan (PSAK) baru dan revisi, serta Interpretasi Standar Akuntansi Keuangan (ISAK)

Berikut adalah standar baru, amandemen, dan penyesuaian atas standar akuntansi keuangan (SAK) yang berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2019, yaitu:

1. PSAK 22 (Penyesuaian 2018): Kombinasi Bisnis.
2. PSAK 24 (Amandemen 2018): Imbalan Kerja tentang Amandemen, Kurtailmen atau Penyelesaian Program.
3. PSAK 26 (Penyesuaian 2018): Biaya Pinjaman.
4. PSAK 46 (Penyesuaian 2018): Pajak Penghasilan.
5. PSAK 66 (Penyesuaian 2018): Pengaturan Bersama.
6. ISAK 33, Transaksi Valuta Asing dan Imbalan Di muka
7. ISAK 34, Ketidakpastian dalam Perlakuan Pajak Penghasilan.

Implementasi dari standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

Berikut ini adalah dampak atas perubahan dan penyesuaian atas standar dan interpretasi standar di atas yang relevan, tetapi tidak memiliki dampak yang signifikan terhadap laporan keuangan:

### 1. PSAK 24 (Amandemen 2018), Imbalan Kerja tentang Amandemen, Kurtailmen atau Penyelesaian Program

Amandemen PSAK 24 memberikan panduan yang lebih jelas bagi entitas dalam mengakui biaya jasa lalu, keuntungan dan kerugian penyelesaian, biaya jasa kini dan bunga neto setelah adanya amandemen, kurtailmen, atau penyelesaian program karena menggunakan asumsi aktuarial terbaru (sebelumnya menggunakan asumsi aktuarial pada awal periode pelaporan tahunan). Selain itu, Amandemen PSAK 24 juga mengklarifikasi bagaimana persyaratan akuntansi untuk amandemen, kurtailmen, atau penyelesaian program dapat mempengaruhi persyaratan batas atas aset yang terlihat dari pengurangan surplus yang menyebabkan dampak atas aset berubah.

## Implementation of new and revised financial accounting standards (PSAK), and interpretation of financial accounting standards (ISAK)

The following are new standards, amendments, and adjustments to financial accounting standards (SAK) that are effective for the financial year beginning on or after January 1, 2019, namely:

1. PSAK 22 (2018 Adjustment): Business Combination.
2. PSAK 24 (Amendment 2018): Employee Benefits regarding Amendments, Excursions or Completion of Programs.
3. PSAK 26 (Adjustment 2018): Loan Cost.
4. PSAK 46 (Adjustment 2018): Income Tax.
5. PSAK 66 (Adjustment 2018): Joint Arrangement.
6. ISAK 33, Foreign Exchange Transaction and Upfront Reward.
7. ISAK 34, Uncertainty in the Treatment of Income Tax.

Implementation of these standards does not have a significant impact on the amount reported in the current period or the previous year.

The following is impact of changes and adjustments to the standards and interpretations of the above standards that are relevant, but do not have a significant impact on the financial statement:

### 1. PSAK 24 (Amendment 2018), Employee Benefits regarding Amendment, Kurtailmen or Program Completion.

Amendment to PSAK 24 provide clearer guidance for entities in recognizing past service costs, settlement gains and losses, current service costs and net interest after an amendment, curtailment, or program completion for using the latest actuarial assumption (previously using actuarial assumption at the beginning of the reporting period annual). In addition, the Amendment to PSAK 24 also clarify how accounting requirements for amendment, curtailment, or program completion can affect the upper limit of assets as seen from the reduction in surpluses that cause changes in assets to change.

**2. PSAK 26 (penyesuaian 2018), Biaya Pinjaman**

Penyesuaian ini mengklarifikasi bahwa jika saldo pinjaman yang didapatkan secara spesifik masih terutang setelah aset terkait siap untuk digunakan sesuai dengan intensinya atau dijual, pinjaman itu menjadi bagian dari dana yang dipinjam secara umum ketika menghitung tingkat kapitalisasi pada pinjaman secara umum.

**3. PSAK 46 (penyesuaian 2018), Pajak Penghasilan**

Penyesuaian ini mengklarifikasi bahwa suatu entitas harus mengakui konsekuensi pajak penghasilan atas dividen dalam laba rugi, penghasilan komprehensif lain atau ekuitas sesuai dengan di mana entitas awalnya mengakui transaksi yang menghasilkan laba yang dapat didistribusikan. Ini diterapkan terlepas dari apakah tarif pajak yang berbeda berlaku untuk laba yang didistribusikan dan tidak didistribusikan.

**4. ISAK 33, Transaksi Valuta Asing dan Imbalan di Muka**

ISAK 33 mengklarifikasi penggunaan tanggal transaksi untuk menentukan kurs yang digunakan pada pengakuan awal aset, beban atau penghasilan terkait pada saat entitas telah menerima atau membayar imbalan di muka dalam valuta asing.

**5. ISAK 34, Ketidakpastian dalam Perlakuan Pajak Penghasilan**

ISAK ini bertujuan untuk mengklarifikasi dan memberikan panduan dalam merefleksikan ketidakpastian perlakuan pajak penghasilan dalam laporan keuangan.

Penerapan amandemen dan penyesuaian standar di atas tidak memberikan pengaruh material terhadap laporan keuangan.

**2. PSAK 26 (adjustment 2018), Borrowing Costs**

*This adjustment clarifies that if the loan balance specifically obtained is still outstanding after related assets are ready to be used in accordance with their intentions or sold, the loan becomes part of the funds borrowed in general when calculating capitalization level of loan in general.*

**3. PSAK 46 (adjustment 2018), Income Tax**

*This adjustment clarifies that an entity shall recognize the consequences of income tax on dividends in profit or loss, other comprehensive income or equity in accordance with where the entity initially recognizes transactions that generate profit that can be distributed. This applies regardless of whether different tax rates apply to distributed profits and not distributed.*

**4. ISAK 33, Foreign Exchange Transaction and Upfront Reward**

*ISAK 33 clarifies the use of transaction date to determine exchange rate used at the initial recognition of asset, expense or related income at the time the entity has received or paid in advance in foreign currency.*

**5. ISAK 34, Uncertainty in the Treatment of Income Tax**

*This ISAK aims to clarify and provide guidance in reflecting the uncertainty of income tax treatment in financial statement.*

*Implementation of amendments and adjustments to the standards above has no material effect on the financial statement.*



## Informasi Keberlangsungan Usaha

### Information on Business Continuity

Dalam upaya menjaga kelangsungan usaha Perseroan, KCI senantiasa mengikuti perkembangan serta aktivitas ekonomi maupun dinamika industri yang bertujuan untuk meraih peluang usaha, memitigasi risiko, dan mengembangkan kapabilitas jangka panjang. Melalui upaya tersebut, Perseroan diharapkan mampu mempertahankan kinerja keuangan yang positif.

#### Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Perseroan tidak menghadapi hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha sampai dengan tahun 2019. Pertumbuhan kinerja operasional dan keuangan Perseroan dalam 3 tahun terakhir sebagaimana dimuat pada bagian Ikhtisar Data Keuangan Penting dan Ikhtisar Indikator Kinerja Operasional mencerminkan kondisi Perseroan yang mampu mempertahankan kelangsungan usahanya.

#### Assessment Manajemen atas Hal-hal yang Berpengaruh Signifikan terhadap Kelangsungan Usaha

Manajemen telah melakukan penilaian atas kemampuan Perseroan untuk melanjutkan kelangsungan usahanya. Sumber daya yang dimiliki Perseroan untuk melanjutkan usaha di masa mendatang memadai. Selain itu, manajemen Perseroan tidak mengetahui adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Perseroan untuk melanjutkan usahanya. Sampai dengan lima tahun terakhir, Perseroan telah mendapatkan opini dari Kantor Akuntan Publik Rama Wendra (McMillan Woods) bahwa laporan keuangan telah disajikan secara wajar dalam semua hal yang material, termasuk di dalamnya adalah posisi keuangan, kinerja keuangan dan arus kas Perseroan.

#### Asumsi yang Digunakan Manajemen dalam Melakukan Assessment

Manajemen menggunakan asumsi-asumsi dari berbagai sumber baik internal maupun eksternal yang di antaranya adalah indikator-indikator ekonomi seperti PDB, tingkat inflasi, nilai tukar, dan proyeksi untuk masa yang akan datang

*In the effort in maintaining the business continuity of the Company, KCI continuously follows developments and economic activities and industrial dynamics to seize business opportunities, mitigate risks, and develop longterm capabilities. Through these efforts, the Company is expected to be able to maintain positive financial performance.*

#### Issues with Significant Impact on Business Continuity

*The Company did not experience any issue with significant impact on business continuity as of 2019. The Company's operational and financial performance growth in the last 3 years as disclosed in Key Financial Highlights and Operational Performance Indicators Highlights reflect the Company's condition is capable to maintain its business continuity.*

#### Management's Assessment on Issues with Significant Impact on Business Continuity

*The Management has assessed the Company's capability to continue its business sustainability. Resources of the Company to continue its business in the future are sufficient. In addition, the Company's management does not acknowledge any material uncertainty that may cause significant hesitation to the Company's capability in continuing its business. In recent five years, the Company acquired opinion from the Public Accountant Firm Rama Wendra (McMillan Woods) that the financial Statements has been presented fairly in all material aspects, including financial positions, financial performance and cash flows.*

#### Assumption that Applied by The Management for Assessment

*The Management applies assumptions from various internal and external sources including economic indicators such as GDP, inflation rate, exchange rate and future projection.*



Halaman ini sengaja dikosongkan  
*This page is intentionally left blank*



# 05

## Tata Kelola Perusahaan

Good Corporate Governance

**Pada tahun 2019 penilaian GCG dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP). KCI memperoleh nilai 80,58.**

In 2019, the GCG assessment was carried out by Badan Pengawasan Keuangan dan Pembangunan (BPKP). KCI scored 80.58.





## Tata Kelola Perusahaan

Good Corporate Governance



Guna mewujudkan Perusahaan yang dipercaya pemangku kepentingan dan tumbuh secara berkelanjutan, maka penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di dalam setiap kegiatan usaha sangat dibutuhkan.

*In order to manifest the trusted Company by stakeholders and grow sustainably, the application of Good Corporate Governance (GCG) principles in every business activity is needed.*

Praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) atau GCG bagi Perseroan bukan hanya sekadar kewajiban melainkan telah menjadi bagian dari setiap inisiatif dalam program kerja serta pelayanan yang diberikan kepada seluruh elemen di Perseroan. Dari tahun ke tahun, komitmen tersebut diwujudkan melalui penerapan dan tingkat kepatuhan GCG yang semakin baik sesuai dengan landasan peraturan perundang-undangan dan *best practice* yang berlaku di Indonesia.

*Good Corporate Governance (GCG) practice for the Company is not merely an obligation but rather has become part of every initiative in the work program and services provided to all elements in the Company. From year to year, the commitment is realized through the implementation and level of GCG compliance that increasingly better in accordance with the foundation of legislation and best practices that apply in Indonesia.*

Perseroan menyadari bahwa dalam setiap kegiatan Perusahaan perlu menjunjung tinggi etika dan sikap-sikap yang mengamalkan prinsip-prinsip GCG. Prinsip-prinsip tersebut di antaranya Transparansi, Akuntabilitas, Tanggung Jawab, Kesetaraan dan Independensi. Kelima hal tersebut juga harus ditambah harmoni sehingga adanya keseimbangan dalam penerapan GCG di Perseroan.

*The Company realizes that in every activity it needs to uphold the ethics and attitudes that practise the principles of GCG. The principles are transparency, accountability, equality, and Index, among others. The fifth things also have to be added harmony to balance the implementation of GCG in the Company.*



## TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

### Objectives of Corporate Governance Implementation

Tujuan diterapkannya GCG dalam Perseroan agar Perseroan memiliki prinsip-prinsip yang mendasari proses dan mekanisme pengelolaan Perseroan yang berlandaskan pada Peraturan Perundang-undangan dan etika berusaha, di mana di dalamnya memuat beberapa aspek seperti GCG, Board Manual, Sistem Pengendalian Internal, Whistleblowing System, Kode Etik, LHKPN dan Gratifikasi. Adanya hal-hal tersebut di atas menyatakan komitmen Perseroan dalam menerapkan GCG dalam setiap bisnis usahanya. Adapun tujuan dalam penerapan GCG adalah sebagai berikut:

*The purpose of GCG implementation within the Company is requiring the principles underlying the process and mechanism of the Company management based on the rules and policy and code of conduct, in which it contains several aspects such as GCG, Manual Board, Internal Control System, Whistleblowing System, Code of Conduct, LHKPN and gratification. Stated are to declare the Company's commitment to implement GCG in every business. The objectives in implementing GCG are as follows:*





## Komitmen Penerapan Tata Kelola Perusahaan

Commitment to Implementation of Corporate Governance



Bagi Perseroan, praktik Tata Kelola Perusahaan yang Baik (Good Corporate Governance) atau GCG bukan hanya sekadar kewajiban melainkan telah menjadi bagian dari setiap inisiatif dalam program kerja serta pelayanan yang diberikan kepada seluruh elemen di Perseroan. Dari tahun ke tahun, komitmen tersebut diwujudkan melalui penerapan dan tingkat kepatuhan GCG yang semakin baik sesuai dengan landasan peraturan perundang-undangan dan *best practice* yang berlaku di Indonesia.

Sesuai dengan status Perseroan sebagai anak Perusahaan Badan Usaha Milik Negara (BUMN), maka landasan untuk melaksanakan praktik GCG mengacu pada ketentuan GCG yang berlaku di BUMN. Acuan tersebut terdapat dalam Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011. Kemudian dalam melakukan evaluasi atau asesmen GCG secara berkala menggunakan indikator yang diatur dalam Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 Tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara. Praktik GCG di Perseroan juga telah diatur dalam SK Direksi Nomor SK.037/CU/KCI/IX/2017.

*For the Company, Good Corporate Governance (GCG) practices are not merely obligations but are part of every initiative in the work program and services provided to all elements in the Company. From year to year, the commitment is realized through the implementation and level of GCG compliance that increasingly better in accordance with the foundation of legislation and best practices that apply in Indonesia.*

*In accordance with the status of the Company as a subsidiary of State-Owned Enterprises (SOE), then the foundation for implementing GCG practice refers to the provisions of GCG that apply in BUMN. The reference is contained in regulation of the Minister of State BUMN No. PER-01/MBU/2011 dated August 1, 2011. Then in conducting the evaluation or assessment of GCG periodically using indicators that are governed in the decision of the Secretary of State Minister of BUMN number SK-16/S. MBU/2012 on indicators/parameters assessment and evaluation of good Corporate Governance implementation in state-owned enterprises. GCG practice in the Company is also governed by the Board of Directors decree No. 037/CU/KCI/IX/2017.*

# Prinsip-Prinsip Tata Kelola Perusahaan

## Principles of Corporate Governance

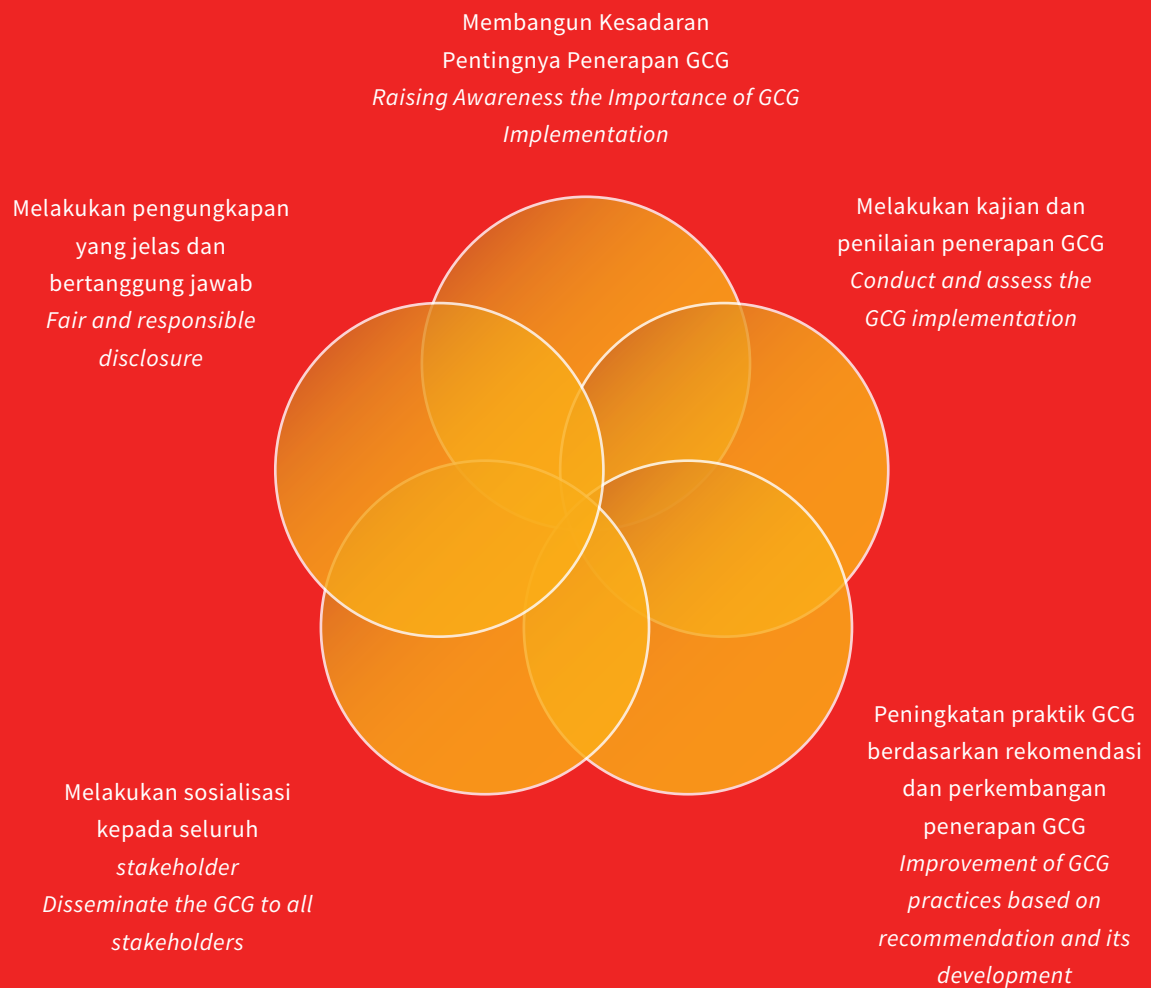
Berikut adalah penerapan prinsip-prinsip tata kelola Perusahaan di Perseroan: *Below are the principles of the Company's GCG:*

| Prinsip<br>Principles                    | Uraian Penerapan Prinsip-Prinsip GCG<br>The Implementation of GCG Principles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Keterbukaan<br><i>Transparency</i>       | <p>Perseroan mempunyai kebijakan dalam melakukan pengambilan keputusan dan keterbukaan informasi yang relevan kepada seluruh <i>stakeholder</i> baik <i>stakeholder</i> internal dan eksternal sesuai dengan kebijakan peraturan perundangan-undangan yang ada.</p> <p>Perseroan menjamin pengungkapan informasi yang diberikan merupakan data yang akurat, jelas, memadai, tepat waktu, mampu telusur dan mudah diakses pada semua kalangan <i>stakeholder</i>. Informasi yang diberikan Perseroan diberikan melalui hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> <li>Media Massa</li> <li>Website Perusahaan</li> <li>Media Sosial</li> <li>Laporan Tahunan</li> </ol> <p><i>The Company has policies in the matter of decision making and disclosure of relevant information to all stakeholders both internal and external stakeholders in accordance with the regulatory policy.</i></p> <p><i>The Company guarantees that the disclosure of information provided is accurate, clear, adequate, timely, able to search and accessible to all stakeholders. The information provided by the Company are provided through the following matters:</i></p> <ol style="list-style-type: none"> <li>Mass Media</li> <li>Company Website</li> <li>Social Media</li> <li>Annual Report</li> </ol>                                                                                                                                                                                                                                                                                                                                 |
| Akuntabilitas<br><i>Accountability</i>   | <p>Perseroan menerapkan akuntabilitas dengan mengungkapkan dengan jelas tugas dan kewajiban pegawai serta hak, wewenang dan tanggung jawab antara Pemegang Saham, Dewan Komisaris, Direksi serta Manajemen dari level atas hingga level bawah. Hal ini dapat dilihat dari hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> <li>Melakukan RUPS sesuai ketentuan yang berlaku</li> <li>Direksi mengelola Perusahaan yang sejalan dengan ketentuan yang ada</li> <li>Dewan Komisaris melakukan pengawasan dan memberikan nasihat kepada Direksi tentang pengelolaan Perusahaan</li> <li>Seluruh pegawai melaksanakan tugas dan fungsi sesuai dengan unit kerjanya masing-masing</li> </ol> <p><i>The Company implements accountability by disclosing the duties and obligations of the employees and the rights, authority and responsibilities of Shareholders, Board of Commissioners, Directors, and management from the upper level to the lower level. It can be seen from the following statements:</i></p> <ol style="list-style-type: none"> <li>Conduct the GMS according to applicable provisions</li> <li>The Board of Directors manages the Company in line with existing provisions</li> <li>The Board of Commissioners supervises and advises the Board of Directors on the management</li> <li>All employees perform duties and functions in accordance with their respective working units</li> </ol>                                                                                                                                                                                                                 |
| Responsibilitas<br><i>Responsibility</i> | <p>Perseroan senantiasa melakukan penerapan seluruh kegiatan usahanya dengan mematuhi peraturan perundang-undangan yang berlaku, melaksanakan hasil masukan dan arahan atas pelaksanaan bisnis dari para <i>stakeholder</i>. Perseroan melakukan tanggungjawabnya baik kepada pegawai sebagai mitra strategis dalam bisnis Perusahaan dengan cara memberikan hak-hak pegawai serta melakukan pembinaan dan pengembangan sesuai dengan kompetensi pendidikan yang diperlukan.</p> <p>Perseroan melakukan tanggung jawab kepada para mitra kerja untuk melakukan kegiatan usaha yang sesuai dengan aturan yang berlaku dan komunikatif sehingga proses kerja dapat berjalan lancar. Perusahaan melakukan tanggung jawab sosial dengan membangun lingkungan yang aman dan terkendali untuk kegiatan operasional Perusahaan.</p> <p><i>The Company continues to implement all its business activities by complying with prevailing laws and regulations, implementing the results of inputs and directives on the implementation of business from stakeholders. The Company performs its responsibility for its employees as strategic partners in the Company's business by providing employees' rights and coaching and development in accordance with the necessary educational competencies.</i></p> <p><i>The Company conducts responsibility to the partners to conduct business activities in accordance with the prevailing rules and communicative to support the good business process. The Company conducts social responsibility by establishing a safe and controlled environment for the operational activities of the Company.</i></p> |



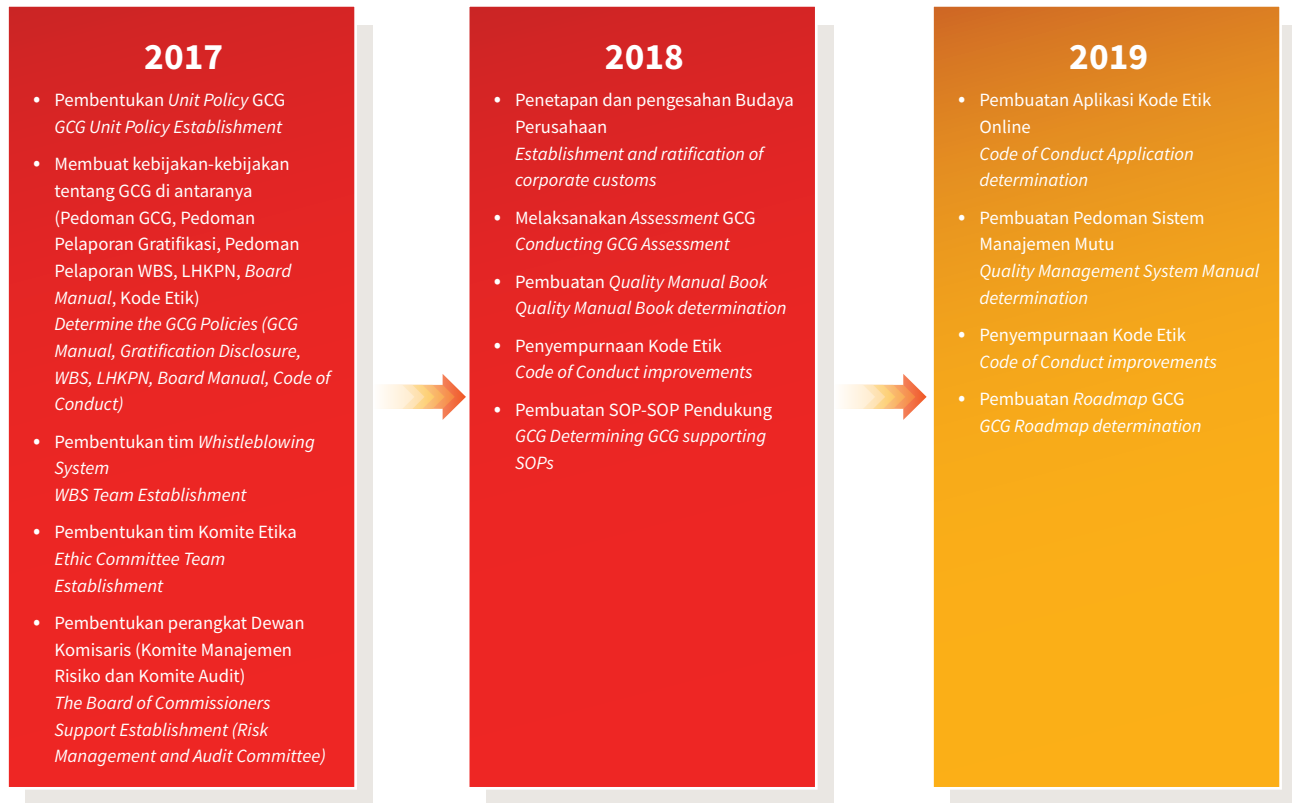
| Prinsip<br>Principles       | Uraian Penerapan Prinsip-Prinsip GCG<br>The Implementation of GCG Principles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewajaran<br>Fairness       | <p>Perseroan menerapkan asas kewajaran kepada seluruh <i>stakeholder</i> secara berimbang antara hak dan kewajiban yang diberikan kepada dan oleh Perseroan. Perusahaan juga membuka seluruh akses informasi kepada seluruh <i>stakeholder</i> untuk memberikan masukan yang konstruktif terhadap pengelolaan Perseroan sesuai dengan aturan pemberian informasi yang wajar dan bertanggung jawab.</p> <p>Dalam penerapan usahanya Perseroan memberikan kesempatan seluas-luasnya untuk penerimaan, pengembangan kompetensi dan berkarir tanpa membeda-bedakan jenis kelamin, suku, agama, ras dan golongan serta kondisi fisik.</p> <p><i>The Company applies the principle of fairness to all stakeholders fairly between the rights and obligations given to and by the Company. The Company also disclosing all information access to all stakeholders to provide constructive feedback on the Company's management in accordance with the rules of providing reasonable and responsible information.</i></p> <p><i>In the application of the Company's business provides Board opportunities for acceptance, competency development and career without discriminate gender, ethnicity, religion, race and group and physical conditions.</i></p> |
| Indepedensi<br>Independency | <p>Prinsip indepedensi diterapkan dengan melakukan penerapan kode etik yang diperbaharui sesuai dengan kebutuhan atau hasil evaluasi dari manajemen yang didalamnya terdapat peraturan mengenai transaksi dengan pihak lain, benturan kepentingan dan peraturan lainnya yang mengikat kepada seluruh Insan Perseroan sehingga indepedensi dapat berjalan dengan objektif. Hal ini ditandai dengan pengambilan keputusan yang menghindari hal-hal yang dapat menyebabkan benturan kepentingan dan setiap Insan Perusahaan saling menghormati hak dan kewajiban yang ada serta sesuai dengan tugas pokok dan fungsinya masing-masing.</p> <p><i>The principles of the index are implemented by manifesting the updated code of conduct according to the needs or results of the evaluation of the management in which there are regulations regarding transactions with other parties, conflicts of interest and other regulations that bind to all the Company's elements so that the index can run objectively. It is characterized by decision making that avoids a conflict of interest and each Company's employee respect the rights and obligations that exist and in accordance with the basic of each duties and functions.</i></p>            |

## TAHAPAN IMPLEMENTASI GCG DI KCI *GCG IMPLEMENTATION IN KCI*



## Jejak Langkah Unit GCG

The Step Of The GCG Unit



## Kegiatan Implementasi Tata Kelola Perusahaan Tahun 2019

Corporate Governance Implementation Activity 2019

### 13 Februari 2020

*Focus Group Discussion* antara PT Kereta Commuter Indonesia dengan Komisi Pemberantasan Korupsi dengan Tema Perilaku Anti Korupsi, Pencegahan Suap Dan Gratifikasi Serta Kepatuhan Pelaporan LHKPN.

### February 13, 2020

*Focus Group Discussion* between PT Kereta Commuter Indonesia and Corruption Eradication Commission with the theme of Anti-corruption behavior, bribery prevention and gratification and compliance reporting LHKPN.

### 19 Februari 2019

*Sharing Knowledge* RJPP, Manajemen Risiko dan *Three Lines of Defence*.

### February 19, 2019

*Sharing Knowledge* RJPP, Risk Management and *Three Lines of Defences*.



**19 Maret 2019**

Pembahasan Roadmap Good Corporate Governance PT Kereta Commuter Indonesia.

**16-17 April 2019**

Awareness dan Implementasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan.

**31 Maret 2019**

Pembahasan hasil Assessment Penerapan Good Corporate Governance PT Kereta Commuter Indonesia Tahun 2018.

**26 Agustus 2019**

Surveillance ISO 9001:2015 Sistem Manajemen.

**6 September 2019**

Unit Policy GCG dan IT meraih peringkat pertama dalam Ajang Innovation and Improvement Award 2019 kategori Karya Proyek yang diadakan oleh PT Kereta Api Indonesia (Persero).

**15 September 2019**

Grand Launching Aplikasi Commuter Code of Conduct Online (C3O) pada HUT PT Kereta Commuter Indonesia.

**6 November 2019**

Focus Group Discussion antara PT Kereta Commuter Indonesia dengan Badan Pemeriksa Keuangan dan Pembangunan (BPKP) dengan Tema Penerapan Good Corporate Governance dan Persiapan Assessment Good Corporate Governance di PT Kereta Commuter Indonesia.

**21 November 2019**

PT Kereta Commuter Indonesia menerima Penghargaan SNI Award Tahun 2019.

**23 November 2019**

Unit Policy GCG dan IT meraih peringkat Emas dalam Temu Karya Mutu dan Produktivitas Nasional ke XXIII di Solo.

**March 19, 2019**

*Discussion of Good Corporate Governance Roadmap of PT Kereta Commuter Indonesia.*

**April 16-17, 2019**

*Awareness and implementation of ISO 37001:2016 Anti-Bribery management system.*

**March 31, 2019**

*Discussion of GCG Implementation Assessment of PT Kereta Commuter Indonesia Year 2018.*

**August 26, 2019**

*Surveillance ISO 9001:2015 Management System.*

**September 6, 2019**

*Unit Policy GCG and IT, won first rank at event of Innovation and Improvement Award 2019 in category Karya Proyek conducted by PT Kereta Api Indonesia (Persero).*

**September 15, 2019**

*Grand Launching of Commuter Code of Conduct Online application (C3O) at PT Kereta Commuter Indonesia's anniversary.*

**November 6, 2019**

*Focus Group Discussion of PT Kereta Commuter Indonesia with Badan Pemeriksa Keuangan dan Pembangunan (BPKP) themed Good Corporate Governance Implementation and Assessment of Good Corporate Governance in PT Kereta Commuter Indonesia.*

**November 21, 2019**

*PT Kereta Commuter Indonesia received SNI Award year 2019.*

**November 23, 2019**

*Unit Policy GCG and IT ranked Gold in The XXIII National Quality and Productivity meeting in Solo.*

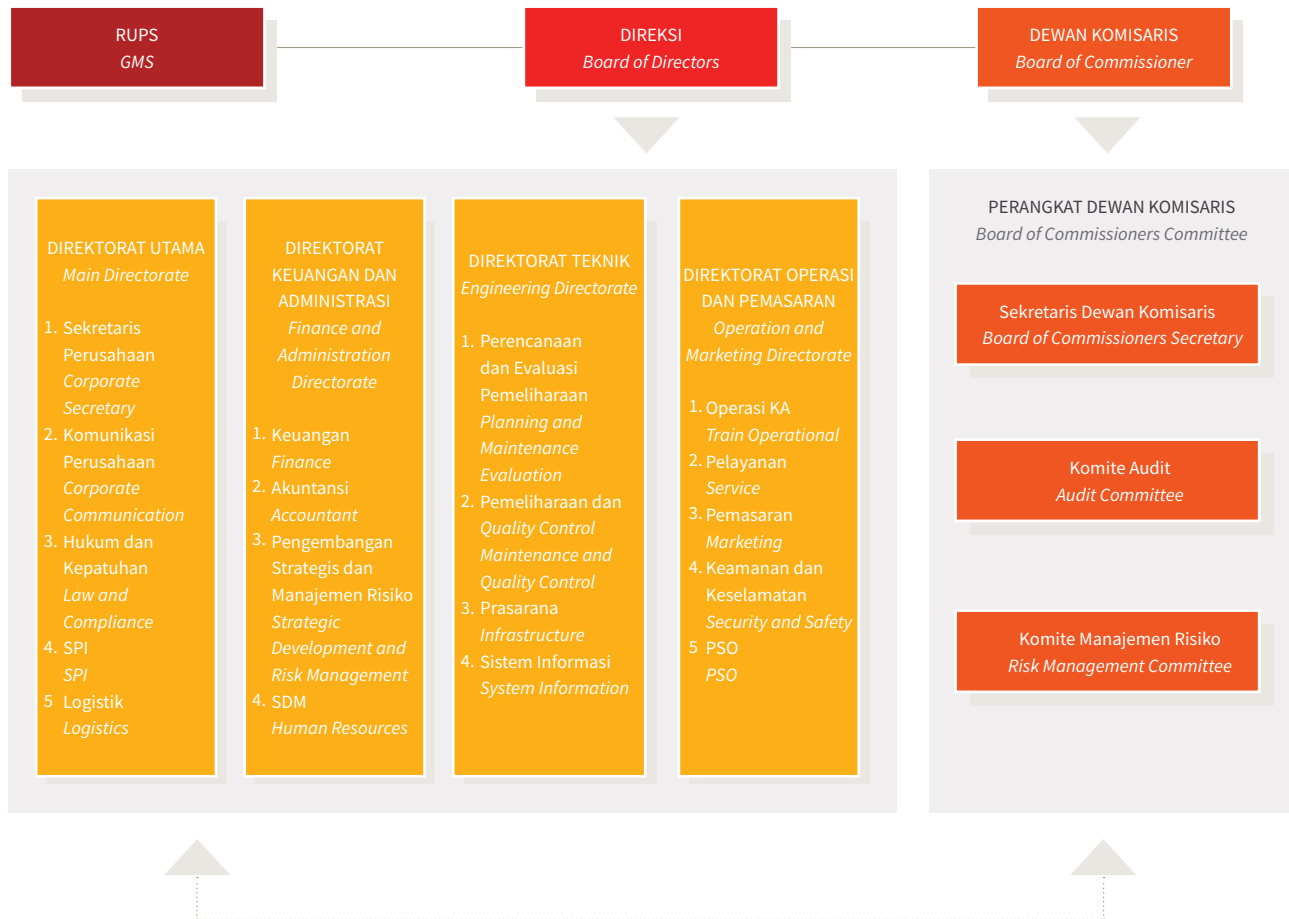


# Kebijakan dan Struktur Tata Kelola Perusahaan

## Corporate Governance Policy and Structure

Struktur dan mekanisme GCG dalam Praktik GCG di Perseroan terdiri atas Organ Utama dan Organ Pendukung. Organ Utama terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Sedangkan Organ Pendukung GCG merupakan organ Perseroan yang membantu pelaksanaan tugas dan kewajiban dari Dewan Komisaris dan Direksi dalam implementasi GCG. Adapun Komite di bawah Dewan Komisaris, di antaranya Komite Audit, Komite Manajemen Risiko, Sekretaris Dewan Komisaris.

*The structure and mechanism of GCG in the Company's GCG practice consist of the main organs and supporting organs. The main organs consist of general Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. Meanwhile, GCG support Organ is the Company's organ that assists the duties and obligations of the Board of Commissioners and Directors in implementing GCG. The Committee under the BOC, including the Audit Committee, Risk Management Committee, Secretary of the Board of Commissioners.*



## **PENANGGUNG JAWAB IMPLEMENTASI GCG**

### **GCG IMPLEMENTATION AUTHORIZATION**

Dalam penerapannya, penanggungjawab atas penerapan prinsip Tata Kelola Perusahaan yang Baik dilaksanakan pada Unit Hukum dan Kepatuhan dengan Keputusan Direksi Nomor SK-005.1/KCJ/DIR-HRD/III/2016 tentang Struktur Organisasi dan Tata Laksana, di tahun 2018 terdapat Revisi atas Surat Keputusan Direksi tersebut dengan dikeluarkannya SK-024/KCI/DIR-HRD/X/2018 sehingga mengubah Struktur Organisasi pengelolaan GCG menjadi tanggung jawab Unit Sekretaris Perusahaan.

*In its implementation, the authorization for the implementation of good corporate governance principles implemented in the Unit of law and compliance with the decision of the Board of Directors Decree No. 005.1/KCJ/DIR-HRD/III/2016 on organizational structure and governance, in 2018 there was a revision of the Decree of the Board of Directors with the issuance of SK-024/KCI/DIR-HRD/X/2018 to change the organizational structure of GCG management to be the responsibility of the Corporate Secretary Unit.*

## **MEKANISME TATA KELOLA PERUSAHAAN**

### **GOOD CORPORATE GOVERNANCE MECHANISM**

Perseroan memiliki kebijakan pedoman dan prosedur dalam menerapkan tata kelola Perusahaan yang baik. Hal ini diukung oleh kebijakan kebijakan yang memuat hak, kewajiban, tugas pokok, fungsi dan wewenang serta tanggung jawab pada setiap lini.

*The Company has policy of guidelines and procedures for implementing good corporate governance. This is subject to policy policies that contain the rights, obligations, principal tasks, functions and powers and responsibilities of each line.*

Perseroan secara berkala melakukan pemantauan atas kebijakan-kebijakan yang dilakukan dan melakukan penyempurnaan serta memastikan bahwa penerapan tata kelola yang dilakukan berjalan dengan baik dan berkesinambungan.

*The Company periodically conducts monitoring of policies and improvements and ensures that the implementation of good governance is ongoing.*



## Penilaian Penerapan Good Corporate Governance

### GCG Assessment

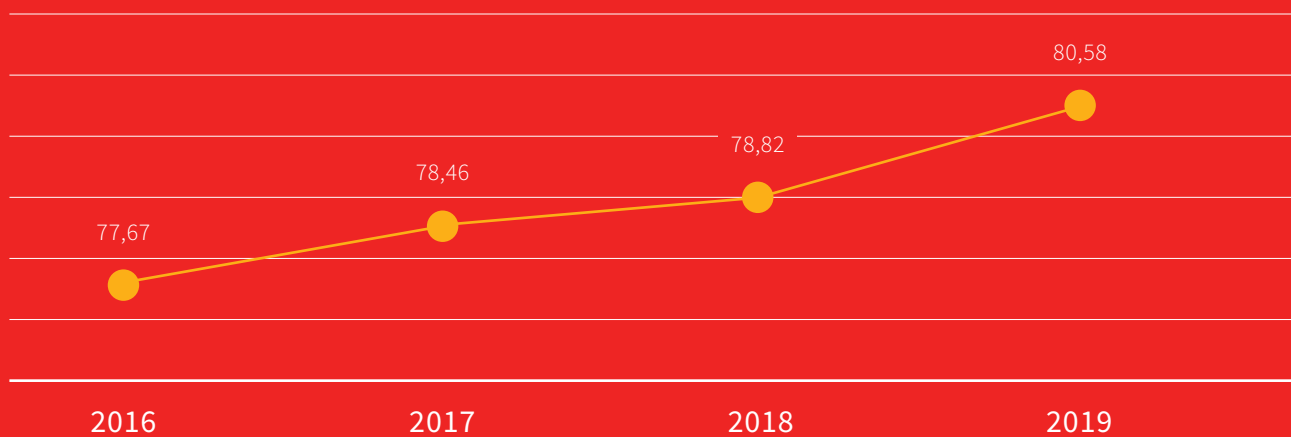
Pengukuran penerapan aktivitas GCG menggunakan parameter yang telah ditetapkan oleh Kementerian BUMN sebagaimana diatur dalam Surat Keputusan Sekretaris Menteri BUMN Nomor 16/S.MBU/2012 Tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara.

Penilaian GCG dalam PT Kereta Commuter Indonesia dilakukan melalui 2 cara yaitu *assessment* dan *self assessment*, untuk tahun 2019 telah dilakukan *assessment* yang dinilai oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) dengan perolehan nilai 80,58, berikut perolehan nilai GCG 4 (empat) tahun terakhir.

*Measurement of the implementation of GCG activities using parameters set by the Ministry of SOES as stipulated in the Decree of the Secretary of State of BUMN No. 16/S. MBU/2012 on indicators/parameters assessment and evaluation of good Corporate Governance implementation in state-owned enterprises.*

*GCG Assessment in PT Kereta Commuter Indonesia was conducted through 2 ways: assessment and self assessment, in 2019 has been conducted assessment assessed by the Badan Pengawasan Keuangan dan Pembangunan (BPKP) with the acquisition of the value of 80.58, following are the 4 (four) years acquisition value of GCG.*

Penilaian GCG  
GCG ASSESSMENT



| Aspek Pengujian/ Indikator/Parameter<br>Assessment Aspects/Indicator/Parametre                                                                                      | Bobot<br>Value | Capaian<br>Achievement |              |              |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------|--------------|--------------|--------------|
|                                                                                                                                                                     |                | 2016                   | 2017         | 2018         | 2019         |
| I Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan<br><i>Commitment to Sustainable Implementation of Good Corporate Governance</i> | 7.00           | 5.24                   | 5.93         | 6.33         | 6,40         |
| II Pemegang Saham/Rups/Pemilik Modal<br><i>Shareholder/Gms/Capital Owner</i>                                                                                        | 9.00           | 7.44                   | 7.53         | 6.88         | 6,98         |
| III Dewan Komisaris/Dewan Pengawas<br><i>Board of Commissioners/Monitoring Board</i>                                                                                | 35.00          | 26.67                  | 28.01        | 28.58        | 29,76        |
| IV Direksi<br><i>Board of Directors</i>                                                                                                                             | 35.00          | 29.68                  | 30.55        | 28.88        | 29,13        |
| V Pengungkapan Informasi dan Transparansi<br><i>Information Disclosure dnd Transparency</i>                                                                         | 9.00           | 6.02                   | 6.44         | 8.14         | 8,30         |
| VI Aspek Lainnya*<br><i>Other Aspects *</i>                                                                                                                         | 0.00           | -                      | -            | -            | -            |
| <b>TOTAL NILAI</b><br><i>Total score</i>                                                                                                                            | <b>100</b>     | <b>77,67</b>           | <b>78,46</b> | <b>78,82</b> | <b>80,58</b> |

#### Kriteria yang digunakan dalam self-assessment maupun assessment GCG

Atas assessment dan *self assessment* yang diterapkan di PT KCI, pada dasarnya mengikuti 2 ketentuan pokok, yaitu:

- Peraturan Menteri Negara BUMN Nomor : PER-01/MBU/2011 tanggal 01 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN, dan P&T Peraturan Menteri Negara BUMN Nomor: PER-09/MBU/2012 tanggal 16 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN.
- Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 Tanggal 06 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance).

#### Criteria used in self-assessment and assessment of GCG

On the assessment and Self Assessment applied at PT KCI, basically follow 2 basic provisions, namely:

- Regulation of the Minister of SOE number: PER-01/MBU/2011 Dated August 1, 2011 on the implementation of Good Corporate Governance in BUMN, and P&T regulation of the Minister of State BUMN number: PER-09/MBU/2012 dated July 16, 2012 about the amendment to the regulation of the Minister of State BUMN number: PER-01/MBU/2011 concerning the implementation of good Corporate Governance in State-Owned Enterprises.
- The decree of the Ministry of BUMN No.: SK-16/S.MBU/2012 dated June 6, 2012 concerning indicators/parameters assessment and evaluation of good Corporate Governance implementation.





### Pihak yang melakukan assessment GCG tahun 2019

Penilaian Permohonan untuk pelaksanaan Assessment GCG PT Kereta Commuter Indonesia nomor surat 292/DK-HR/KCI/X/2019 kepada Badan Pengawasan Keuangan dan Pembangunan (BPKP) perwakilan DKI Jakarta. Dengan Surat Tugas Nomor ST-999/PW09/4.1/2009 mengenai penugasan tentang pelaksanaan Assessment GCG tahun 2019 di PT KCI.

### The party conducting GCG assessment in 2019

Assessment of application for GCG Assessment of PT Kereta Commuter Indonesia Letter Number 292/DK-HR/KCI/X/2019 to Badan Pengawasan Keuangan dan Pembangunan (BPKP) representative of DKI Jakarta. By letter of Duty number ST-999/PW09/4.1/2009 regarding the assignment on the implementation of the Assessment GCG in 2019 at PT KCI.

### Skor assessment GCG 2019

#### GCG Assessment Score in 2019

| Aspek Pengujian/ Indikator/Parameter<br>Assessment Aspects/Indicator/Parametre                                                                                      | Bobot<br>Value | Capaian Tahun 2019<br>2019 Achievement |                            | Predikat<br>Predicate           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------|----------------------------|---------------------------------|
|                                                                                                                                                                     |                | Skor<br>Score                          | % Capaian<br>% Achievement |                                 |
| I Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan<br><i>Commitment To Sustainable Implementation of Good Corporate Governance</i> | 7,000          | 6,40                                   | 91,48                      | Sangat Baik<br><i>Very Good</i> |
| II Pemegang Saham/RUPS/Pemilik Modal<br><i>Shareholder/GMS/Capital Owner</i>                                                                                        | 9,000          | 6,98                                   | 77,56                      | Baik<br><i>Good</i>             |
| III Dewan Komisaris/Dewan Pengawas<br><i>Board of Commissioners/Monitoring Board</i>                                                                                | 35,000         | 29,76                                  | 85,04                      | Sangat Baik<br><i>Very Good</i> |
| IV Direksi<br><i>Board of Directors</i>                                                                                                                             | 35,000         | 29,13                                  | 83,23                      | Sangat Baik<br><i>Very Good</i> |
| V Pengungkapan Informasi Dan Transparansi<br><i>Information Disclosure And Transparency</i>                                                                         | 9,000          | 8,30                                   | 92,21                      | Sangat Baik<br><i>Very Good</i> |
| VI Aspek Lainnya*<br><i>Other Aspects*</i>                                                                                                                          | 0,000          |                                        |                            |                                 |
| <b>Skor Keseluruhan<br/>Total score</b>                                                                                                                             | <b>80,58</b>   |                                        |                            |                                 |

### Skor assessment GCG 2019

#### GCG Assessment Score in 2019

| No           | Aspek Governance<br>Governance Aspects                                            | Jumlah Rekomendasi<br>Total Recommendation |
|--------------|-----------------------------------------------------------------------------------|--------------------------------------------|
| 1            | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan | 6                                          |
| 2            | Pemegang Saham/RUPS                                                               | 6                                          |
| 3            | Dewan Komisaris                                                                   | 12                                         |
| 4            | Direksi                                                                           | 13                                         |
| 5            | Pengungkapan Informasi dan Transparansi                                           | 4                                          |
| 6            | Aspek Lainnya                                                                     | -                                          |
| <b>TOTAL</b> |                                                                                   | <b>41</b>                                  |

### Rekomendasi Assessment GCG Tahun 2019

Atas hasil *assessment* GCG yang telah dilakukan penilaian oleh BPKP, PT KCI berkomitmen untuk menindaklanjuti setiap temuan *area of improvement* dalam penilaian tersebut, berikut hasil rekomendasi *assessment* di tahun 2019.

### GCG Assessment Recommendation In 2019

For the results of GCG assessment that has been done by BPKP, PT KCI is committed to follow up with each area of improvement findings in the assessment, following assessment recommendation in year 2019.

### Aspek Komitmen terhadap Penerapan Tata Kelola Secara Berkelanjutan The Commitment to Sustainable Governance Implementation

| No | Aspek Governance<br>Governance Aspects                                                                                                                                                                                                                                          | Jumlah Rekomendasi<br>Total Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara berkelanjutan<br><i>Commitment to sustainable Good Corporate Governance implementation</i>                                                                                                                  | <ol style="list-style-type: none"> <li>1. Agar PT KCI dapat lebih meningkatkan tingkat pemahaman kode etik bagi seluruh Insan Perusahaan (tingkat pemahaman saat ini 83%).</li> <li>2. Agar PT KCI dapat melakukan perhitungan terpisah kepada BOD/BOC untuk mengukur tingkat pemahaman Direksi/Dewan Komisaris dan Perangkat Dewan Komisaris. <ol style="list-style-type: none"> <li>1. In order for PT KCI to further increase the level of the dissemination of the code of conducts for all corporate employees (current level of understanding 83%).</li> <li>2. In order for PT KCI to conduct separate calculations to BOD/BOC to measure the level of understanding of BOD/BOC and the Board of Commissioners.</li> </ol> </li> </ol> |
| 2  | Perusahaan melaksanakan kebijakan atas sistem pelaporan atas dugaan penyimpangan pada Perusahaan yang bersangkutan (Whistle Blowing System)<br><i>The Company conducts policy on reporting system on alleged irregularities related to the Company (Whistle Blowing System)</i> | <p>Agar PT KCI melakukan evaluasi terhadap pelaksanaan Whistle Blowing System untuk memastikan efektivitas tentang pelaporan Whistleblowing System di lingkungan PT KCI mulai dari tingkat pemahaman, media pelaporan serta sosialisasi yang dilakukan.</p> <p>In order for PT KCI to evaluate the implementation of Whistleblowing System to ensure the effectiveness of Whistleblowing System reporting is in the management of PT KCI from the level of understanding, reporting media and socialization.</p>                                                                                                                                                                                                                              |

### Aspek Pemegang Saham Shareholders Aspects

| No | Parameter<br>Parametre                                                                                                                            | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | RUPS melakukan pengangkatan dan pemberhentian Direksi<br><i>The GMS shall determine the appointment and termination of the Board of Directors</i> | <ol style="list-style-type: none"> <li>1. Agar proses pemilihan Direksi Anak Perusahaan (PT KCI) yang dilakukan oleh PT KAI (Persero) mempunyai hasil yang dapat dijadikan bukti pendukung penilaian Assessment GCG oleh Asesor GCG;</li> <li>2. Mengatur jenis-jenis jabatan rangkap yang menimbulkan benturan kepentingan Pedoman Tata Kelola Anak Perusahaan; dan</li> <li>3. Menyatakan alasan pemberhentian anggota Direksi dan Dewan Komisaris secara transparan dalam Keputusan RUPS termasuk karena berakhirnya masa jabatan.</li> <li>1. In order to process the selection of the Board of Directors of subsidiaries (PT KCI) conducted by PT KAI (Persero) has the result that can be used as proof of the assessment of assessment GCG by Asesor GCG;</li> <li>2. Regulate the types of double positions that pose a conflict of interest in the subsidiary governance guidelines; and</li> <li>3. Stating the reason for the dismissal of BOD and BOC in a transparent resolution included due to term of duty expiration.</li> </ol> |



| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                                             | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2  | RUPS/Pemilik Modal melakukan pengangkatan dan pemberhentian Dewan Komisaris/Dewan Pengawas.<br><i>The GMS/Shareholders shall undertake the appointment and termination of the Board of Commissioners/Monitoring Board.</i>                                                                                                                                                                         | <ol style="list-style-type: none"> <li>1. Pemegang Saham PT KCI agar menetapkan mekanisme pengangkatan dan pemberhentian Dewan Komisaris PT KCI yang berasal dari luar PT KAI (Persero).</li> <li>2. Pemegang Saham PT KCI agar melaksanakan penilaian terhadap calon Dewan Komisaris PT KCI.</li> <li>3. Agar jika terjadi kekosongan atau penggantian Dewan Komisaris, Pemegang Saham PT KCI dapat melakukan penetapan/pengisian jabatan definitif sesuai aturan yang berlaku.</li> <li>4. Agar Pemegang Saham PT KCI melakukan penyebutan jabatan secara tegas untuk komisaris independen di PT KCI.</li> <li>5. Agar pemegang saham PT KCI menetapkan ketentuan pengaturan perangkapan jabatan bagi Dewan Komisaris termasuk jumlah maksimum jabatan rangkap yang boleh dipegang oleh seorang anggota Dewan Komisaris dengan keputusan RUPS.</li> </ol> <ol style="list-style-type: none"> <li>1. Shareholder of PT KCI to establish the mechanism of appointment and termination of PT KCI's Board of Commissioners originating from PT KAI (Persero) externals.</li> <li>2. Shareholder of PT KCI to carry out assessment of the candidate of Board of Commissioners of PT KCI.</li> <li>3. In order for the vacancy or replacement of the Board of Commissioners, the Shareholders of PT KCI can perform the determination/filling of the definitive position according to the prevailing rules.</li> <li>4. In order for the shareholders of PT KCI to conduct a strict mention of the position for the Independent Commissioner of PT KCI.</li> <li>5. In order for shareholders of PT KCI to establish the provisions of the arrangement of the position for the Board of Commissioners including the maximum number of double positions that can be held by a member of the Board of Commissioners with the GMS resolution.</li> </ol> |
| 3  | RUPS memberikan keputusan yang diperlukan untuk menjaga kepentingan usaha Perusahaan dalam jangka panjang dan jangka pendek sesuai dengan dengan Peraturan Perundang-undangan dan/atau Anggaran Dasar.<br><i>The GMS provides the necessary decisions to safeguard the Company's business interests in the long and short term in accordance with the laws and/or the Articles of Association.</i> | <ol style="list-style-type: none"> <li>1. Mengesahkan RJPP tepat waktu sesuai ketentuan.</li> <li>2. Menetapkan Pedoman penyusunan RJPP dan RKAP dalam Keputusan RUPS.</li> </ol> <ol style="list-style-type: none"> <li>1. Authorize RJPP in a timely manner as per conditions.</li> <li>2. Set up guidelines for drafting RJPP and RKAP in GMS resolution.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                                                                     | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | <p>RUPS memberikan persetujuan laporan tahunan termasuk pengesahan laporan keuangan serta tugas pengawasan Dewan Komisaris sesuai peraturan perundang-undangan dan/atau Anggaran Dasar.</p> <p><i>The GMS grants annual report approval including the ratification of financial statements and supervisory duties of the Board of Commissioners in accordance with the legislation and/or Articles of Association.</i></p> | <ol style="list-style-type: none"> <li>Menetapkan sistem/pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (kolegial) Anak Perusahaan, yang memuat sekurang-kurangnya indikator kinerja utama dan kriteria keberhasilan dalam Keputusan Pemegang Saham/RUPS.</li> <li>Menyertakan formula perhitungan gaji/honorarium dan mengesahkan Pedoman Penetapan Penghasilan Dewan Komisaris dan Direksi.</li> <li>Menetapkan pedoman penunjukan audit eksternal dan melaksanakan pembahasan/pengkajian/penelaahan terhadap calon-calon auditor eksternal yang diajukan oleh Dewan Komisaris.</li> <li>Menetapkan pedoman penyusunan laporan pengawasan Dewan Komisaris, melakukan telaah dan penilaian terhadap kinerja pengawasan Dewan Komisaris dengan mempertimbangkan laporan hasil pengawasan Dewan Komisaris dan capaian kinerja berdasar KPI Dewan Komisaris serta capaian kinerja Perusahaan.</li> <li>Menetapkan pedoman/kebijakan dividen yang memuat pertimbangan dan formula penentuan besarnya.</li> </ol> <ol style="list-style-type: none"> <li><i>To determine the system/guidelines for performance assessment of Directors (collegials and individuals) and Board of Commissioners (collegial) subsidiaries, which contain at least the main performance indicators and success criteria in the shareholder decision/GMS.</i></li> <li><i>Include the salary/honorarium formula and confirm the income determination guideline of the Board of Commissioners and the Board of Directors.</i></li> <li><i>Establish the guidelines for the appointment of external audits and implement the discussion/study of the candidates for external auditors submitted by the Board of Commissioners.</i></li> <li><i>Establish guidelines for the preparation of supervisory reports of the BOC, to study and assessment of the supervisory performance of the Board of Commissioners in consideration of the report of supervisory results of the Board of Commissioners and performance based on KPI Board of Commissioners and the achievement of the Company's performance.</i></li> <li><i>Set dividend guidelines/policies that contain considerations and a formula of determination of the value.</i></li> </ol> |
| 5  | <p>Pemegang Saham melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya.</p> <p><i>Shareholders perform good corporate governance in accordance with their authority and responsibilities.</i></p>                                                                                                                                                                                    | <p>Memberikan arahan lebih spesifik untuk peningkatan tata kelola Perusahaan yang baik kepada Direksi dan Manajemen secara eksplisit dan jelas serta menindaklanjuti <i>areas of improvement</i> dari hasil Assessment GCG khususnya pada aspek Pemegang Saham/RUPS dan menyusun sistem penerimaan laporan mengenai gejala penurunan kinerja dari Direksi dan/atau Dewan Komisaris.</p> <p><i>Provide a more specific direction for the improvement of good corporate governance to the Board of Directors and management explicitly and clearly and follow up the areas of improvement from the Assessment of GCG, especially on the aspect of shareholders/GMS and develop a system of acceptance reports on the symptoms of decline in performance of the Board of Directors and/or Board of Commissioners.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



## Aspek Dewan Komisaris

### The Board of Commissioners Aspects

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                                                   | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.<br><i>The Board of Commissioners conducts a clear division of duties, authorities and responsibilities and establishes the factors needed to support the implementation of the Board of Commissioners' duties.</i> | Agar Dewan Komisaris membuat kebijakan pedoman penyusunan Rencana Kerja dan Anggaran tahunan Dewan Komisaris dan Perangkat Dewan Komisaris.<br><i>In order to determine the Annual Plan Policy of the Board of Commissioners and its Committee.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2  | Dewan Komisaris memberikan arahan tentang kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia (SAK).<br><i>The Board of Commissioners provides instructions on accounting policies and drafting financial statements in accordance with the accounting standards generally applicable in Indonesia (SAK).</i>                             | Menetapkan kebijakan mengenai pengawasan dan pemberian nasihat atas Kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia.<br><i>To establish a policy on supervision and advising on the accounting policy and the preparation of financial statements in accordance with the generally prevailing accounting standards in Indonesia.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3  | Dewan Komisaris (berdasarkan usul dari Komite Audit) mengajukan calon auditor eksternal kepada RUPS/Pemilik Modal.<br><i>The Board of Commissioners (based on the proposal from the Audit Committee) submit a candidate for External Auditor to the GMS/Capital Holders.</i>                                                                                                                             | Melakukan penilaian atas efektivitas audit eksternal serta melaksanakan peran dalam pemilihan auditor eksternal.<br><i>Assessment of the effectiveness of external audits and implement roles in the selection of external auditors.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4  | Dewan Komisaris memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perseroan.<br><i>The Board of Commissioners provides direction to the Board of Directors on implementation of the Company plans and policies.</i>                                                                                                                                                             | <ol style="list-style-type: none"> <li>Menetapkan mekanisme bagi Dewan Komisaris untuk merespon/ menindaklanjuti saran, permasalahan atau keluhan dari <i>stakeholder</i> dan menyampaikan kepada Direksi tentang saran penyelesaian yang diperlukan.</li> <li>Melakukan telaah lebih lanjut atas Pengendalian Internal, Manajemen Risiko, Sistem Informasi, SDM, Akuntansi dan Kebijakan Mutu.</li> </ol> <ol style="list-style-type: none"> <li><i>Establish mechanisms for the Board of Commissioners to respond/follow up on advice, problems or complaints from stakeholders and convey to the Board of Directors about the necessary settlement advice.</i></li> <li><i>Further study of Internal control, risk management, information systems, human resources, accounting and quality policy.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 5  | Dewan Komisaris melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan Perseroan.<br><i>The Board of Commissioners conducts supervision over the Board of Directors on the implementation of the Company's plans and policies</i>                                                                                                                                              | <ol style="list-style-type: none"> <li>Melakukan telaah dan pengawasan kepatuhan Direksi terhadap peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga dalam Rencana Kerja Dewan Komisaris dan menyampaikan kepada RUPS.</li> <li>Melakukan penilaian atas efektivitas audit eksternal serta melaksanakan peran dalam pemilihan auditor eksternal dengan cara mengusulkan kepada PT KAI.</li> <li>Menetapkan mekanisme penerimaan keluhan langsung dari <i>stakeholder</i> serta melakukan telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris.</li> </ol> <ol style="list-style-type: none"> <li><i>Conduct the study and supervision of the Board of Directors' compliance with the prevailing laws and agreements with third parties in the Board of Commissioners' work plan and submit to the GMS.</i></li> <li><i>To conduct an assessment of the effectiveness of external audits and to implement roles in the selection of external auditors by proposing to PT KAI.</i></li> <li><i>Set the mechanism of acceptance of complaints directly from the stakeholders and conduct the study of complaints relating to State-Owned Enterprises received by the Board of Commissioners.</i></li> </ol> |



| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6  | <p>Dewan Komisaris berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi.</p> <p><i>The Board of Commissioners held a role in the nomination of the Board of Directors, assessing the performance of the Board of Directors (individuals and Collegials) and proposes the bonus/incentive performance in accordance with the prevailing provisions and considering the performance of the Directors.</i></p> | <ol style="list-style-type: none"> <li>Melakukan pendataan bakal calon Direksi yang berasal dari lingkungan PT KCI yang kemudian diusulkan kepada PT KAI selaku pemegang saham mayoritas.</li> <li>Mendorong Direksi untuk menetapkan KPI individual dan kemudian melakukan telah dan penilaian kinerja Direksi secara individual berdasarkan kriteria, target dan indikator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi secara individual.</li> <li>Mengusulkan tantiem/insentif kinerja tahun yang bersangkutan dengan mempertimbangkan hasil penilaian kinerja Direksi (KPI) dan pencapaian tingkat kesehatan Perusahaan. <ol style="list-style-type: none"> <li><i>To administer the candidates from PT KCI, then proposed to PT KAI as the majority Shareholder.</i></li> <li><i>Encourage the Board of Directors to assign individual KPIS and then conduct their own and performance assessment of the Directors individually based on the criteria, targets and key performance indicators covered by the Board of Directors' management individual contracts.</i></li> <li><i>Proposed the bonuses/incentive performance of the year considering the results of the Directors' performance Assessment (KPI) and the Company's soundness level achievement.</i></li> </ol> </li> </ol> |
| 7  | <p>Dewan Komisaris memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan.</p> <p><i>The Board of Commissioners monitors and ensures that good corporate governance practices have been effectively and sustainably implemented.</i></p>                                                                                                                                                                                                                                                   | <p>Agar melakukan <i>self Assessment</i> atas kinerja Dewan Komisaris dan menuangkannya dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.</p> <p><i>To conduct self Assessment for the performance of the Board of Commissioners and to make a report on the supervisory duty</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 8  | <p>Dewan Komisaris menyelenggarakan rapat Dewan Komisaris yang efektif dan menghadiri Rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan.</p> <p><i>The Board of Commissioners held an effective Board of Commissioners meeting and attended the Board of Commissioners meeting in accordance with statutory provisions.</i></p>                                                                                                                                                                                                               | <p>Melakukan pembahasan atas hasil rapat Dewan Komisaris yang telah dilakukan sebelumnya dan menuliskan.</p> <p><i>To conduct a discussion on the results of the Board of Commissioners meeting that has been done before and write the results down.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 9  | <p>Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris.</p> <p><i>The Board of Commissioners has the Secretary of the Board of Commissioners to support the secretarial duties of the Board of Commissioners.</i></p>                                                                                                                                                                                                                                                                                  | <p>Agar Sekretaris Dewan Komisaris dapat meminta data langsung kepada unit terkait PT KCI agar dapat dibagikan kepada para peserta rapat.</p> <p><i>In order for the Secretary of the Board of Commissioners to be able to request data to the relevant unit of PT KCI to be shared with the meeting participants.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 10 | <p>Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif.</p> <p><i>The BOC has an effective Committee.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Komite Dewan Komisaris mempunyai program kerja tersendiri yang kemudian dilaporkan pencapaiannya sebagai bagian dari kinerja Dewan Komisaris dan Komite dalam membuat notulen rapat agar dapat disesuaikan dengan aturan yang tertulis dalam Board Manual.</p> <p><i>The Board of commissioners Committee has its own work program which is then reported to its achievement as part of the performance of the Board of Commissioners and Committee in making the meeting minutes in order to be adjusted to the rules written in the Board Manual.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



## Aspek Direksi

### The Board of Directors Aspects

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                               | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan<br><i>The Board of Directors conducts ongoing training/learning programs</i>                                                                                                                                                                                                                                | Menetapkan standar waktu tingkat kesegeraan pengambilan keputusan Direksi baik di dalam rapat maupun di luar rapat dengan disesuaikan karakteristik hal-hal yang harus diputuskan dan mengkomunikasikan standar tersebut kepada tingkatan organisasi di bawah Direksi yang terkait.<br><i>Set a time-level standard of the The Board of Directors' decision-making rate in both the meeting and outside meetings with customized characteristics of things to be decided on and communicating the standards to the organizational level under the relevant Directors.</i>                                                                                                                                                                                                                                                                                                            |
| 2  | Direksi menempatkan karyawan pada semua tingkatan jabatan sesuai dengan spesifikasi jabatan dan memiliki rencana suksesi untuk seluruh jabatan dalam Perseroan.<br><i>The Board of Directors puts employees at all levels of department according to department specifications and has a succession plan for all positions in the Company.</i>                                       | <ol style="list-style-type: none"> <li>1. Melakukan pengisian jabatan yang masih kosong sesuai formasi jabatan dalam struktur organisasi tahun 2018;</li> <li>2. Menyusun kebijakan Career Development Plan untuk setiap jabatan di Perseroan; dan</li> <li>3. Menyelaraskan Career Development Plan dan rencana suksesi dengan kebijakan promosi dan mutasi PT KAI (Persero) dan mengkordinasikan pelaksanaannya;</li> </ol> <ol style="list-style-type: none"> <li>1. <i>To fill the vacant position according to the position formation in the organizational structure in 2018;</i></li> <li>2. <i>Develop a Career Development Plan policy for every position in the Company; and</i></li> <li>3. <i>Aligning the Career Development Plan and plan of succession to the promotion and mutation policies of PT KAI (Persero) and coordinating its implementation;</i></li> </ol> |
| 3  | Direksi memberikan respon terhadap usulan peluang bisnis yang berpotensi meningkatkan pendapatan Perusahaan, penghematan/efisiensi Perusahaan, pendayagunaan aset, dan manfaat lainnya.<br><i>The Board of Directors responds to proposed business opportunities that potentially increase Company revenue, enterprise savings/efficiency, asset utilization and other benefits.</i> | <ol style="list-style-type: none"> <li>1. Menetapkan mekanisme bagi Direksi dalam merespon usulan peluang bisnis baik dari pegawai, manajemen di bawah Direksi, anggota Direksi, maupun Dewan Komisaris.</li> <li>2. Memastikan setiap usulan investasi disertai FS yang memuat kajian bisnis, operasional, risiko, dan legal/hukum yang memadai.</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Establish mechanisms for the Board of Directors in responding to the proposal of business opportunities both from employees, management under the Board of Directors, members of the Board of Directors, and Board of Commissioners.</i></li> <li>2. <i>Ensure that each investment proposal includes FS which contains a business review, operational, risk, and legal/adequate legal.</i></li> </ol>                                                                     |
| 4  | Direksi memiliki sistem/pedoman pengukuran dan penilaian kinerja untuk unit dan jabatan dalam organisasi (struktural) yang diterapkan secara objektif dan transparan.<br><i>The Board of Directors has a system/measurement guidance and performance assessment for units and departments in the organization (structural) that is applied objectively and transparently.</i>        | <ol style="list-style-type: none"> <li>1. Menetapkan indikator kinerja PT KCI untuk setiap jabatan dalam struktur organisasi yang memenuhi kriteria SMART dan melakukan evaluasi ketepatan indikator kinerja secara periodik.</li> <li>2. Membuat aplikasi komputer untuk pengukuran dan penilaian kinerja.</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Set the PT KCI performance indicator for each position in the organizational structure that meets SMART criteria and perform evaluation of performance indicators periodically.</i></li> <li>2. <i>Create a computer application for measurement and performance assessment.</i></li> </ol>                                                                                                                                                                                                                      |
| 5  | Direksi menetapkan target kinerja berdasarkan RKAP dan diturunkan secara berjenjang di tingkat unit, sub unit, dan jabatan di dalam struktural Organisasi.<br><i>The Board of Directors set a performance target based on the RKAP and dropped by level at the unit, sub-unit, and position within the structural organization.</i>                                                  | <ol style="list-style-type: none"> <li>1. Menetapkan target kinerja untuk setiap jabatan dalam struktur organisasi secara SMART dan memiliki jangka waktu yang diturunkan dan selaras dengan target kinerja level di atasnya sesuai RKAP.</li> <li>2. Menyusun kontrak kinerja untuk setiap jabatan dalam struktur organisasi Perseroan dan melakukan evaluasi capaiannya secara periodik.</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Set performance targets for each office in the organizational structure on a SMART basis and have a time period derived and aligned with the target performance level above it as per RKAP.</i></li> <li>2. <i>To prepare a performance contract for each position in the Company's organizational structure and evaluate its achievement periodically.</i></li> </ol>                                                            |

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                                                    | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6  | Direksi menerapkan sistem teknologi informasi sesuai dengan kebijakan yang telah ditetapkan<br><i>The Board of Directors employs an information technology system in accordance with the policies established</i>                                                                                                                                                         | <ol style="list-style-type: none"> <li>Memastikan kesesuaian MPTI dengan strategi Perseroan;</li> <li>Memetakan kebutuhan dan merencanakan SDM TI untuk mendukung perubahan lingkup bisnis Perseroan;</li> <li>Merencanakan audit atas TI Perusahaan secara periodik;</li> <li>Menetapkan IT SLA; dan</li> <li>Menyusun laporan pelaksanaan TI Perusahaan dengan memperhatikan kesesuaian pelaksanaan TI dengan RKAP dan dengan MPTI Perseroan.</li> </ol> <p> <i>1. Ensure the conformity of MPTI with the Company's strategy;</i><br/> <i>2. Mapping the needs and planning of IT HR to support changes in the Company's business scope;</i><br/> <i>3. Plan an audit on the Company's TI periodically;</i><br/> <i>4. Assigning IT SLA; and</i><br/> <i>5. Compile the Company's IT implementation report by paying attention to the conformity of IT implementation with RKAP and with MPTI Company.</i> </p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 7  | Direksi melaksanakan sistem peningkatan mutu produk dan pelayanan Perseroan.<br><i>The Board of Directors implements the Company's product and service quality Improvement system.</i>                                                                                                                                                                                    | Merekendasikan kepada Direksi agar dapat menetapkan kebijakan SPM untuk internal Perseroan.<br><i>Recommend to the Board of Directors to be able to establish SPM policy for Company's internal.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 8  | Direksi mengembangkan SDM, menilai kinerja dan memberikan remunerasi yang layak, serta membangun lingkungan SDM yang efektif mendukung pencapaian Perseroan.<br><i>The Board of Directors develops human resources, assesses performance and provides decent remuneration, and builds an effective human resources environment to support the Company's achievements.</i> | <ol style="list-style-type: none"> <li>Menyusun kebijakan mengenai program pendidikan dan pelatihan serta memuat kebijakan mengenai evaluasi pasca pendidikan dan pelatihan;</li> <li>Melakukan analisis dan evaluasi atas pengaruh pendidikan dan pelatihan yang diberikan terhadap kompetensi dan kinerja individu yang melaksanakan;</li> <li>Menyusun kebijakan mengenai sistem penilaian kinerja bagi karyawan yang mencakup; <ul style="list-style-type: none"> <li>Sistem penilaian kinerja individu (KPI);</li> <li>Sistem penilaian kinerja atas kompetensi karyawan;</li> <li>Perumusan dan penetapan indikator kinerja individu dan target kinerja yang ditetapkan oleh atasan langsung; dan</li> <li>Melaksanakan sistem penilaian kinerja bagi seluruh karyawan PT KCI dan memanfaatkan hasil penilaian kinerja tersebut untuk pengembangan karyawan.</li> </ul> </li> </ol> <p> <i>1. Developing policies on education and training programs and include policies on post-education and training evaluation;</i><br/> <i>2. Conducting analysis and evaluation on the influence of education and training given to the competencies and performance of individuals who perform;</i><br/> <i>3. Developing policies on performance assessment systems for employees that include;</i> <ul style="list-style-type: none"> <li><i>Individual performance Assessment System (KPI);</i></li> <li><i>Performance assessment system of employee competence;</i></li> <li><i>Formulation and determination of individual performance indicators and performance targets set by direct superiors; and</i></li> <li><i>Implementing a performance assessment system for all PT KCI employees and utilizing the performance assessment results for employee development.</i></li> </ul> </p> |



| No | Parameter<br>Parametre                                                                                                                                                                                                                                                             | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9  | Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perseroan.<br><i>The Board of Directors conducts operational and financial controls on the implementation of the Company's plans and policies.</i>                          | <ol style="list-style-type: none"> <li>1. Agar dapat menyelesaikan laporan audit oleh KAP atas penyajian laporan keuangan PT KCI;</li> <li>2. Direksi PT KCI agar dapat segera menetapkan kebijakan manajemen risiko di lingkungan Perusahaan;</li> <li>3. Sosialisasi manajemen risiko dapat lebih sering dilakukan dan tidak hanya saat <i>induction program</i> ke pegawai baru; dan</li> <li>4. Direksi PT KCI agar melakukan penilaian evaluasi/penilaian atas efektivitas pengendalian intern baik pada tingkat entitas Perusahaan maupun tingkat operasional/aktivitas atau unit kerja.</li> </ol> <p>1. <i>In order to be able to complete the audit report by KAP on presentation of PT KCI financial statements;</i><br/> 2. <i>The Board of Directors of PT KCI to promptly establish risk management policy in the Company's environment;</i><br/> 3. <i>Socialization of risk management can be more frequent and not only when induction program to new employees; and</i><br/> 4. <i>The Board of Directors of PT KCI conduct evaluation/blowing assessment of internal control effectiveness at the Company or operational level/activity or work unit.</i></p> |
| 10 | Direksi melakukan hubungan yang bernilai tambah bagi Perseroan dan stakeholders<br>Pelaksanaan hubungan dengan Pemasok.<br><i>The Board of Directors has a value-added relationship for the Company and stakeholders</i><br><i>Implementation of relationships with suppliers.</i> | <ol style="list-style-type: none"> <li>1. Mengembangkan Vendor Management System dan memanfaatkannya untuk meningkatkan pengendalian internal;</li> <li>2. Menyusun <i>e-catalog</i> untuk barang yang sesuai dan membangun <i>e-procurement</i> untuk meningkatkan transparansi; dan</li> <li>3. Melakukan survey pemasok berdasarkan pencapaian <i>quality, cost, delivery</i> dan <i>service</i>.</li> </ol> <p>1. <i>Developing Vendor Management System and utilize it to improve internal control;</i><br/> 2. <i>Compiling e-catalog for appropriate goods and build an e-procurement to improve transparency; Dan</i><br/> 3. <i>Conducting supplier survey based on achievement of quality, cost, delivery and service.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 11 | Pelaksanaan hubungan dengan karyawan Perseroan.<br><i>Implementation of relationship with the Company employees.</i>                                                                                                                                                               | <ol style="list-style-type: none"> <li>1. Menetapkan jenis kebijakan Perusahaan yang harus dikomunikasikan kepada pegawai dan jenis kebijakan Perusahaan yang harus melibatkan karyawan dalam perumusannya.</li> <li>2. Menyusun kebijakan mengenai metode penilaian untuk mengukur kepuasan pegawai dan untuk pelaksanaan survei kepuasan karyawan.</li> </ol> <p>1. <i>Establishing the the Company's type of policy that must be socialized and involved the employee on its determination.</i><br/> 2. <i>Developing policies on assessment methods to measure employee satisfaction and for the execution of employees ' satisfaction surveys.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 12 | Direksi melakukan evaluasi terhadap pelaksanaan keputusan hasil rapat sebelumnya.<br><i>The Board of Directors evaluations the results of previous resolutions.</i>                                                                                                                | Mendokumentasikan dalam risalah rapat mengenai evaluasi atas pelaksanaan keputusan rapat sebelumnya dan tindak lanjut atas arahan dan/atau keputusan Dewan Komisaris sebelumnya baik yang masih dalam progres maupun yang telah selesai ditindaklanjuti.<br><i>Documenting in minutes of meeting on the evaluation of the previous meeting decision and follow up on the direction and/or decision of the Board of Commissioners in advance both in progress and completed followed.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 13 | Direksi menyelenggarakan rapat Direksi dan menghadiri Rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan.<br><i>The Board of Directors conduct meetings and attended the Board of Commissioners meeting in accordance with statutory provisions.</i>                 | Agar mendokumentasikan dalam risalah rapat mengenai evaluasi atas pelaksanaan keputusan rapat sebelumnya dan tindak lanjut atas arahan dan/atau keputusan Dewan Komisaris sebelumnya baik yang masih dalam progress maupun yang telah selesai ditindaklanjuti.<br><i>In order to document the minutes of the meeting on the evaluation of the previous meeting decisions and follow-up to the advices and/or decision of the Board of Commissioners in advance both in progress and closed cases.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                                                         | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14 | Direksi menyelenggarakan pengawasan intern yang berkualitas dan efektif. SPI dilengkap dengan faktor-faktor pendukung keberhasilan dalam pelaksanaan tugasnya.<br><i>The Board of Directors conducts high quality and effective internal supervision. SPI equipped with supporting factors of success in the implementation of its duties.</i> | <ol style="list-style-type: none"> <li>Agar menugaskan VP Internal Control (SPI) untuk membuat audit <i>universe</i> dan menerapkan <i>risk-based audit</i> secara terstruktur, melengkapi infrastruktur tugasnya dengan pedoman-pedoman pengawasan (<i>assurance</i> dan <i>consulting</i>) yang diperlukan, serta melakukan penilaian atas program jaminan kualitas dan peningkatan fungsi audit secara berkala dengan internal atau external review; dan</li> <li>Agar VP SPI dapat dipenuhi standar klasifikasi yang dibutuhkan sebagai kepala SPI.</li> </ol> <ol style="list-style-type: none"> <li><i>The VP Internal Control (SPI) assigned to create an audit of the universe and apply risk-based audits in a structured manner, complement the infrastructure of its duties with the necessary supervisory and consulting guidelines, as well as to perform the assessment of the quality Assurance program and the periodic improvement of audit function with Internal or external review; and</i></li> <li><i>VP of SPI must fulfill classification standards required as head of SPI.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                 |
| 15 | SPI melaksanakan Fungsi pengawasan intern untuk memberikan nilai tambah dan memperbaiki operasional Perseroan.<br><i>SPI conduct internal supervision function to provide added value and improve the Company's operations.</i>                                                                                                                | <ol style="list-style-type: none"> <li>Menyusun Program Kerja Pengawasan Tahunan yang dilakukan dengan pendekatan risiko;</li> <li>Melaksanakan pengawasan atas penerapan pengendalian internal dan manajemen risiko; dan</li> <li>Mendokumentasikan (rekap) kegiatan konsultasi yang diberikan termasuk pemberian rekomendasi dalam perbaikan proses bisnis dan pencapaian strategi Perusahaan.</li> <li>Menyusun daftar <i>monitoring</i> tindak lanjut rekomendasi hasil pengawasan baik yang dilakukan oleh pihak internal maupun eksternal dan melaporkan kemajuannya secara periodik kepada Direksi dan ditembuskan kepada Dewan Komisaris dan disampaikan kepada Pemegang Saham/RUPS dalam bentuk Laporan Manajemen.</li> </ol> <ol style="list-style-type: none"> <li><i>Developing an annual supervision work Program conducted with a risk approach;</i></li> <li><i>Conducting supervision over the implementation of internal control and risk management; Dan</i></li> <li><i>Documenting (recap) consultancy activities provided include providing recommendations in improving business processes and achieving the Company's strategy.</i></li> <li><i>Compiling a list of monitoring follow-up recommendation of good supervision conducted by the internal and external parties and report its progress periodically to the Board of Directors and submitted to the Board of Commissioners and presented to the shareholders/GMS in the form of management report.</i></li> </ol> |





## Pengungkapan Informasi dan Transparansi

### Information Disclosure and Transparency

| No | Parameter<br>Parametre                                                                                                                                                                                                                                                                                       | Rekomendasi<br>Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Perseroan menyediakan bagi <i>stakeholder</i> akses atas informasi Perseroan yang relevan, memadai, dan dapat diandalkan secara tepat waktu dan berkala.<br><i>The Company provides access to stakeholders with the relevant, adequate and reliable Company information in a timely and periodic manner.</i> | <ol style="list-style-type: none"> <li>Merekomendasikan kepada Direksi PT Kereta Commuter Indonesia agar menetapkan mekanisme pengelolaan <i>website</i> termasuk mekanisme pemutakhirannya.</li> <li>Menyusun mekanisme pengelolaan <i>website</i> termasuk mekanisme pemutakhirannya.</li> </ol> <ol style="list-style-type: none"> <li><i>Recommend to the Board of Directors of PT Kereta Commuter Indonesia to establish a website management mechanism including its update mechanism.</i></li> <li><i>Develop a website management mechanism including its update mechanism.</i></li> </ol> |
| 2  | Perseroan mengungkapkan informasi penting dalam Laporan Tahunan dan Laporan Keuangan sesuai dengan peraturan perundang-undangan.<br><i>The Company discloses important information in the annual report and financial statements in accordance with statutory regulations.</i>                               | <p>Uraian tentang prospek usaha Perusahaan sehubungan dengan industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif jika ada berdasarkan sumber data yang layak dipercaya serta uraian mengenai pangsa pasar Perseroan.</p> <p><i>Description of the Company's business prospects in connection with industry, economy in general and international markets with quantitative support data if any, based on a data source that is worthy of trust and description of the Company's market share.</i></p>                                                        |
| 3  | Perseroan menyediakan informasi Perseroan kepada <i>stakeholders</i> .<br><i>The Company provides information to stakeholders.</i>                                                                                                                                                                           | <p>Agar menyelesaikan kebijakan pengendalian informasi Perusahaan dengan memuat mengenai informasi apa saja yang dikategorikan informasi publik dan informasi rahasia Perseroan.</p> <p><i>To complete the Company's information control policy by containing any information that is categorized by the Company's public information and confidential information.</i></p>                                                                                                                                                                                                                        |

## Tindak Lanjut Rekomendasi Assessment GCG Tahun 2018 yang Dilaksanakan pada Tahun 2019

### Follow-up to Recommendations for the 2018 GCG Assessment Implemented in 2019

| No | Aspek<br>Aspects                                                                                                           | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                          | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                             | Status             |
|----|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1  | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Melakukan penyelarasan antara Board Manual dan Pedoman GCG.<br><i>Perform alignment between Board Manual and GCG Guidelines.</i>                                                                                                                                       | Koordinasi dengan PT KAI perihal progres revisi SK Tata Kelola Anak Perusahaan dan Pedoman GCG PT KAI.<br><i>Coordination with PT KAI regarding the progress of the revision of the subsidiary governance and GCG Guidelines of PT KAI.</i> | <i>On Progress</i> |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Menetapkan mekanisme dan sanksi apabila terdapat pelanggaran aturan perilaku oleh anggota Direksi dan/atau Komisaris.<br><i>Established mechanisms and penalties for violations of the rules of conduct by members of the Board of Directors and/or Commissioners.</i> | Sudah dibuatkan Revisi Kode Etik Tahun 2019.<br><i>2019 Code of Conduct already revised.</i>                                                                                                                                                | <i>Closed</i>      |

| No | Aspek<br>Aspects                                                                                                           | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                     | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                    | Status      |
|----|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Memuat pernyataan komitmen bahwa Perusahaan akan membuat laporan keuangan sesuai dengan ketentuan pada Pedoman Perilaku.<br><i>Contains statements of commitment that the Company will issue financial statements in accordance with the provisions of the Code of Conduct.</i>                                                                                                                                                                                   | Sudah dibuatkan Revisi Kode Etik Tahun 2019.<br><i>2019 Code of Conduct already revised.</i>                                                                                                                                                                                                                                       | Closed      |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Menetapkan mekanisme penanganan atas pelanggaran kode etik yang dilakukan oleh anggota Direksi atau Komisaris.<br><i>Established handling mechanism for violation of the code of conduct by members of the Board of Directors or Commissioners.</i>                                                                                                                                                                                                               | Sudah dibuatkan Revisi Kode Etik Tahun 2019.<br><i>2019 Code of Conduct already revised.</i>                                                                                                                                                                                                                                       | Closed      |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Menyatakan secara eksplisit komitmen anggota Direksi dan Komisaris untuk mematuhi Pedoman Perilaku/Kode Etik.<br><i>Explicitly declare the Board of Directors and Commissioners' members to comply with the Code of Conduct.</i>                                                                                                                                                                                                                                  | Sudah dibuatkan Revisi Kode Etik Tahun 2019.<br><i>2019 Code of Conduct already revised.</i>                                                                                                                                                                                                                                       | Closed      |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Menetapkan mekanisme untuk memastikan semua insan Perseroan membaca dan memahami ketentuan gratifikasi untuk kemudian mematuhi.<br><i>Established mechanisms to ensure all Company's employees read and understand the terms of gratification to then comply with it.</i>                                                                                                                                                                                         | Sudah dibuatkan Revisi Kode Etik Tahun 2019.<br><i>2019 Code of Conduct already revised.</i>                                                                                                                                                                                                                                       | Closed      |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Melakukan evaluasi atas kebijakan dan efektivitas pelaksanaan WBS.<br><i>To evaluate the policy and effectiveness of WBS implementation.</i>                                                                                                                                                                                                                                                                                                                      | Akan dibuatkan survei tentang efektivitas pelaksanaan penerapan GCG termasuk Pengendalian Gratifikasi, WBS di Lingkungan Perseroan.<br><i>Will conduct a survey on the GCG implementation effectiveness including Gratuities Control, WBS in the Company's Environment.</i>                                                        | On Progress |
|    | Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan<br><i>Commitment to Sustainable Governance Implementation</i> | Menetapkan mekanisme di mana pelaporan pelanggaran aturan gratifikasi melalui media yang tidak bisa diubah dan ditangani oleh komite etika yang dapat beranggotakan Sekretaris Perusahaan, VP Hukum, VP SPI, dan VP SDM.<br><i>Establish mechanisms in which reporting violations of gratification rules through media that cannot be changed and handled by ethical committees that can be composed of corporate Secretary, VP of Law, VP SPI, and VP of HR.</i> | Sudah dibuatkan aplikasi GCG Online yang saat ini masih dalam tahap uji coba dan dalam proses pembuatan SK Pengendalian Gratifikasi di Unit Policy GCG.<br><i>Already created GCG Online application which is still in trial phase and in the process of the Control of Gratification Decree establishment in GCG Policy Unit.</i> | Closed      |



| No | Aspek<br>Aspects                        | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                            | Status      |
|----|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 2  | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan Pedoman Pengangkatan dan Pemberhentian Direksi pada PT KCI dengan mempertimbangkan perubahan mekanisme pengangkatan Direksi yang ditetapkan dalam Peraturan Menteri BUMN PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi BUMN.<br><i>Establish guidelines for lifting and discontinuation of the Board of Directors at PT KCI with the change of the mechanism of appointment of Directors stipulated in the regulation of the Minister of SOE PER-03/MBU/02/2015 dated February 17, 2015 concerning requirements for the procedure of adoption, and the termination of SOE's Directors.</i>                                                                                           | Manajemen PT KCI telah membuat surat kepada Direktur Utama PT KAI dan Unit Subsidiary PT KCI perihal usulan tindak lanjut rekomendasi Assessment GCG PT KCI Tahun 2018.<br><i>The management of PT KCI has made a letter to the President Director of PT KAI and Unit Subsidiary of PT KCI regarding the proposal for follow-up recommendations of GCG Assessment of PT KCI year 2018.</i> | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Mengingat kembali Kementerian BUMN mengenai penetapan Direksi PT KCI dan melibatkan Pemegang Saham Minoritas dalam pemilihan Direksi dan Komisaris PT KAI (Persero) dalam masa yang akan datang atau menetapkan dalam kebijakan pengelolaan anak Perusahaan PT KAI (Persero) tentang masa berlakunya Pelaksana Tugas sesuai dengan ketetapan Kementerian BUMN.<br><i>Recall the Ministry of SOE regarding the determination of the Board of Directors of PT KCI and involving Minority Shareholders in the candidacy of Directors and Commissioners of PT KAI (Persero) in the future or stipulated in the policy of management of subsidiaries of PT KAI (Persero) about the validity of the implementing duties in accordance with the decree of the Ministry of SOE.</i> |                                                                                                                                                                                                                                                                                                                                                                                            | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Mengatur jenis-jenis jabatan rangkap yang menimbulkan benturan kepentingan Pedoman Tata Kelola Anak Perusahaan.<br><i>To organize the types of concurrent positions that caused conflict of interest in the Subsidiary Governance Guidelines.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                            | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menyatakan alasan pemberhentian anggota Direksi dan Komisaris secara transparan dalam Keputusan RUPS termasuk karena berakhirnya masa jabatan.<br><i>Stating the reason for the termination of Directors and Commissioners is transparent in the GMS resolution including due to its duty expiration.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                            | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Mengesahkan RJPP secara tepat waktu sesuai ketentuan.<br><i>Authorized the RJPP in a timely manner according to the regulation.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                            | On Progress |

| No | Aspek<br>Aspects                        | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan | Status      |
|----|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------|
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan pedoman penyusunan RJPP dan RKAP dalam Keputusan RUPS.<br><i>Established guidelines for drafting RJPP and RKAP in the GMS resolution.</i>                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan mekanisme pengangkatan dan pemberhentian Dewan Komisaris PT KCI yang berasal dari luar PT KAI (Persero).<br><i>Determine the mechanism for the appointment and dismissal of the Board of Commissioners of PT KCI from outside PT KAI (Persero).</i>                                                                                                                                                                                                                                                                                       |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan anggota Dewan Komisaris Independen paling sedikit 20% dari anggota Dewan Komisaris dan secara eksplisit dinyatakan dalam keputusan pengangkatannya.<br><i>Established the mechanism of appointment and termination of Board of Commissioners of PT KCI from outside PT KAI (Persero).</i>                                                                                                                                                                                                                                                 |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan Komisaris baru tepat waktu sesuai dengan ketentuan.<br><i>Established a new Commissioner timely in accordance with the regulation.</i>                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan ketentuan pengaturan perangkapan jabatan bagi Dewan Komisaris termasuk jumlah maksimum jabatan rangkap yang boleh dipegang oleh seorang anggota Dewan Komisaris dengan keputusan RUPS.<br><i>Settled the conditions for the arrangement of the concurrent for the Board of Commissioners including the maximum number of concurrent positions that possibly held by a member of the Board of Commissioners with the resolution of GMS.</i>                                                                                                |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menyebutkan secara eksplisit alasan pemberhentian termasuk karena berakhirnya masa jabatan dalam Surat Keputusan pemberhentian Komisaris.<br><i>Explicitly mentioning the reason of the termination include duty expiration on the Commissioner's Decree.</i>                                                                                                                                                                                                                                                                                        |                                                                 | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan sistem/pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (kolegial) Anak Perusahaan, yang memuat sekurang- kurangnya indikator kinerja utama dan kriteria keberhasilan dalam Keputusan Pemegang Saham/RUPS.<br><i>Determined the system/guidelines for performance assessment of Subsidiaries' Board of Directors (collegials and individuals) and Board of Commissioners (collegial), which contain at least the main performance indicators and achievement criteria in the Shareholders' decision/GMS.</i> |                                                                 | On Progress |



| No | Aspek<br>Aspects                        | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                             | Status      |
|----|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menyertakan formula perhitungan gaji/honorarium dan mengesahkan Pedoman Penetapan Penghasilan Dewan Komisaris dan Direksi.<br><i>Added salary/honorarium formula and validating the Board of Commissioners and Directors income determination guidelines.</i>                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                             | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan pedoman penunjukan audit eksternal dan melaksanakan pembahasan/pengkajian/penelaahan terhadap calon-calon auditor eksternal yang diajukan oleh Dewan Komisaris.<br><i>Established an external audit designation guidelines and to implement the discussion/study of the external auditors proposed by the Board of Commissioners.</i>                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                             | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan pedoman penyusunan laporan pengawasan Dewan Komisaris serta melakukan telaah dan penilaian terhadap kinerja pengawasan Dewan Komisaris dengan mempertimbangkan laporan hasil pengawasan Dewan Komisaris, capaian kinerja berdasar KPI Dewan Komisaris dan capaian kinerja Perseroan.<br><i>Established a supervisory report on the Board of Commissioners' supervision and perform the study and assessment of the supervisory performance of the Board of Commissioners by considering the supervisory report of the Board of Commissioners, performance based on KPI Board of Commissioners and the performance of the Company.</i> |                                                                                                                                                                                                                                                                                                                                                                                                             | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan pedoman/kebijakan dividen yang memuat pertimbangan dan formula penentuan besarnya.<br><i>Set dividend guidelines/policies that contain consideration and determination of the magnitude formula.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                             | On Progress |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Memberikan arahan untuk peningkatan tata kelola Perusahaan yang baik kepada Direksi dan Manajemen secara eksplisit dan jelas.<br><i>Provide direction for the improvement of good corporate governance to the Board of Directors and the Management explicitly and clearly.</i>                                                                                                                                                                                                                                                                                                                                                                  | Telah dilakukan arahan dalam RUPS terkait peningkatan tata kelola Perusahaan di PT KCI.<br><i>Established instructions in the GMS regarding the improvement of corporate governance in PT KCI.</i>                                                                                                                                                                                                          | Closed      |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menindaklanjuti <i>areas of improvement</i> dari hasil <i>assessment</i> GCG khususnya pada aspek Pemegang Saham/RUPS.<br><i>Follow-up the areas of improvement from the assessment of GCG, especially on aspects of Shareholders/GMS.</i>                                                                                                                                                                                                                                                                                                                                                                                                       | Telah dilakukan pembahasan pada BOD BOC tentang tindak lanjut <i>assessment</i> GCG.<br><i>The discussion has been conducted on BOD BOC on the GCG assessment follow-up.</i>                                                                                                                                                                                                                                | Closed      |
|    | Pemegang Saham/RUPS<br>Shareholders/GMS | Menetapkan sistem penerimaan laporan mengenai gejala penurunan kinerja dari Direksi dan/atau Dewan Komisaris.<br><i>Established the report acceptance system on the symptoms of decline in performance of the Board of Directors and/or Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                       | Manajemen PT KCI telah membuat surat kepada Direktur Utama PT KAI dan Unit Subsidiary PT KCI perihal usulan tindak lanjut rekomendasi <i>assessment</i> GCG PT KCI Tahun 2018.<br><i>The management of PT KCI has written a letter to the President Director of PT KAI and the Subsidiary Unit of PT KCI regarding the proposal to follow up the recommendations for the 2018 GCG assessment of PT KCI.</i> | On Progress |



| No | Aspek<br>Aspects                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                      | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                            | Status |
|----|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 3  | Dewan Komisaris<br><i>Board of Commissioners</i> | Membuat laporan realisasi peningkatan kompetensi setelah pelaksanaan program pengembangan Dewan Komisaris.<br><i>To create a report of realization of competency improvement after implementation of Board of Commissioners development program.</i>                                                                                                                                                                               | Sudah tersedianya laporan peningkatan kompetensi Dewan Komisaris untuk tahun 2019.<br><i>Provided report on the Board of Commissioners competency improvement for 2019.</i>                                                                                                                                                                                                                                | Closed |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Memuat teknis pemberian persetujuan dan tata/ketepatan waktu atas rancangan RJPP dalam Board Manual.<br><i>Technical loading of approval and Tata/timeliness of RJPP draft in Board Manual.</i>                                                                                                                                                                                                                                    | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | Closed |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Memberikan tanggapan secara tertulis tentang rancangan RJPP kepada RUPS.<br><i>Provided a written response about RJPP plan to GMS.</i>                                                                                                                                                                                                                                                                                             | Menunggu rancangan RJPP 2020-2024 yang diajukan oleh Direksi.<br><i>Awaiting the RJPP 2020-2024 draft submitted by the Board of Directors.</i>                                                                                                                                                                                                                                                             | Closed |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Menetapkan mekanisme bagi Dewan Komisaris untuk merespon/menindaklanjuti saran, permasalahan atau keluhan dari <i>stakeholder</i> dan menyampaikan kepada Direksi tentang saran penyelesaian yang diperlukan.<br><i>Established mechanisms for the Board of Commissioners to respond/follow up on advice, problems or complaints from stakeholders and convey to the Board of Directors about the necessary settlement advice.</i> | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | Closed |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Menetapkan kebijakan mengenai pengawasan dan pemberian nasihat terhadap pengelolaan sumber daya manusia.<br><i>Established a policy on monitoring and advising on human resource management.</i>                                                                                                                                                                                                                                   | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | Closed |



| No | Aspek<br>Aspects                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                            | Status        |
|----|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melakukan telaah mengenai pengembangan karir serta pelaksanaannya, yang meliputi penempatan karyawan pada jabatan dalam struktur organisasi Perseroan, promosi dan demosi, mutasi khususnya rencana promosi dan mutasi satu level jabatan di bawah Direksi termasuk penerapan aturan SDM/HRD PT KAI (Persero) terkait penugasan karyawan PT KAI (Persero) di PT KCI.<br><i>Studied on career development and implementation, which includes the placement of employees in the position of the Company's organizational structure, promotion and demotion, special mutation and promotion of one level of position under the Board of Directors including the implementation of PT KAI (Persero) HR/HRD regulations regarding the assignment of employees of PT KAI (Persero) at PT KCI.</i> | Surat Dekom No. 040/KOM/KCI/X/2019 tanggal 27 November 2019 tentang telaah efektivitas penerapan GCG Tahun 2018-2019.<br><i>The letter of the Board of Commissioners No. 040/KOM/KCI/X/2019 dated November 27, 2019 of the study of the effectiveness of GCG implementation in 2018-2019.</i>                                                                                                              | <i>Closed</i> |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Menetapkan kebijakan mengenai pengawasan dan pemberian nasihat terhadap:<br><i>Established policies on supervision and advising of:</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                            |               |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | a. Kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia.<br><i>Accounting policies and financial statements drafting in accordance with the general prevailing accounting standards in Indonesia.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | <i>Closed</i> |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | b. Kebijakan pengadaan barang dan jasa beserta pelaksanaannya.<br><i>Procurement policy of goods and services and their implementation.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | <i>Closed</i> |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | c. Kebijakan mutu dan pelayanan serta pelaksanaan kebijakan tersebut.<br><i>Quality policy and service and implementation of the policy.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Sudah dimasukkan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | <i>Closed</i> |

| No | Aspek<br>Aspects                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                           | Status      |
|----|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Menyampaikan hasil telaahan Dewan Komisaris atas penerapan prinsip Tata Kelola Perusahaan yang baik kepada Direksi dan menindaklanjuti seluruh <i>area of improvement</i> hasil <i>assessment</i> GCG yang menjadi kewenangan Dewan Komisaris.<br><i>Convey the results of the Board of Commissioners study for the implementation of Good Corporate Governance principles to the Board of Directors and follow up the entire area of improvement on GCG assessment results authorized by the Board of Commissioners.</i> | Telaahan hasil <i>assessment</i> GCG telah dilakukan oleh Sekdekom.<br><i>Study of GCG assessment conducted by the Board of Commissioners' Secretary.</i>                                                                                                                                                                                                                                                 | Closed      |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melakukan <i>self assessment</i> atas kinerja Dewan Komisaris dan menuangkannya dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.<br><i>Conducting self assessment on the performance of the Board of Commissioners and implemented to its supervisory duty report.</i>                                                                                                                                                                                                                                         | Pelaksanaan Laporan Kinerja Dekom disampaikan Desember 2019.<br><i>Implementation of the Board of Commissioners performance report submitted on December 2019.</i>                                                                                                                                                                                                                                        | On Progress |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melakukan telaah dan pengawasan kepatuhan Direksi terhadap peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga dalam Rencana Kerja Dewan Komisaris dan menyampaikan kepada RUPS.<br><i>Conducted the study and supervision of the Board of Directors' compliance with applicable legislation and agreements with third parties in the Board of Commissioners' work plan and submit to the GMS.</i>                                                                                                      | Surat Dewan Komisaris No. 040/KOM/KCI/X/2019 Tanggal 27 November 2019 tentang telaah efektivitas penerapan GCG tahun 2018-2019.<br><i>The letter of the Board of Commissioners No. 040/KOM/KCI/X/2019 dated November 27, 2019 of the study of the effectiveness of GCG implementation in 2018-2019.</i>                                                                                                   | Closed      |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melakukan penilaian atas efektivitas audit eksternal serta melaksanakan peran dalam pemilihan auditor eksternal.<br><i>Assessment of the effectiveness of external audits and implement roles in the selection of external auditors.</i>                                                                                                                                                                                                                                                                                  | Surat Dewan Komisaris No. 040/KOM/KCI/X/2019 Tanggal 27 November 2019 tentang telaah efektivitas penerapan GCG tahun 2018-2019.<br><i>The letter of the Board of Commissioners No. 040/KOM/KCI/X/2019 dated November 27, 2019 of the study of the effectiveness of GCG implementation in 2018-2019.</i>                                                                                                   | Closed      |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melakukan penilaian atas efektivitas kinerja auditor internal.<br><i>Assessment of the effectiveness of internal auditors' performance.</i>                                                                                                                                                                                                                                                                                                                                                                               | Surat Dewan Komisaris No. 040/KOM/KCI/X/2019 Tanggal 27 November 2019 tentang telaah efektivitas penerapan GCG tahun 2018-2019.<br><i>The letter of the Board of Commissioners No. 040/KOM/KCI/X/2019 dated November 27, 2019 of the study of the effectiveness of GCG implementation in 2018-2019.</i>                                                                                                   | Closed      |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Menetapkan mekanisme penerimaan keluhan langsung dari <i>stakeholder</i> serta melakukan telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris.<br><i>Established direct complaint mechanism from stakeholders and to conduct complaints relating to SOE received by the Board of Commissioners.</i>                                                                                                                                                                                        | Sudah dimasukan ke dalam SK Dekom Nomor: SK.008/KOM/KCI/X/2019 Tanggal 21 Oktober 2019 perihal mekanisme pengambilan keputusan, pengawasan dan pemberian nasihat Dewan Komisaris.<br><i>Has been added into the Decree of the Board of Commissioners number: SK. 008/KOM/KCI/X/2019 dated October 21, 2019 concerning the decisive mechanism, supervision and advisory of the Board of Commissioners.</i> | Closed      |



| No | Aspek<br>Aspects                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Status             |
|----|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Mendorong Direksi untuk menetapkan KPI individual dan kemudian melakukan telah dan penilaian kinerja Direksi secara individual berdasarkan kriteria, target dan indikator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi secara individual.<br><i>Encourage the Board of Directors to assign individual KPIS and then conduct their own and performance assessment of the Directors individually based on the criteria, targets and key performance indicators covered by the Board of Directors' Management Contracts individually.</i>        | Akan dilakukan pembahasan KPI Individual Direksi dan Dewan Komisaris.<br><i>Will be conducted discussion of Individual KPI of Board of Directors and Board of Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                | <i>On Progress</i> |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Mengusulkan tantiem/insentif kinerja tahun yang bersangkutan dengan mempertimbangkan hasil penilaian kinerja Direksi (KPI) dan pencapaian tingkat kesehatan Perseroan.<br><i>Propose the bonus/incentive performance of the year concerned with considering the results of the Directors' performance Assessment (KPI) and the Company's soundness achievement.</i>                                                                                                                                                                                          | Sudah dilakukan <i>benchmark</i> ke Pertamina perihal mekanisme usulan pemberian tantiem/insentif dan akan diusulkan pada Laporan Kinerja Tahun 2019 kepada RUPS.<br><i>The benchmark has been made to Pertamina regarding the proposed mechanism of delivery of the bonus/incentive and will be proposed in 2019 performance report to the GMS.</i>                                                                                                                                                                                            | <i>On Progress</i> |
|    | Dewan Komisaris<br><i>Board of Commissioners</i> | Melampirkan pakta integritas dalam setiap usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS/Pemegang Saham.<br><i>Attaching the Integrity pact in each proposed action of the Board of Directors must obtain a recommendation from the Board of Commissioners and the approval of the GMS/ Shareholders.</i>                                                                                                                                                                                              | Sudah dilaksanakan sesuai dengan Surat Dewan Komisaris Kepada Direksi Nomor: 030/KOM/KCI/X/2019 Tanggal 10 Oktober 2019 perihal tanggapan Dewan Komisaris atas usulan RKAP tahun 2019 dan penyetoran modal kepada PT Fintech Karya Nusantara.<br><i>Has been implemented in accordance with the Board of Commissioners to the Board of Directors number: 030/KOM/KCI/X/2019 dated October 10, 2019 regarding the response of the Board of Commissioners on the proposed RKAP of 2019 and the capital deposit to PT Fintech Karya Nusantara.</i> | <i>Closed</i>      |
| 4  | Direksi<br><i>Board of Directors</i>             | Mendokumentasikan (membuat laporan) pelaksanaan program pengembangan yang dilaksanakan.<br><i>Documented the implementation of the development program implemented.</i>                                                                                                                                                                                                                                                                                                                                                                                      | Data pelatihan dibuatkan rekapitulasi dan dimasukkan ke dalam laporan manajemen.<br><i>The training data was recapitulated and incorporated into the management report.</i>                                                                                                                                                                                                                                                                                                                                                                     | <i>Closed</i>      |
|    | Direksi<br><i>Board of Directors</i>             | Menetapkan standar waktu tingkat kesegeraan pengambilan keputusan Direksi baik di dalam rapat maupun di luar rapat dengan disesuaikan karakteristik hal-hal yang harus diputuskan dan mengkomunikasikan standar tersebut kepada tingkatan organisasi di bawah Direksi yang terkait.<br><i>Set a time-level standard of the Directors' decision-making rate in both the meeting and outside meetings with customized characteristics of things to be decided on and communicating the standards to the organizational level under the relevant Directors.</i> | Standar waktu pengambilan keputusan sudah ada dan akan direview kembali.<br><i>Decision making time standard already existed and will be reviewed.</i>                                                                                                                                                                                                                                                                                                                                                                                          | <i>On Progress</i> |

| No | Aspek<br>Aspects                     | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                   | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                                                               | Status             |
|----|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|    | Direksi<br><i>Board of Directors</i> | Melakukan pengisian jabatan yang masih kosong sesuai formasi jabatan dalam struktur organisasi tahun 2018.<br><i>Filled vacant position according to position formation in organizational structure in 2018.</i>                                                                                                                                                                                                | Sudah mulai dilakukan pengisian jabatan dan per 27 Desember 2019 telah terisi 183 posisi dari total 225 posisi jabatan mulai dari Asisten Manajer hingga Direksi (Kecukupan 81,3%).<br><i>Has been conducted and as of December 27, 2019, 183 position of a total of 225 positions has been filled from the Assistant Manager to the Board of Directors (adequacy 81.3%).</i>                                                                 | <i>On Progress</i> |
|    | Direksi<br><i>Board of Directors</i> | Menyusun Career Development Plan untuk setiap jabatan di Perseroan.<br><i>To develop Career Development Plan for each position in the Company.</i>                                                                                                                                                                                                                                                              | Sedang dibuatkan SK Direksi tentang Karir Development di SDM.<br><i>Directors' Decree is in progress relating to Career Development in Human Resources.</i>                                                                                                                                                                                                                                                                                   | <i>On Progress</i> |
|    | Direksi<br><i>Board of Directors</i> | Menyelaraskan Career Development Plan dan rencana suksesi dengan kebijakan promosi dan mutasi PT KAI (Persero) dan mengkoordinasikan pelaksanaannya.<br><i>Aligning the Career Development Plan and plan for succession to the promotion and mutation policies of PT KAI (Persero) and coordinating its implementation.</i>                                                                                     | Rencana suksesi kebijakan promosi dan mutasi sesuai dengan aturan yang dikeluarkan oleh PT KAI.<br><i>Plan for succession of promotion policies and mutations in accordance with the rules issued by PT KAI.</i>                                                                                                                                                                                                                              | <i>On Progress</i> |
|    | Direksi<br><i>Board of Directors</i> | Menetapkan mekanisme bagi Direksi dalam merespon usulan peluang bisnis baik dari pegawai, manajemen di bawah Direksi, anggota Direksi, maupun Dewan Komisaris.<br><i>Established mechanisms for the Board of Directors in responding to the proposal of business opportunities both from employees, management under the Board of Directors, members of the Board of Directors, and Board of Commissioners.</i> | Mekanisme kebijakan bagi Direksi untuk merespon usulan peluang bisnis dalam proses review.<br><i>The policy mechanism for the Board of Directors to respond the business opportunities in the review process.</i>                                                                                                                                                                                                                             | <i>On Progress</i> |
|    | Direksi<br><i>Board of Directors</i> | Memastikan setiap usulan investasi disertai FS yang memuat kajian bisnis, operasional, risiko, dan legal/hukum yang memadai.<br><i>Ensure that each investment proposal includes FS which contains a business review, operational, risk, and legal/adequate legal.</i>                                                                                                                                          | Sedang disusun SK Direksi tentang Kebijakan Prosedur Pengelolaan Investasi di Lingkungan PT KCI, termasuk di dalamnya mengatur tentang usulan investasi yang memerlukan Feasibility Study (FS) dan asesmen risiko.<br><i>Under the Board of Directors' Decree on the Policy of Investment Management Procedures in PT KCI environment, including regulating investment proposals that require Feasibility Study (FS) and risk assessment.</i> | <i>On Progress</i> |
|    | Direksi<br><i>Board of Directors</i> | Meningkatkan kualitas hubungan dengan pemasok/vendor dengan:<br><i>Improved the quality of relations with suppliers/vendors by:</i>                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |
|    | Direksi<br><i>Board of Directors</i> | a. Melaksanakan <i>assessment</i> pemasok/vendor secara terintegrasi berdasarkan pencapaian QCDS ( <i>quality, cost, delivery, service</i> ).<br><i>Implement assessment supplier/vendor integrated based on the achievement of QCDS (quality, cost, delivery, service).</i>                                                                                                                                    | Dalam proses evaluasi vendor menggunakan metode QCDS.<br><i>In the vendor evaluation process use the QCDS method.</i>                                                                                                                                                                                                                                                                                                                         | <i>On Progress</i> |



| No | Aspek<br>Aspects              | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                         | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                              | Status      |
|----|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Direksi<br>Board of Directors | b. Mengembangkan Vendor Management System dan memanfaatkannya untuk meningkatkan pengendalian internal.<br><i>Develop Vendor Management System and utilize it to improve internal control.</i>                                                                                                                                                        | Rencana pengembangan Vendor Management System masih dibahas di Unit Logistik.<br><i>The Vendor Management System development plan is still covered in Logistics Unit.</i>                    | On Progress |
|    | Direksi<br>Board of Directors | c. Menyusun e-catalog untuk barang yang sesuai dan membangun e-procurement untuk meningkatkan transparansi.<br><i>Arrange the e-Catalog for the appropriate goods and build an e-procurement to improve transparency.</i>                                                                                                                             | Dalam proses analisa untuk penggunaan LKPP.<br><i>In the process of analysis for the use of LKPP.</i>                                                                                        | On Progress |
|    | Direksi<br>Board of Directors | Meningkatkan kualitas hubungan dengan karyawan dengan:<br><i>Improve the quality of relations with employees by:</i>                                                                                                                                                                                                                                  |                                                                                                                                                                                              |             |
|    | Direksi<br>Board of Directors | a. Menetapkan jenis kebijakan Perseroan yang harus dikomunikasikan kepada karyawan dan jenis kebijakan Perusahaan yang harus melibatkan karyawan dalam perumusannya.<br><i>Established the type of Company's policy that should be communicated to employees and the type of Company policy that should involve the employee in the distribution.</i> | Dalam proses pembuatan kebijakan tentang hal-hal yang perlu dikomunikasikan ke karyawan.<br><i>In the process of making policies about things that need to be communicated to employees.</i> | On Progress |
|    | Direksi<br>Board of Directors | b. Menyusun kebijakan mengenai metode penilaian untuk mengukur kepuasan karyawan dan untuk pelaksanaan survei kepuasan karyawan.<br><i>Develop policies on assessment methods to measure employee satisfaction and for the implementation of employee satisfaction surveys.</i>                                                                       | Dalam proses pembuatan kebijakan mekanisme pelaksanaan survei kepuasan pelanggan.<br><i>In the process of making a policy mechanism implementation of customer satisfaction survey.</i>      | On Progress |
|    | Direksi<br>Board of Directors | Meningkatkan pengawasan internal dengan:<br><i>Improve internal supervision by:</i>                                                                                                                                                                                                                                                                   |                                                                                                                                                                                              |             |
|    | Direksi<br>Board of Directors | a. Memutakhirkan Internal Audit Charter dan fungsi dan tugas pokok VP Internal Control (SPI) dengan menambah akses pelaporan langsung kepada Dewan Komisaris.<br><i>Updated the Internal Audit Charter and the main functions and tasks of VP Internal Control (SPI) by adding direct reporting access to the Board of Commissioners.</i>             | Sudah disahkan Internal Audit Charter tanggal 14 Februari 2019.<br><i>Already passed Internal Audit Charter on February 14, 2019.</i>                                                        | Closed      |
|    | Direksi<br>Board of Directors | b. Menambah tenaga auditor pada SPI sesuai dengan kebutuhan yang diperlukan untuk mendukung pelaksanaan tugas SPI sesuai dengan ruang lingkup pengawasannya.<br><i>Adding auditors to SPI according to the needs needed to support the implementation of SPI tasks according to the scope of the supervision.</i>                                     | Sudah dilakukan usulan ke SDM.<br><i>Proposed to HR.</i>                                                                                                                                     | On Progress |



| No                                   | Aspek<br>Aspects | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                    | Status             |
|--------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Direksi<br><i>Board of Directors</i> | c.               | Menugaskan VP Internal Control (SPI) untuk membuat <i>audit universe</i> dan menerapkan <i>risk-based audit</i> secara terstruktur, melengkapi infrastruktur tugasnya dengan pedoman-pedoman pengawasan ( <i>assurance</i> dan <i>consulting</i> ) yang diperlukan, serta melakukan penilaian atas program jaminan kualitas dan peningkatan fungsi audit secara berkala dengan internal atau <i>external review</i> .<br><i>Assigning VP Internal Control (SPI) to create audit of the universe and apply risk-based audits in a structured manner, complementing the infrastructure of its duties with the necessary supervisory and consulting guidelines, as well as assessment of the quality assurance program and improvement of periodic audit function with internal or external review.</i> | Sedang dilakukan penyusunan draft Audit Universe mengacu pada Risk-Based Audit.<br><i>Conduct drafting the Audit Universe in reference to Risk-Based Audit.</i>                                                                                                    | <i>On Progress</i> |
| Direksi<br><i>Board of Directors</i> | d.               | Menyusun Program Kerja Pengawasan Tahunan yang dilakukan dengan pendekatan risiko.<br><i>To develop an Annual Supervision Work Program conducted with risk approach.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Sedang dalam proses penyusunan PKAT tahun 2020.<br><i>In the process of drafting the PKAT 2020.</i>                                                                                                                                                                | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | e.               | Melaksanakan pengawasan atas penerapan pengendalian internal dan manajemen risiko.<br><i>Conducted supervision over the implementation of internal controls and risk management.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Telah dilakukan pengawasan atas penerapan pengendalian internal dengan menerbitkan: Laporan hasil audit operasional Unit Prasarana.<br><i>Supervise the implementation of internal control by publishing: Operational audit report of the Infrastructure Unit.</i> | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | f.               | Mendokumentasikan (mencatat) kegiatan konsultasi yang diberikan termasuk pemberian rekomendasi dalam perbaikan proses bisnis dan pencapaian strategi Perseroan.<br><i>Documenting the consultancy activities provided include providing recommendations in improving business processes and achieving the Company's strategy.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Telah dilakukan dokumentasi atas kegiatan konsultasi yang dilaksanakan.<br><i>Documentation has been conducted for the consultation activities.</i>                                                                                                                | <i>Closed</i>      |



| No | Aspek<br>Aspects              | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                    | Status             |
|----|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|    | Direksi<br>Board of Directors | g. Menyusun daftar <i>monitoring</i> tindak lanjut rekomendasi hasil pengawasan baik yang dilakukan oleh pihak internal maupun eksternal dan melaporkan kemajuannya secara periodik kepada Direksi dan ditembuskan kepada Dewan Komisaris dan disampaikan kepada Pemegang Saham/RUPS dalam bentuk Laporan Manajemen.<br><i>Compiled list of monitoring follow-up recommendation of good supervision conducted by internal and external parties and reported periodic progress to the Board of Directors and submitted to the Board of Commissioners and presented to the Shareholders/GMS into Management Report.</i> | Unit SPI telah menyusun daftar <i>monitoring</i> tindak lanjut rekomendasi internal dan eksternal dan telah dilaporkan ke dalam bentuk Laporan Manajemen.<br><i>The SPI Unit has compiled list of monitoring follow-up internal and external recommendations and has been reported into the Management Report.</i> | <i>Closed</i>      |
|    | Direksi<br>Board of Directors | Melakukan evaluasi atas pelaksanaan tugas Sekretaris Perusahaan dan memberikan nilai terhadap capaian program kerja pelaksanaan tugas Sekretaris Perusahaan serta mengatur penyusunan laporan pelaksanaan tugas Sekretaris Perusahaan.<br><i>Evaluated the implementation of Corporate Secretary's duties and to provide value to the achievement of Corporate Secretary's work program and arrange the implementation of Corporate Secretary's duties.</i>                                                                                                                                                           | Akan dibuatkan laporan kinerja Sekper yang dinilai oleh Direksi pada awal tahun 2020.<br><i>Prepared performance report of the Corporate Secretary assessed by the Board of Directors in early 2020.</i>                                                                                                           | <i>On Progress</i> |
|    | Direksi<br>Board of Directors | Meningkatkan pengelolaan kinerja unit dengan:<br><i>Improve unit performance management by:</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                    |                    |

| No                            | Aspek<br>Aspects | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                 | Status      |
|-------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------|
| Direksi<br>Board of Directors | a.               | Menyusun pedoman dan prosedur standar pengukuran dan penilaian kinerja unit dan/atau Jabatan, menetapkan ukuran kinerja (KPI) yang merupakan turunan dari Kontrak Manajemen Perusahaan yang dilengkapi dengan kamus KPI (penjelasan/definisi berikut formula, sumber data, pihak-pihak terkait, dan periode pengukuran) untuk kemudian diterapkan secara konsisten.<br><i>Developed standard measurement and performance assessment guidelines and procedures of the unit and/or the department, set a performance measure (KPI) that is a derivative of the Enterprise Management Contract that comes with the KPI dictionary (explanations/definitions following formulas, data sources, related parties, and measurement periods) to then be applied consistently.</i> | Saat ini Unit CD dan CR sedang dalam proses penyusunan KPI.<br><i>Currently in progress by CD and CR Units.</i> | On Progress |
| Direksi<br>Board of Directors | b.               | Menetapkan indikator kinerja PT KCI untuk setiap jabatan dalam struktur organisasi yang memenuhi kriteria SMART dan melakukan evaluasi ketepatan indikator kinerja secara periodik.<br><i>Set the PT KCI performance indicator for each position in the organizational structure that meets SMART criteria and perform periodic evaluation of performance indicators.</i>                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                 | Closed      |
| Direksi<br>Board of Directors | c.               | Membuat aplikasi komputer untuk pengukuran dan penilaian kinerja.<br><i>Create a computer application for measurement and performance assessment.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                 | On Progress |
| Direksi<br>Board of Directors | d.               | Menetapkan target kinerja untuk setiap jabatan dalam struktur organisasi secara spesifik, terukur, dapat dicapai, masuk akal dan memiliki jangka waktu yang diturunkan dan selaras dengan target kinerja level di atasnya sesuai RKAP.<br><i>Setting performance targets for each office in the organizational structure is specific, measurable, achievable, reasonable and has a time period lowered and aligned with the target's level performance on it as per the RKAP.</i>                                                                                                                                                                                                                                                                                         |                                                                                                                 | On Progress |



| No | Aspek<br>Aspects              | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                   | Status      |
|----|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Direksi<br>Board of Directors | e. Menyusun Kontrak Kinerja untuk setiap jabatan dalam struktur organisasi Perseroan dan melakukan evaluasi capaiannya secara periodik.<br><i>Developed Performance Contract for each position in the organizational structure of the Company and evaluate its achievement periodically.</i> |                                                                                                                                   | On Progress |
|    | Direksi<br>Board of Directors | f. Menggunakan hasil evaluasi capaian kinerja sebagai bagian dari Early Warning System.<br><i>Using performance evaluation results as part of an Early Warning System.</i>                                                                                                                   |                                                                                                                                   | On Progress |
|    | Direksi<br>Board of Directors | Meningkatkan pengelolaan teknologi informasi dengan:<br><i>Improved information technology management by:</i>                                                                                                                                                                                |                                                                                                                                   |             |
|    | Direksi<br>Board of Directors | a. Memastikan kesesuaian Master plan Teknologi Informasi (MPTI) dengan strategi Perseroan.<br><i>Ensuring the conformity of Master Plan of Information Technology (MPTI) with the Company strategy.</i>                                                                                      | MPTI akan dibuatkan yang terbaru pada akhir 2020.<br><i>MPTI will be updated at the end of 2020.</i>                              | On Progress |
|    | Direksi<br>Board of Directors | b. Memetakan kebutuhan dan merencanakan SDM TI untuk mendukung perubahan lingkup bisnis Perseroan.<br><i>Mapping the needs and planning of IT resources to support changes in the Company's business scope.</i>                                                                              | Perencanaan kebutuhan SDM TI ada pada RKA 2020.<br><i>Planning of IT resources needs is at RKA 2020.</i>                          | Closed      |
|    | Direksi<br>Board of Directors | c. Merencanakan audit atas TI Perusahaan secara periodik.<br><i>Plan an audit on the Company's TI periodically.</i>                                                                                                                                                                          | Pada tahun 2019 sudah dilaksanakan audit teknologi informasi.<br><i>In 2019 already implemented information technology audit.</i> | Closed      |
|    | Direksi<br>Board of Directors | d. Menetapkan IT SLA.<br><i>Settled IT SLA.</i>                                                                                                                                                                                                                                              | Dalam proses pembuatan IT SLA.<br><i>In the IT SLA creation process.</i>                                                          | On Progress |
|    | Direksi<br>Board of Directors | e. Menyusun laporan pelaksanaan TI Perusahaan dengan memperhatikan kesesuaian pelaksanaan TI dengan RKAP dan dengan MPTI Perseroan.<br><i>To compile the Company's IT implementation report with respect to the suitability of IT implementation with RKAP and with the Company's MPTI.</i>  | Dalam proses pembuatan laporan kinerja TI dengan RKAP.<br><i>In the process of creating IT performance reports with RKAP.</i>     | On Progress |
|    | Direksi<br>Board of Directors | Meningkatkan mutu layanan dengan:<br><i>Improve service quality by:</i>                                                                                                                                                                                                                      |                                                                                                                                   |             |
|    | Direksi<br>Board of Directors | a. Menetapkan kebijakan SPM untuk internal Perseroan.<br><i>Establish SPM policy for Company's internal.</i>                                                                                                                                                                                 | SPM PT KCI masih dibahas oleh unit terkait.<br><i>SPM PT KCI is still covered by the related unit.</i>                            | On Progress |

| No | Aspek<br>Aspects                     | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                   | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                            | Status        |
|----|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|    | Direksi<br><i>Board of Directors</i> | b. Meningkatkan pengendalian mutu layanan sehingga keluhan pelanggan dapat ditekan seminimal mungkin.<br><i>Improve service quality control so that customer complaints can be suppressed to minimum.</i>                                                                                                                       | Sudah dibuatkan program pengendalian mutu layanan.<br><i>The service quality control program has been created.</i>                                         | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | Meningkatkan kualitas pengadaan barang dan jasa dengan:<br><i>Improve the quality of procurement of freight and services by:</i>                                                                                                                                                                                                |                                                                                                                                                            |               |
|    | Direksi<br><i>Board of Directors</i> | a. Menambahkan klausul hak-hak dan kewajiban pemasok dan Perusahaan sesuai dengan peraturan yang berlaku dalam pedoman pengadaan barang/jasa.<br><i>Added clause to the rights and obligations of suppliers and companies in accordance with the regulations applicable in the procurement guidelines of freight/ services.</i> | Telah dimuat dalam juklak PBJ tahun 2019.<br><i>It has been contained in the BJP in 2019.</i>                                                              | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | b. Melaksanakan dan menggunakan format perencanaan pengadaan barang dan jasa sesuai Petunjuk Pelaksanaan Pengadaan Barang dan Jasa.<br><i>Implement and use the format of procurement planning of goods and services as per directive on procurement of freight and services.</i>                                               | Proses pengadaan telah sesuai dengan juklak PBJ tahun 2019.<br><i>The procurement process has been in accordance with the BJP in 2019.</i>                 | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | c. Memastikan Kebijakan Pengadaan Barang dan Jasa dapat diakses oleh stakeholder.<br><i>Ensure the Policy of Procurement of Freight and Services can be accessed by stakeholders.</i>                                                                                                                                           | Pengadaan barang dan jasa dimasukkan ke dalam website krl.co.id<br><i>Procurement of goods and services are incorporated into the website of krl.co.id</i> | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | d. Memastikan penyusunan HPS dilakukan dengan keahlian, perhitungan, dan sumber data yang andal.<br><i>Ensuring the preparation of HPS is done with expertise, calculations, and reliable data sources.</i>                                                                                                                     | Penyusunan HPS dengan menggunakan sumber-sumber data yang andal.<br><i>Preparation of HPS using reliable data sources.</i>                                 | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | e. Mengumumkan total HPS secara terbuka.<br><i>Announce total HPS publicly.</i>                                                                                                                                                                                                                                                 | Sudah dilakukan di tahun 2019.<br><i>Implemented in 2019.</i>                                                                                              | <i>Closed</i> |
|    | Direksi<br><i>Board of Directors</i> | Meningkatkan efektivitas pendidikan dan pelatihan dengan:<br><i>Improve education effectiveness and training with:</i>                                                                                                                                                                                                          |                                                                                                                                                            |               |



| No | Aspek<br>Aspects              | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                   | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                    | Status      |
|----|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Direksi<br>Board of Directors | a. Menyusun kebijakan mengenai program pendidikan dan pelatihan serta memuat kebijakan mengenai evaluasi pasca pendidikan dan pelatihan.<br><i>To develop policies on education and training programmes and to include policies on post-education and training evaluation.</i>                                  | Dalam proses pembuatan SK Pendidikan dan Pelatihan serta evaluasinya.<br><i>In the process of making Education and Training Decree and its evaluation.</i>         | On Progress |
|    | Direksi<br>Board of Directors | b. Melakukan analisis dan evaluasi atas pengaruh pendidikan dan pelatihan yang diberikan terhadap kompetensi dan kinerja individu yang melaksanakan.<br><i>Conducting analysis and evaluation on the influence of education and training that is given to the individual competency and performance.</i>        | Dalam proses pembuatan laporan evaluasi program pasca pendidikan dan pelatihan.<br><i>In the process of evaluation of the post-education and training program.</i> | On Progress |
|    | Direksi<br>Board of Directors | Menyusun kebijakan mengenai sistem penilaian kinerja bagi karyawan yang mencakup:<br><i>Develop policies on performance assessment systems for employees that include:</i>                                                                                                                                      |                                                                                                                                                                    |             |
|    | Direksi<br>Board of Directors | a. Sistem penilaian kinerja individu (KPI).<br><i>Individual performance scoring system (KPI).</i>                                                                                                                                                                                                              | Dalam proses pembuatan SK KPI dan Performance Karyawan.<br><i>Employees' KPI and Performance Decree is currently in progress.</i>                                  | On Progress |
|    | Direksi<br>Board of Directors | b. Sistem penilaian kinerja atas kompetensi karyawan.<br><i>Performance assessment system for employee competency.</i>                                                                                                                                                                                          | Dalam proses pembuatan SK KPI dan Performance Karyawan.<br><i>Employees' KPI and Performance Decree is currently in progress.</i>                                  | On Progress |
|    | Direksi<br>Board of Directors | c. Perumusan dan penetapan indikator kinerja individu dan target kinerja yang ditetapkan oleh atasan langsung.<br><i>Formulation and determination of individual performance indicators and performance targets set by direct superiors.</i>                                                                    | Dalam proses pembuatan SK KPI dan Performance Karyawan.<br><i>Employees' KPI and Performance Decree is currently in progress.</i>                                  | On Progress |
|    | Direksi<br>Board of Directors | d. Melaksanakan sistem penilaian kinerja bagi seluruh karyawan PT KCI dan memanfaatkan hasil penilaian kinerja tersebut untuk pengembangan karyawan.<br><i>Implementing a performance assessment system for all PT KCI employees and utilizing the performance assessment results for employee development.</i> | Dalam proses pembuatan SK KPI dan Performance Karyawan.<br><i>Employees' KPI and Performance Decree is currently in progress.</i>                                  | On Progress |
|    | Direksi<br>Board of Directors | Meningkatkan pengelolaan risiko dengan:<br><i>Improve risk management by:</i>                                                                                                                                                                                                                                   |                                                                                                                                                                    |             |



| No                                   | Aspek<br>Aspects | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Status             |
|--------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Direksi<br><i>Board of Directors</i> | a.               | Menyusun dan menetapkan kebijakan manajemen risiko yang memuat kerangka, tahapan pelaksanaan manajemen risiko, pelaporan risiko dan penanganannya.<br><i>Develop and establish risk management policy that contains frameworks, stages of implementing risk management, risk reporting and handling.</i>                                                                                                                                                                                    | Penyusunan SK Direksi tentang Penerapan Enterprise Risk Management (ERM)/Manajemen Risiko Korporat dengan dilampirkan Kebijakan ERM, Piagam ERM, Manual ERM, Tugas dan Tanggung Jawab Pejabat Pengelola ERM.<br><i>Drafting of Board of Directors' Decree on implementing Enterprise Risk Management (ERM)/ Corporate Risk Management with attached ERM Policy, ERM Charter, ERM Manual, Duties and Responsibilities of ERM Management Officer.</i>                                                                                | <i>On Progress</i> |
| Direksi<br><i>Board of Directors</i> | b.               | Menyusun struktur organisasi dan uraian tugas pengelolaan risiko yang mencakup seluruh risiko secara komprehensif.<br><i>Develop organizational structure and risk management task description covering the entire risk comprehensively.</i>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>On Progress</i> |
| Direksi<br><i>Board of Directors</i> | c.               | Meningkatkan <i>awareness</i> dan kompetensi di bidang pengelolaan risiko serta membangun budaya sadar risiko.<br><i>Increase awareness and competence in the areas of risk management and build a risk-awareness culture.</i>                                                                                                                                                                                                                                                              | Unit Perencanaan Strategis dan Manajemen Risiko telah melakukan <i>awareness</i> dengan mengikutsertakan beberapa pejabat dan pekerja mengikuti pelatihan dan sertifikasi Qualified Risk Governance Professional (QRGP) dan Qualified Risk Management Officer (QRMO).<br><i>Strategic Planning and Risk Management Unit have carried out awareness by involving several officials and workers in the training and certification of Qualified Risk Governance Professional (QRGP) and Qualified Risk Management Officer (QRMO).</i> | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | d.               | Menyusun rencana kerja Perusahaan untuk menerapkan kebijakan manajemen risiko.<br><i>Develop Company's work plan to enforce risk management policies.</i>                                                                                                                                                                                                                                                                                                                                   | Telah dibuatkan RKAP 2020 berbasis risiko (Risk-Based Budgeting).<br><i>RKAP 2020 has been created Risk-Based Budgeting.</i>                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | e.               | Melakukan pemantauan terhadap program manajemen risiko secara berkala.<br><i>Monitoring of the risk management program periodically.</i>                                                                                                                                                                                                                                                                                                                                                    | Unit Perencanaan Strategis dan Manajemen Risiko telah melakukan <i>monitoring</i> terhadap mitigasi risiko secara berkala.<br><i>Strategic Planning and Risk Management Unit have been monitoring towards risk mitigation periodically.</i>                                                                                                                                                                                                                                                                                        | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | f.               | Melakukan analisis risiko beserta strategi penanganannya atas Rancangan RKAP Perseroan.<br><i>Conducting risk analysis and its handling strategy on the Company's RKAP plan.</i>                                                                                                                                                                                                                                                                                                            | Telah dilakukan analisis risiko atas rancangan RKAP 2020.<br><i>Risk analysis has been conducted on the RKAP 2020 draft.</i>                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Closed</i>      |
| Direksi<br><i>Board of Directors</i> | g.               | Menyusun Laporan Pelaksanaan Manajemen Risiko yang memuat profil risiko dan pelaksanaan manajemen risiko yang disampaikan kepada Dewan Komisaris secara berkala dan juga kepada Pemegang Saham melalui Dewan Komisaris.<br><i>To compile the Risk Management Implementation Report which contains the risk profile and the implementation of risk management which is submitted to the Board of Commissioners periodically and also to shareholders through the Board of Commissioners.</i> | Akan dilakukan, seiring dengan rencana implementasi ERM.<br><i>Will be implemented along with the ERM implementation plan.</i>                                                                                                                                                                                                                                                                                                                                                                                                     | <i>On Progress</i> |



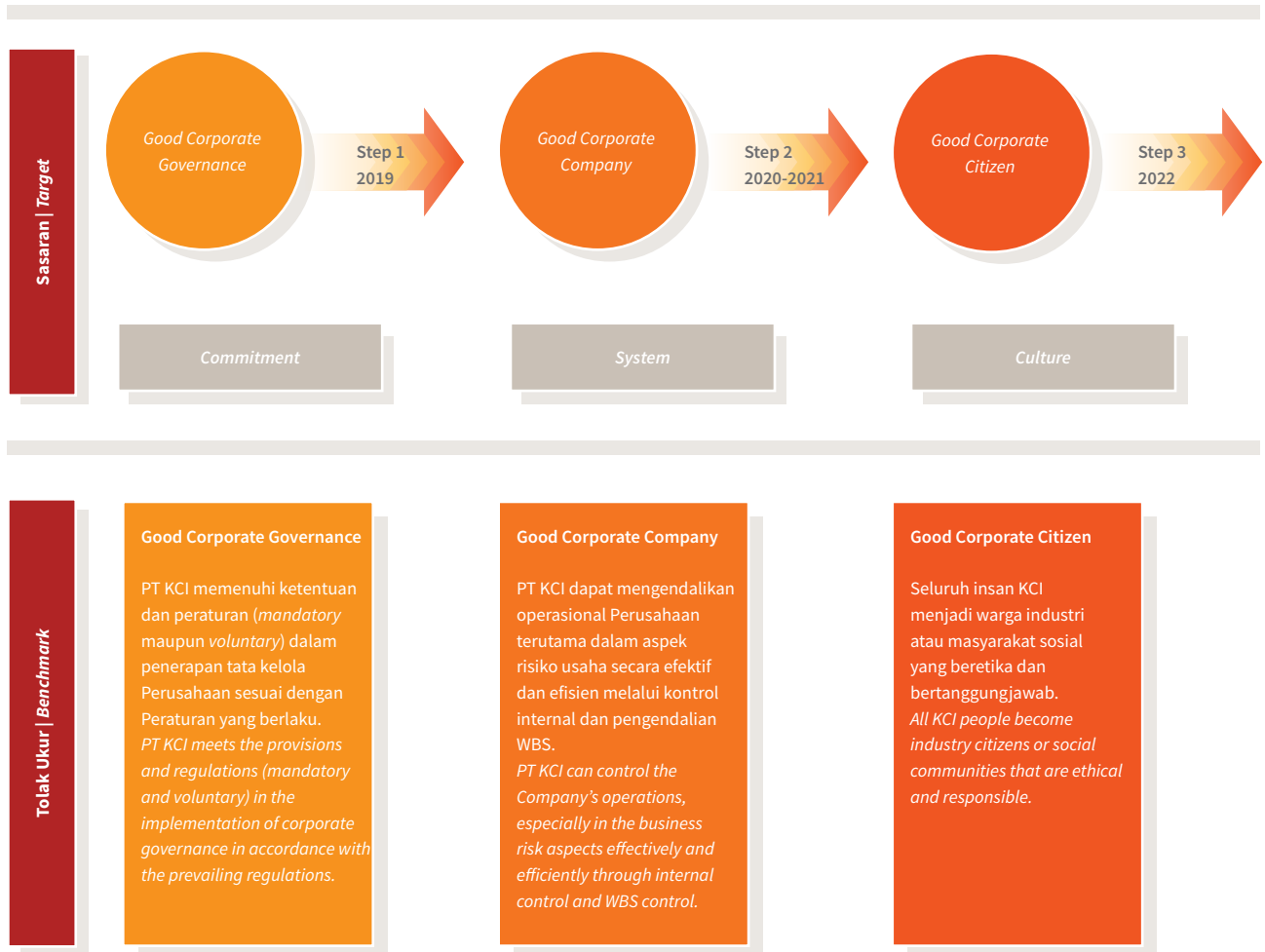
| No | Aspek<br>Aspects              | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Tindak Lanjut/Rencana Tindak Lanjut<br>Follow-up/Follow-up Plan                                                                                                                                                                                                                                                                                                                                                                                          | Status      |
|----|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|    | Direksi<br>Board of Directors | <p>Melakukan <i>assessment</i> atas pengendalian intern Perusahaan level entitas dan level aktivitas serta menyusun <i>internal control report</i> yang mencakup pernyataan tanggung jawab manajemen untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur pelaporan keuangan yang memadai serta melakukan penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku Perseroan.</p> <p><i>Assessment of internal control of entity-level Company and activity level as well as to develop internally control report which includes management's responsibility statement to establish and maintain an internal control structure and adequate financial reporting procedure and assessment on the effectiveness of internal control structures and financial reporting procedures at the end of the Company's fiscal year.</i></p> | <p>Sedang disusun SK Direksi tentang Kebijakan Prosedur Pengelolaan Investasi di Lingkungan PT KCI, termasuk di dalamnya mengatur tentang usulan investasi yang memerlukan Feasibility Study (FS) dan asesmen risiko.</p> <p><i>Under the Board of Directors' Decree on the Policy of Investment Management Procedures in PT KCI environment, including regulating investment proposals that require Feasibility Study (FS) and risk assessment.</i></p> | On Progress |
|    | Direksi<br>Board of Directors | <p>Menginstruksikan kepada Kepala SPI untuk menyusun laporan atas hasil <i>monitoring</i> tindak lanjut secara sistematis dan dibuat secara berkala serta disampaikan kepada Direksi serta ditembuskan kepada Dewan Komisaris serta dimuat dalam Laporan Manajemen dan dilaporkan kepada Pemegang Saham.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Unit SPI telah menyusun laporan atas hasil <i>monitoring</i> tindak lanjut, dan telah dilaporkan kepada Direksi dan Komisaris melalui Komite Audit.</p> <p><i>The SPI Unit has compiled reports of follow-up monitoring results, and has been reported to the Board of Directors and Commissioners through the Audit Committee.</i></p>                                                                                                               | On Progress |

# Road Map GCG

## GCG Road Map

### Road Map Good Corporate Governance PT KCI

#### Road Map Good Corporate Governance PT KCI



GCG Value Creation and Continuous Improvement



| Tahap<br>Phase | Jangka Waktu<br>Period of Time | Sasaran Target<br>Objectives                                                                                                                                                                 | Inisiatif<br>Initiative                                                                                                                                                                                                                                                 | Program Kegiatan<br>Activity Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Aspek Governance<br>Governance Aspects                                                                                                                                                                                 |
|----------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I              | 2019                           | Peningkatan kepatuhan melalui pengukuran dan internalisasi kinerja tata kelola Perusahaan<br><i>Improved compliance through measuring and internalizing corporate governance performance</i> | Penerapan tata kelola, peningkatan program internalisasi alat kelola, pembaharuan, perencanaan, penyempurnaan tata Kelola<br><i>Implementation of governance, improvement of management tool internalization programs, renewal, planning, improvement of governance</i> | <ol style="list-style-type: none"> <li>1. Peningkatan kepatuhan</li> <li>2. Pemetaan praktik dan dokumen penilaian GCG</li> <li>3. Penguatan internalisasi tata Kelola</li> <li>4. Pelaksanaan Asesmen GCG, IT, Manajemen Risiko, Pemasok (QCDS), SDM, Pelanggan, Pegawai dan Kepatuhan</li> <li>5. Reviu dan penyempurnaan soft structure tata Kelola</li> <li>6. Reviu SK Direksi yang sudah tidak relevan terkait tata kelola Perusahaan</li> <li>7. Penyusunan SK Direksi yang belum tersedia terkait tata kelola Perusahaan</li> <li>8. Pembuatan usulan organ di bawah Dewan Komisaris</li> <li>9. Kajian penerapan Governance-Risk Management-Compliance (GRC) secara terpadu</li> <li>10. Melakukan diseminasi dan sosialisasi GCG</li> <li>11. Pembentukan dan penerapan agen perubahan GCG (GCG Heroes)</li> </ol> | Tingkat penilaian GCG dan kepatuhan terhadap regulasi yang meningkat yang berdampak membaiknya kinerja<br><i>Increased level of GCG assessment and compliance with regulations that affect performance improvement</i> |

## Rapat Umum Pemegang Saham

General Meeting Of Shareholders (GMS)

Para pemegang saham dapat melakukan pengambilan keputusan penting terkait kinerja Perseroan dalam Rapat Umum Pemegang Saham (RUPS). RUPS juga menjadi tempat di mana pemegang saham dapat melakukan evaluasi terhadap kinerja Dewan Komisaris dan Direksi. Namun, baik Dewan Komisaris maupun Direksi tidak didelegasikan dalam pelaksanaan RUPS ini.

*Shareholders can make important decision-making regarding to the performance of the Company in the general meeting of Shareholders (GMS). The GMS also serve as a place where shareholders can evaluate the performance of the BOC and the BOD. However, neither the Board of Commissioners nor the Board of Directors were delegated in the implementation of this GMS.*

### Informasi Mengenai Pemegang Saham Pengendali

*Information Regarding to the Controlling Shareholders*

**Per 31 Desember 2019, Pemegang Saham Pengendali Perseroan adalah PT Kereta Api Indonesia (Persero).**

*As of December 31, 2019, the Company's Controlling Shareholder is PT Kereta Api Indonesia (Persero).*



**99,78%**

kepemilikan saham | shareholding

### PENYELENGGARAAN RUPS

#### GMS IMPLEMENTATION

Rapat Umum Pemegang Saham (RUPS), adalah Organ Perseroan yang memegang kekuasaan yang tidak diberikan kepada Dewan Komisaris dan/atau Direksi sesuai dengan Undang-Undang dan Anggaran Dasar.

*The general meeting of Shareholders (GMS), is the Company's organ that holds the authority that is not given to the Board of Commissioners and/or Directors in accordance with the law and the Articles of Association.*

Menurut Undang-Undang No. 40 tahun 2007 dijelaskan bahwa RUPS memiliki fungsi sentral bagi para Pemegang Saham dalam menentukan kebijakan terkait Perusahaan. Yang dimaksud dengan RUPS dalam Anggaran Dasar Perseroan berarti kedua-duanya yaitu RUPS Tahunan dan RUPS Luar Biasa, kecuali dengan tegas dinyatakan lain.

*According to Law No. 40 year 2007 explained that the GMS has a central function for shareholders in determining the policy regarding the Company. The GMS in the Company's Articles of association shall mean both the annual GMS and the extraordinary GMS, unless expressly stated otherwise.*

#### RUPS Tahunan (RUPST)

RUPS Tahunan, yakni Rapat Umum Pemegang Saham yang diadakan tiap-tiap tahun, yang meliputi:

- RUPS mengenai Laporan Tahunan dan perhitungan tahunan.
- RUPS Tahunan mengenai persetujuan Rencana Kerja dan Anggaran Perusahaan.

#### Annual GMS (AGMS)

*The annual GMS, the general meeting of shareholders held each year, including:*

- GMS on annual report and annual calculation.*
- The annual GMS concerning the approval of the work plan and Company budget.*



RUPS Tahunan untuk menyetujui Laporan Tahunan diadakan paling lambat bulan Juni setelah penutupan tahun buku yang bersangkutan. Dalam Acara RUPS Tahunan dapat juga dimasukkan usul-usul yang diajukan oleh Dewan Komisaris dan/atau seorang atau lebih Pemegang Saham mewakili paling sedikit 1/10 (satu per sepuluh) bagian dari jumlah saham yang telah dikeluarkan Perseroan dengan hak suara yang sah dengan ketentuan bahwa usul-usul yang bersangkutan harus sudah diterima oleh Direksi sebelum tanggal panggilan RUPS Tahunan.

### RUPS Luar Biasa (RUPSPLB)

Berdasarkan AD ART Perseroan RUPS Luar Biasa dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan. Adapun Tempat dan Pemanggilan Rapat Umum Pemegang Saham.

1. Semua RUPS diadakan di tempat kedudukan Perseroan atau di tempat Perseroan melakukan kegiatan usahanya yang utama yang terletak di wilayah Negara Republik Indonesia.
2. Jika dalam RUPS hadir dan/atau diwakili semua pemegang saham dan semua pemegang saham menyetujui diadakannya RUPS tersebut maka RUPS dapat diadakan di manapun dalam wilayah Negara Republik Indonesia.
3. RUPSPLB dapat mengambil keputusan jika keputusan tersebut disetujui dengan suara bulat.
4. Direksi menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa dengan didahului pemanggilan RUPS.

### RUPS Sirkular

Dalam Undang-Undang No. 40 Tahun 2007 telah menentukan bahwa RUPS dapat dilaksanakan tanpa perlu adanya rapat secara fisik dengan melalui keputusan sirkuler. Keputusan Sirkular ditentukan dalam Pasal 91 Undang-Undang Perseroan Terbatas, terkait dengan ketentuan tersebut pemegang saham dapat mengambil keputusan yang mengikat di luar RUPS (di luar rapat fisik) tetapi memiliki kekuatan hukum yang sama dengan pelaksanaan RUPS yang dilakukan seperti biasa secara langsung. Keputusan tersebut hanya dapat diambil dengan syarat semua pemegang saham yang memiliki hak suara menyetujuinya secara tertulis.

*The annual GMS to approve the annual report shall be held no later than June after the end of the relevant fiscal year. In the event of the annual GMS can also be included into proposals submitted by the Board of Commissioners and/or a shareholder representing at least 1/10 (one tenth) of the amount of shares issued by the Company with a valid voting rights provided that the proposal in question must have been received by the Board of Directors before the date of the annual GMS invitation.*

### Extraordinary GMS (EGMS)

*Based on the Company's Article of Association, Extraordinary GMS can be held at any time based on the needs for the Company's interests. The venue and the invitation of the General Meeting of Shareholders.*

1. All GMS are held in the place of the Company's domicile or in the place where the Company conducts its main business activities located in the territory of the Republic of Indonesia.
2. If the GMS is present and/or represented by all Shareholders and all shareholders approve the holding of the GMS, the GMS may be held anywhere in the territory of the Republic of Indonesia.
3. RUPSPLB can make a decision if the decision is approved unanimously.
4. The Board of Directors shall hold the annual GMS and extraordinary GMS with the call of GMS.

### The AGM

*In the Law No. 40 year 2007 has determined that the GMS can be implemented without the need for a physical meeting by a circular decision. The decision of the circumvenement is determined in article 91 of the limited liability Company, relating to the provisions of the Shareholders can make a binding decision outside the GMS (outside physical meeting) but has the same legal force as the implementation of the GMS conducted as usual directly. The decision can only be taken on the condition of all shareholders who have the right to approve it in writing.*



### Hak Pemegang Saham

Hak pemegang saham yang namanya tercatat dalam Daftar Pemegang Saham mempunyai hak terlebih dahulu untuk mengambil bagian atas saham yang hendak dikeluarkan dalam jangka waktu 14 (empat belas) hari sejak tanggal penawaran dilakukan dan masing-masing pemegang saham berhak mengambil bagian seimbang dengan jumlah saham yang mereka miliki secara proporsional.

Apabila setelah dilakukan penawaran, ternyata masih terdapat sisa saham yang belum diambil bagian maka Direksi berhak menawarkan sisa saham tersebut kepada pemegang saham lainnya yang masih berminat secara proporsional.

Apabila setelah lewat jangka waktu 14 (empat belas) hari tersebut terhitung sejak penawaran kepada pemegang saham tersebut masih ada sisa saham yang belum diambil bagian oleh pemegang saham, maka Direksi berhak menawarkan sisa saham tersebut kepada pihak ketiga, dengan memperhatikan keputusan RUPS mengenai pengeluaran saham tersebut.

### Tanggung Jawab Pemegang Saham

Setiap pemegang saham menurut hukum harus tunduk kepada Anggaran Dasar Perseroan dan semua keputusan yang diambil dengan sah dalam RUPS serta peraturan perundang-undangan yang berlaku.

### Rencana dan Penyelenggaraan RUPS

- Semua RUPS diadakan di tempat kedudukan Perseroan atau di tempat Perseroan melakukan kegiatan usahanya yang utama yang terletak di wilayah Negara Republik Indonesia.
- Jika dalam RUPS hadir dan/atau diwakili semua pemegang saham menyetujui diadakannya RUPS tersebut maka RUPS dapat diadakan di manapun dalam wilayah Negara Republik Indonesia.
- RUPS dapat mengambil keputusan jika keputusan tersebut disetujui dengan suara bulat.
- Direksi menyelenggarakan RUPS Tahunan dan RUPS luar biasa dengan didahului pemanggilan RUPS.

### Shareholder Rights

*The right of Shareholder whose name was recorded in the Shareholder register has the right to take part on the shares to be issued within 14 (fourteen) days from the date the offer is made and each shareholder is entitled to take a balanced share with the amount of shares they have proportionally.*

*If after the offer, there still remains the remaining shares that have not been taken part then the Board of Directors has the right to offer the remaining shares to other shareholders who are still interested proportionally.*

*If after a period of 14 (fourteen) days since the offer to the Shareholders still have the remaining shares that have not been taken part by the shareholders, then the Board of Directors shall offer the remaining shares to the third party, with respect to the GMS decision regarding the issuance of the shares.*

### Shareholder Responsibility

*Every Shareholder according to law shall be subject to the Company's Articles of Association and all decisions taken legally in the GMS and the prevailing laws and regulations.*

### GMS Plan and Implementation

- All GMS are held in the place of the Company's position or in the place where the Company conducts its main business activities located in the territory of the Republic of Indonesia.
- If in the GMS present and/or represented all shareholders approve the holding of the GMS then the GMS can be held anywhere in the territory of the Republic of Indonesia.
- The GMS may decide if the decision is unanimously agreed.
- The Board of Directors shall hold annual GMS and extraordinary GMS with the call of GMS.



- e. Penyelenggaraan RUPS sebagaimana dimaksud pada ayat 4 Pasal ini dapat pula dilakukan atas permintaan:
    1. Seorang atau lebih Pemegang Saham yang mewakili paling sedikit 1/10 (satu per sepuluh) bagian dari jumlah seluruh saham yang telah dikeluarkan Perseroan dengan hak suara yang sah; atau
    2. Dewan Komisaris.
  - f. Direksi wajib melakukan pemanggilan RUPS dalam jangka waktu paling lambat 14 (empat belas) hari kalender terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima.
  - g. Pemanggilan RUPS dilakukan dalam jangka waktu 14 (empat belas) hari kalender sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.
  - h. Pemanggilan RUPS dilakukan dengan melalui surat tercatat dan/atau dengan iklan dalam surat kabar.
  - i. Dalam panggilan RUPS dicantumkan tanggal, waktu, tempat dan mata acara rapat disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di Kantor Perseroan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan.
  - j. Perseroan wajib memberikan salinan bahan RUPS kepada pemegang saham secara cuma-cuma jika diminta.
  - k. Dalam hal pemanggilan tidak sesuai dengan surat tercatat dan/atau iklan dalam surat kabar, keputusan RUPS tetap sah jika semua pemegang saham dengan hak suara yang sah hadir atau diwakili dalam RUPS dan keputusan tersebut disetujui dengan suara bulat.
  - l. RUPS dipimpin oleh salah seorang pemegang saham yang dipilih oleh dan dari antara mereka yang hadir.
  - m. RUPS dapat dilangsungkan jika dalam RUPS pemegang saham paling sedikit 51% (lima puluh satu persen) bagian dari jumlah seluruh saham dengan hak suara hadir atau diwakili, kecuali peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan menentukan lain.
  - n. Dalam hal kuorum tidak tercapai, maka dapat diadakan pemanggilan Rapat Kedua.
- e. *Implementation of the GMS as referred to in paragraph 4 of this article can also be done on request:*
    1. *A shareholder representing at least 1/10 (one tenth) of the total shares issued by the Company with valid voting rights; or*
    2. *Board of Commissioners.*
  - f. *The Board of Directors shall be obliged to call the GMS within a period of 14 (fourteen) calendar days as of the date of request for the GMS received.*
  - g. *The invitation of GMS shall be conducted within 14 (fourteen) calendar days prior to the date of the GMS, taking into account the date of the calling and the date of GMS.*
  - h. *The GMS invitation is conducted by the registered letter and/or advertisement in the newspaper.*
  - i. *In the call of GMS, the date, time, place and the eyes of the meeting with the notice that the material to be discussed in the GMS is available in the office of the Company since the date of GMS call until the date of GMs held.*
  - j. *The Company shall give a copy of the GMS material to the Shareholders for free if requested.*
  - k. *In the event that the call is not in accordance with the registered letter and/or advertisement in the newspaper, the resolution of the GMS remains valid if all shareholders with valid voting rights are present or represented in the GMS and the decision is unanimously agreed.*
  - l. *The GMS is led by one of the shareholders selected by and from among those present.*
  - m. *The GMS may be established if the Shareholder GMS is at least 51% (fifty one percent) of the total shares with voting rights present or represented, except the statutory and/or the Articles of Association of the Company determines otherwise.*
  - n. *In case the quorum is not achieved, the second meeting call can be held.*

- o. Dalam pemanggilan RUPS kedua harus disebutkan bahwa RUPS pertama telah dilangsungkan dan tidak mencapai kuorum.
  - p. RUPS kedua sah dan berhak mengambil keputusan jika dalam RUPS paling sedikit 50% (lima puluh persen) bagian dari jumlah seluruh saham dengan hak suara hadir atau diwakili, kecuali Anggaran Dasar menentukan lain.
  - q. Dalam hal kuorum Rapat kedua tidak tercapai, Perseroan dapat memohon kepada Ketua Pengadilan Negeri yang daerah hukumnya meliputi tempat kedudukan Perseroan atas permohonan Perseroan agar ditetapkan kuorum untuk RUPS.
  - r. Dalam RUPS ketiga harus disebutkan bahwa RUPS kedua telah dilangsungkan dan tidak mencapai kuorum, serta RUPS ketiga akan dilangsungkan dengan kuorum yang telah ditetapkan oleh Ketua Pengadilan Negeri.
  - s. Pemanggilan RUPS kedua dan ketiga dilakukan dalam jangka waktu paling lambat 7 (tujuh) hari kalender sebelum RUPS kedua atau ketiga dilangsungkan.
  - t. RUPS kedua dan ketiga dilangsungkan dalam jangka waktu paling cepat 10 (sepuluh) hari kalender dan paling lambat 21 (dua puluh satu) hari kalender setelah tanggal RUPS yang mendahuluinya dilangsungkan.
  - u. Pemegang saham baik sendiri maupun diwakili berdasarkan surat kuasa, berhak menghadiri RUPS dan menggunakan hak suaranya sesuai dengan jumlah saham yang dimilikinya.
  - v. Ketua rapat berhak meminta agar surat kuasa untuk mewakili pemegang saham diperlihatkan kepadanya pada waktu rapat diadakan.
  - w. Dalam RUPS, tiap saham memberikan hak kepada pemiliknya untuk mengeluarkan 1 (satu) suara.
  - x. Pemungutan suara mengenai diri orang dilakukan dengan suara tertutup yang tidak ditandatangani dan mengenai hal lain secara lisan, kecuali apabila Ketua rapat menentukan lain tanpa ada keberatan dari pemegang saham yang hadir dalam RUPS.
  - y. Semua keputusan yang diambil berdasarkan musyawarah untuk mufakat.
  - z. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan adalah sah
- o. *In the call of the second GMS must be mentioned that the first GMS are established and do not reach the quorum.*
  - p. *The second GMS shall be valid and entitled to make a decision if in the GMS at least 50% (fifty percent) of the total shares with voting rights present or represented, unless the articles of association determines otherwise.*
  - q. *In the matter that the Quorum of the second meeting is not reached, the Company may apply to the Chairman of the District court whose legal area is within the Company's position on the Company's application in order to established the quorum.*
  - r. *In the third GMS shall be mentioned that the second GMS shall be held and do not reach the quorum, and the third GMS will be held with the quorum established by the Chairman of the District Court.*
  - s. *The second and third GMS shall be made within a period of no later than 7 (seven) calendar days prior to the second or third GMS held.*
  - t. *The second and third GMS SHALL be held in the most immediate period of 10 (ten) calendar days and at least 21 (twentyone) calendar days after the date of the GMS preceding it.*
  - u. *Shareholders either alone or represented under the authorization letter, are entitled to attend the GMS and exercise the right of his vote in accordance with the number of shares he owns.*
  - v. *The Chairman of the meeting has the right to request that power of attorney to represent Shareholders shown to him at meeting time.*
  - w. *In the GMS, each stake grants its owner the right to issue 1 (one) vote.*
  - x. *Voting concerning persons shall be done in an unsigned or closed voice and on other matters orally, unless the Chairman of the meeting determines otherwise without objection from the shareholders present in the GMS.*
  - y. *All decisions taken based on deliberation for consensus.*
  - z. *In case the decision based on deliberation for consensus is not reached, the decision is valid if it is approved by*



jika disetujui lebih dari  $\frac{1}{2}$  (satu per dua) bagian dari jumlah suara yang dikeluarkan, kecuali Anggaran Dasar Perseroan menentukan lain, dengan ketentuan, pemungutan suara mengenai diri orang dilakukan dengan surat tertutup yang tidak ditandatangani.

- aa. Dalam hal usulan lebih dari 2 (dua) alternatif dan hasil pemungutan suara belum mendapatkan 1 (satu) alternatif dengan suara lebih dari  $\frac{1}{2}$  (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap 2 (dua) usulan yang memperoleh suara terbanyak sehingga salah 1 (satu) usulan memperoleh suara lebih dari  $\frac{1}{2}$  (satu per dua) bagian dari jumlah suara yang dikeluarkan.
- bb. Suara blanko atau suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam RUPS.
- cc. Pemegang Saham juga dapat mengambil keputusan yang sah yang dilakukan RUPS secara fisik, dengan semua yang dimiliki Pemegang Saham yang telah disetujui dan ditandatangani oleh semua Pemegang Saham yang memberikan persetujuan tentang kami. Keputusan yang diambil dengan cara demikian, memiliki kekuatan yang sama dengan keputusan yang diambil dengan sah dalam RUPS.

*more than 1/2 (one-second) part of the total number of votes issued, unless the Company's Articles of association determines otherwise, with the provisions, voting about themselves is done by an unsigned closed letter.*

- aa. In case of proposal of more than 2 (two) alternatives and the voting results have not obtained 1 (one) alternative with a vote of more than 1/2 (one-second) part of the number of votes issued, then re-election to 2 (two) proposals that received the most votes so that one (1) proposal received a vote of more than 1/2 (one-second).*
- bb. The Voting Blanko or unauthorized vote is deemed to be not present and not counted in determining the number of votes issued in the GMS.*
- cc. Shareholders may also make lawful decisions made by the GMS physically, with all Shareholders who have been approved and signed by all shareholders who have consented to us. Decisions taken in this way, have the same power as the decision taken legitimately in the GMS.*

## **RAPAT UMUM PEMEGANG SAHAM TAHUNAN** **ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Pada tahun 2019, Perseroan menyelenggarakan 3 (tiga) kali RUPS Tahunan, yaitu RUPS RKAP 2019, RUPS Kinerja 2018, RUPS Revisi RKAP 2019 dan RUPS RKAP 2020. Agenda RUPS telah disusun dan dicantumkan dalam undangan RUPS. Selama RUPS berlangsung acara dipimpin oleh Pemegang Saham.

Perseroan menyelenggarakan RUPS sesuai dengan Anggaran Dasar yang menyebutkan bahwa Direksi Wajib melakukan pemanggilan RUPS dalam jangka waktu

*In 2019, the Company held 3 (three) annual GMS, namely GMS RKAP 2019, Performance GMS 2018, GMS Revision of RKAP 2019 and GMS of RKAP 2020. The GMS Agenda has been drafted and listed in the GMS invitation. During the GMS, the event is led by Shareholders.*

*The Company conducted the GMS in accordance with the articles of association that mention that the Board of Directors shall make the GMS call within 14 days from*

paling lambat 14 hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima dari Pemegang Saham. Surat Pemanggilan RUPS mencakup informasi dari tanggal, waktu tempat dan agenda yang akan dibicarakan dalam RUPS.

*the date of the request of the GMS received from the shareholders. The letter of the GMS includes information from the date, time of venue and agenda to be discussed in the GMS.*

| Permintaan<br><i>Demand</i>                               | RUPS RKAP 2019<br><i>RKAP GMS 2019</i>                                                                                                                                                                                                                               | RUPS Kinerja Tahun Buku 2018<br><i>2018 Fiscal Year Performance GMS</i>                                                                                                                                                                                                                                                            | RUPS RKAP 2020<br><i>RKAP GMS 2020</i>                                                                                                                                                                                                                                        |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Permintaan Penyelenggaraan RUPS<br><i>Request for GMS</i> | Surat Nomor: KF.101.IX/1/KA-2018<br>Tanggal 20 September 2018 Tentang<br>Penyampaian Jadwal RUPS RKAP<br>Tahun 2019<br><i>Letter Number: KF.101.IX/1/KA-2018<br/>Dated September 20, 2018 Concerning<br/>the Submission of the 2019 Annual<br/>GMS RKAP Schedule</i> | Surat Nomor KG.113/III/94/KA-2019<br>Tanggal 20 Maret 2019 Tentang<br>Penyampaian Jadwal Pra RUPS dan<br>RUPS Tahunan Kinerja Tahun Buku<br>2018<br><i>Letter Number KG.113/III/94/ KA-2019<br/>dated March 20, 2019 Concerning<br/>Submission of Pre-GMS Schedule and<br/>Annual GMS Performance for the 2018<br/>Fiscal Year</i> | Surat Nomor KF.101/X/6/KA-2019<br>Tanggal 28 Oktober 2019 Tentang<br>Penyampaian Jadwal RUPS RKAP<br>Anak Perusahaan Tahun 2020<br><i>Letter Number KF.101/X/6/ KA-2019<br/>dated October 28, 2019 Concerning<br/>the Submission of the 2020 Annual<br/>GMS RKAP Schedule</i> |
| Pemanggilan RUPS<br><i>Summon to the GMS</i>              | Surat Nomo: 106/DU-CS/KCI/IX/2018<br>Tanggal 24 September 2018 Tentang<br>Undangan RUPS RKAP Tahun 2019<br><i>Letter Number: 106/DU-CS/KCI/IX/2018<br/>dated September 24, 2018 Regarding<br/>Invitation for the 2019 Annual General<br/>Meeting of Shareholders</i> | Surat Nomor 088/DU-CS/KCI/III/2019<br>Tanggal 25 Maret 2019 Perihal<br>Pelaksanaan RUPS Kinerja Tahun<br>Buku 2018<br><i>Letter Number 088/DU-CS/KCI/<br/>III/2019 March 25, 2019 Regarding the<br/>Implementation of the 2018 Financial<br/>Year Performance GMS</i>                                                              | Surat Nomor 430/DU-CS/KCI/X/2019<br>Tanggal 29 Oktober 2019 Perihal<br>RUPS RKAP 2020<br><i>Letter Number 430/DU-CS/KCI/X/2019<br/>dated October 29, 2019 Regarding<br/>RUPS RKAP 2020</i>                                                                                    |
| Pelaksanaan RUPS<br><i>GMS Implementation</i>             | RUPS RKAP Tahun 2019 dilaksanakan<br>pada tanggal 2 Oktober 2018 di<br>Jakarta<br><i>2019 RKAP GMS was held on October 2,<br/>2018 in Jakarta</i>                                                                                                                    | RUPS kinerja tahun buku 2018<br>dilaksanakan pada tanggal 4 April<br>2019 di Jakarta<br><i>GMS for the performance of 2018<br/>fiscal year was held on April 4, 2019<br/>in Jakarta</i>                                                                                                                                            | RUPS RKAP 2020 dilaksanakan pada<br>tanggal 6 November 2019 di Jakarta<br><i>2020 RKAP GMS was held on November<br/>6, 2019 in Jakarta</i>                                                                                                                                    |
| Risalah RUPS<br><i>Minutes of the GMS</i>                 | Perseroan telah menyampaikan<br>risalah RUPS RKAP 2019 kepada<br>Pemegang Saham<br><i>The Company has submitted minutes<br/>of 2019 RKAP GMS to Shareholders</i>                                                                                                     | Perseroan telah menyampaikan<br>risalah RUPS Kinerja Tahun Buku<br>2018 kepada Pemegang Saham<br><i>The Company has submitted minutes<br/>of GMS Performance for the 2018 Fiscal<br/>Year to Shareholders</i>                                                                                                                      | Perseroan telah menyampaikan<br>risalah RUPS RKAP 2020 kepada<br>Pemegang Saham<br><i>The Company has submitted<br/>minutes of the 2020 RKAP GMS to the<br/>Shareholders</i>                                                                                                  |



## Agenda dan Keputusan RUPS Tahun Buku 2019

### Agenda and Resolution of GMS 2019

| No | Tanggal<br>Date | Jenis RUPS<br>RUPS Type                                                                          | Nomor<br>Number                                 | Perihal<br>Subject                                                                                                                                                                 | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----|-----------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 30/03/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/III/3/KA-2019<br><br>01/RIS-KCI/III/2019 | RUPS tentang Pemberhentian PLT Direktur dan Pengangkatan PLT Direktur Perseroan<br><br><i>GMS on the termination of Acting Director and appointment of Acting Company Director</i> | Memberhentikan dengan Hormat Eko Windu Purnomo sebagai PLT Direktur terhitung mulai tanggal 14 Maret 2019<br><br>Mengangkat John Robertho sebagai PLT Direktur terhitung mulai tanggal 14 Maret 2019<br><br>Susunan Direksi:<br>Direktur Utama: Wiwik Widayanti<br>Direktur: Subakir<br>PLT Direktur: Januar Parlindungan<br>PLT Direktur: John Robertho<br><br><i>Honorable dismissal of Eko Windu Purnomo as PLT Director from March 14, 2019</i><br><br><i>Appointed John Robertho as Acting Director from March 14, 2019</i><br><br><i>Board of Directors:</i><br><i>President Director: Wiwik Widayanti</i><br><i>Director: Subakir</i><br><i>Acting Director: Januar Parlindungan</i><br><i>Acting Director: John Robertho</i> |
| 2  | 04/04/2019      | RUPS Tahunan<br>AGMS                                                                             | KP.303/IV/6/KA-2019<br><br>03/RIS-KCI/IV/2019   | RUPS tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun 2018<br><br><i>GMS on annual report approval and ratification 2018 fiscal year</i>                                   | Penyetujuan Laporan Tahunan Perseroan untuk Tahun Buku 2018 yang telah diaudit oleh KAP<br><br><i>The statement of the Company's annual report for 2018 fiscal year audited by Public Accountant Firm</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3  | 14/06/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/VI/1/KA-2019<br><br>04/RIS-KCI/VI/2019   | RUPS Pemberhentian dan Pengangkatan Dekom<br><br><i>Dismissal and removal of the Board of Commissioners GMS</i>                                                                    | Mengukuhkan pembehentian Sugiadi Waluyo sebagai Komisaris Perseroan<br><br>Memberhentikan Endra Gunawan sebagai Komisaris Perseroan dan Mengangkat Edy Widyaya sebagai Komisaris Perseroan<br><br>Susunan Dekom<br>Komisaris Utama: Edi Sukmoro<br>Komisaris: Edy Widyaya<br><br><i>Established the dismissal of Sugiadi Waluyo as Commissioner of the Company</i><br><br><i>Dismissed Endra Gunawan as Commissioner of the Company and appointed Edy Widyaya as Commissioner of the Company</i><br><br><i>Composition of Dekom</i><br><i>President Commissioner: Edi Sukmoro</i><br><i>Commissioner: Edy Widyaya</i>                                                                                                                |



| No | Tanggal<br>Date | Jenis RUPS<br>RUPS Type                                                                          | Nomor<br>Number                                           | Perihal<br>Subject                                                                                                                         | Keterangan<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-----------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | 02/08/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/VIII/2/<br>KA-2019<br><br>06/RIS-KCI/<br>VIII/2019 | RUPS Pemberhentian John Roberto sebagai PLT Direktur Perseroan<br><i>Termination of John Roberto as Acting Director of the Company GMS</i> | Memberhentikan John Robertho sebagai Plt Direktur Perseroan terhitung mulai tanggal 2 Agustus 2019<br><br>Susunan Direksi<br>Direktur Utama: Wiwik Widayanti<br>Direktur: Subakir<br>PLT Direktur: Januar Parlindungan<br><br><i>Dismissed John Robertho as The Company's Acting Director from August 2, 2019</i><br><br><i>Board of Directors</i><br><i>President Director: Wiwik Widayanti</i><br><i>Director: Subakir</i><br><i>PLT Director: Januar Parlindungan</i>                                                |
| 5  | 21/08/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/VIII/4/<br>KA-2019<br><br>07/RIS-KCI/<br>VIII/2019 | RUPS Pengangkatan Saridal sebagai PLT Direktur<br><i>Appointment of Acting Director GMS</i>                                                | Mengangkat Saridal sebagai Plt Direktur Perseroan terhitung mulai tanggal 21 Agustus 2019<br><br>Susunan Direksi<br>Direktur Utama: Wiwik Widayanti<br>Direktur: Subakir<br>PLT Direktur: Januar Parlindungan<br>PLT Direktur: Saridal<br><br><i>Appointed Saridal as PLT Director of the Company from August 21, 2019</i><br><br><i>Board of Directors</i><br><i>President Director: Wiwik Widayanti</i><br><i>Director: Subakir</i><br><i>Acting Director: Januar Parlindungan</i><br><i>Acting Director: Saridal</i> |
| 6  | 09/10/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/X/1/KA-<br>2019<br><br>08/RIS-<br>KCI/X/2019       | RUPS Pengangkatan PLT Dekom<br><i>Appointment of Acting Commissioner GMS</i>                                                               | Mengangkat Dariyadi sebagai Plt Komisaris<br><br>Susunan Dekom<br>Komisaris Utama: Edi Sukmoro<br>Komisaris: Edy Widyaya<br>Plt Komisaris: Dariyadi<br><br><i>Appointed Dariyadi as Acting Commissioner</i><br><br><i>Composition of the Board of Commissioners</i><br><i>President Commissioner: Edi Sukmoro</i><br><i>Commissioner: Edy Widyaya</i><br><i>Acting Commissioner: Dariyadi</i>                                                                                                                           |
| 7  | 24/10/2019      | Risalah Sirkuler<br>Keputusan Pemegang Saham<br><i>Circular Treatise on Shareholder Decision</i> | KP.303/X/3/KA-<br>2019<br><br>09/RIS-<br>KCI/X/2019       | RUPS Persetujuan Penyertaan Modal Kepada PT Finarya<br><i>GMS Approval of Equity Participation to PT Finarya</i>                           | Persetujuan Penyertaan Modal kepada PT Fintek Karya Nusantara sebesar 2,03%<br><br><i>PT Fintek Karya Nusantara's capital participation approval of 2.03%</i>                                                                                                                                                                                                                                                                                                                                                           |



| No | Tanggal<br>Date | Jenis RUPS<br>RUPS Type                                                                                 | Nomor<br>Number                                           | Perihal<br>Subject                                                                                                                                                                                  | Keterangan<br>Description                                                                                                                                     |
|----|-----------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8  | 06/11/2019      | RUPS Tahunan<br>AGMS                                                                                    | KP.303/XI/3/KA-<br>2019<br><br>10/RIS-KCI/<br>XI/2019     | RUPS Persetujuan RKAP Tahun<br>2020<br><i>GMS approval of RKAP year 2020</i>                                                                                                                        | Persetujuan RKAP 2020<br><i>RKAP Approval 2020</i>                                                                                                            |
| 9  | 29/11/2019      | Risalah Sirkuler<br>Keputusan Pemegang<br>Saham<br><i>Circular Treatise on<br/>Shareholder Decision</i> | KP.303/XI/7/KA-<br>2019<br><br>11/RIS-SIR.KCI/<br>XI/2019 | RUPS Perubahan Rencana Kerja<br>dan Anggaran Perseroan Tahun<br>2019 (P-RKAP) PT KCI.<br><i>GMS of amendment of work plan<br/>and budget of the Company's 2019<br/>fiscal year (P-RKAP) PT KCI.</i> | Persetujuan dan Pengesahan Perubahan<br>RKAP (P-RKAP) PT KCI Tahun 2019<br><i>Approval and ratification of RKAP (P-RKAP) of<br/>PT KCI's 2019 fiscal year</i> |

## PENGAMBILAN KEPUTUSAN DAN TINDAK LANJUT KEPUTUSAN RUPS TAHUNAN DECISION MAKING AND FOLLOW-UP TO ANNUAL AGMS DECISIONS

Pengambilan keputusan dan tindak lanjut keputusan RUPS tahunan dilakukan sesuai dengan kebijakan yang telah ditetapkan dalam Board Manual yang dimonitoring secara berkelanjutan.

*Decision making and follow-up to annual AGM decisions are carried out in accordance with the policies set out in the Board Manual which are monitored on an ongoing basis.*

## KEHADIRAN RUPS TAHUNAN TAHUN BUKU 2019 THE ATTENDANCE OF THE ANNUAL GMS FOR FISCAL YEAR 2019

### Kehadiran Dewan Komisaris dan Direksi dalam RUPS Tahun Buku 2019 Attendance of Board of Commissioners and Directors in GMS 2019

| Nama<br>Name            | Jabatan<br>Position                                                                          | Kehadiran dalam RUPS RKAP 2019<br>Attendance in RKAP GMS 2019 |
|-------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Edi Sukmoro             | Komisaris Utama<br><i>President Commissioner</i>                                             | √                                                             |
| Sugiadi Waluyo          | Komisaris<br><i>Commissioner</i>                                                             | √                                                             |
| Wiwik Widayanti         | Direktur Utama<br><i>President Director</i>                                                  | √                                                             |
| Januar Parlindungan     | Plt. Direktur Keuangan dan Administrasi<br><i>Acting Finance and Administration Director</i> | √                                                             |
| Eko Windu Widio Purnomo | Plt. Direktur Teknik<br><i>Acting Engineering Director</i>                                   | √                                                             |
| Subakir                 | Direktur Operasi dan Pemasaran<br><i>Operational and Marketing Director</i>                  | √                                                             |

## Kehadiran Dewan Komisaris dan Direksi dalam RUPS Kinerja Tahun Buku 2018

### Attendance of Board of Commissioners and Directors in Fiscal Year Performance GMS 2018

| Nama<br>Name            | Jabatan<br>Position                                                                   | Kehadiran dalam RUPS Kinerja Tahun Buku 2018<br>Attendance in 2018 Fiscal Year Performance GMS |
|-------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Edi Sukmoro             | Komisaris Utama<br>President Commissioner                                             | √                                                                                              |
| Sugiadi Waluyo          | Komisaris<br>Commissioner                                                             | √                                                                                              |
| Endra Gunawan           | Direktur Utama<br>President Director                                                  | √                                                                                              |
| Wiwik Widayanti         | Plt. Direktur Keuangan dan Administrasi<br>Acting Finance and Administration Director | √                                                                                              |
| Januar Parlindungan     | Plt. Direktur Teknik<br>Acting Engineering Director                                   | √                                                                                              |
| Eko Windu Widio Purnomo | Direktur Operasi dan Pemasaran<br>Operational and Marketing Director                  | √                                                                                              |
| Subakir                 | Komisaris Utama<br>President Commissioner                                             | √                                                                                              |

## Kehadiran Dewan Komisaris dan Direksi dalam RUPS RKAP Tahun 2020

### Attendance of Board of Commissioners and Directors in RKAP Annual GMS 2020

| Nama<br>Name        | Jabatan<br>Position                                                                   | Kehadiran dalam RUPS Tahunan RKAP 2020<br>Attendance in RKAP Annual GMS 2020 |
|---------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Edi Sukmoro         | Komisaris Utama<br>President Commissioner                                             | √                                                                            |
| Edy Widyaya         | Komisaris<br>Commissioner                                                             | √                                                                            |
| Dariyadi            | Direktur Utama<br>President Director                                                  | √                                                                            |
| Wiwik Widayanti     | Plt. Direktur Keuangan dan Administrasi<br>Acting Finance and Administration Director | √                                                                            |
| Januar Parlindungan | Plt. Direktur Teknik<br>Acting Engineering Director                                   | √                                                                            |
| Saridal             | Direktur Operasi dan Pemasaran<br>Operational and Marketing Director                  | √                                                                            |
| Subakir             | Komisaris Utama<br>President Commissioner                                             | √                                                                            |



## REALISASI KEPUTUSAN RUPS TAHUN BUKU SEBELUMNYA REALIZATION OF PREVIOUS YEAR'S GMS RESOLUTION

Seluruh keputusan RUPS pada tahun anggaran 2018 sudah dilaksanakan pada tahun 2019.

*All resolutions in the fiscal year 2018 have been implemented in 2019.*

### Keputusan RUPS Perseroan Company's GMS Resolution

#### RUPS Tahunan Pengesahan RKAP 2019 Annual RKAP Establishment GMS 2019

Hari dan Tanggal | *Day and Date* : Jumat, 12 Oktober 2018

Waktu | *Time* : 20.00 - 21.00 WIB

Tempat | *Venue* : Ruang Rapat JRC Lt. 4 PT KAI (Persero) Jl. Ir. H. Juanda IB No. 8 -10, Jakarta

#### Agenda RUPST:

1. Persetujuan Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019;
2. Persetujuan penetapan Key Performance Indicator (KPI) yang dituangkan dalam kontrak Manajemen dan ditandatangani oleh Direksi, Dewan Komisaris serta Pemegang Saham;
3. Persetujuan pemberian kuasa dengan het substitusi baik sebagian maupun seluruhnya kepada Direksi Perseroan untuk menuangkan Keputusan Para Pemegang Saham ini dalam suatu akta notariil di hadapan notaris jika diperlukan;
4. Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan atas perubahan anggaran biaya dan investasi Perusahaan sampai dengan 10 % (sepuluh persen) dari nilai RKAP dengan mengupayakan pencapaian target yang telah ditetapkan dalam RKAP tahun 2019.

#### Keputusan RUPST:

Mengevaluasi Rencana kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 yang diajukan oleh Direksi PT Kereta

#### AGMS Agenda:

1. *Approval of proposal of work plan and Company budget (RKAP) year 2019 and ratify work plan and Company budget (RKAP) year 2019;*
2. *Approval of the Key Performance Indicator (KPI) set forth in the management contract and signed by the Board of Directors, Board of Commissioners and Shareholders;*
3. *Approval of the granting of power to the substitution het both partially and entirely to the Board of Directors of the Company to pour the decision of the shareholders in a Notariil deed before the notary if necessary;*
4. *Approval of the delegation of authority to the Board of Commissioners to give approval for changes in the cost and investment of the Company up to 10% (ten percent) of the value of the RKAP by seeking the achievement of the target stipulated in the RKAP in 2019.*

#### Resolutions of AGMS:

*Evaluate the work plan and the Company budget (RKAP) year 2019 submitted by the Board of Directors of PT Kereta*

Commuter Indonesia serta memperhatikan pembahasan yang telah dilakukan, maka Rapat Umum Pemegang Saham (RUPS) memutuskan hal-hal sebagai berikut:

1. Menyetujui Usulan Rencana Kerja dan Anggaran Perusahaan Tahun 2019 dan mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2019 dengan pokok - pokok perhitungan laba/rugi komprehensif, laporan posisi keuangan, arus kas, investasi, tingkat kesehatan Perusahaan sesuai dengan yang diajukan.
2. Menetapkan Key Performance Indicators (KPI) yang dituangkan dalam Kontrak Manajemen dan ditandatangani oleh Direksi, Dewan Komisaris serta Pemegang Saham yang menjadi bagian yang tidak terpisahkan dengan Risalah RUPS ini.
3. Menyetujui pemberian Kuasa dengan Hak Substitusi baik sebagian maupun seluruhnya kepada Direksi untuk menuangkan Keputusan Para Pemegang Saham Ini dalam suatu akta notariil di hadapan notaris jika diperlukan.
4. Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk melakukan perubahan dan relokasi anggaran antar program/kegiatan termasuk perubahan penambahan/penghapusan program/kegiatan investasi tahun 2019 dengan nilai total maksimum 10% dari total investasi tanpa mengubah nilai total investasi.

Pelaksanaan terhadap keputusan-keputusan tersebut diatas agar mengikuti ketentuan dan prosedur yang berlaku.

*Commuter Indonesia and the discussion that has been done, then the general meeting of Shareholders (GMS) decided the following things:*

1. *Approve proposed work plan and Company budget year 2019 and validate the work plan and Company budget year 2019 with the fundamentals of comprehensive profit/loss calculation, report of financial position, cash flow, investment, the level of health of the Company in accordance with the proposed.*
2. *Assign the Key Performance Indicators (KPIs) which are set out in the management contract and signed by the Board of Directors, the Board of Commissioners and shareholders who become integral part of the treatise of this GMS.*
3. *Approve the granting of power with the right of the substitution either partially or wholly to the Board of Directors to pour the decision of the shareholders in a Notariil deed before the notary if necessary.*
4. *Approve the delegation of authority to the Board of Commissioners to make changes and relocation of the budget between programs/activities including changes in the addition/elimination of the program/investment activity year 2019 with a total value of 10% of the total investment without changing the total value of the investment.*

*The implementation of the above decisions in order to follow the prevailing provisions and procedures.*

#### RUPS Tahunan Kinerja Tahun Buku 2018 *Fiscal Year 2018 Performance Annual GMS*

Hari dan Tanggal | *Day and Date* : Rabu, 04 April 2019

Waktu | *Time* : 08.00 - 09.00 WIB

Tempat | *Venue* : Ruang Rapat JRC Lantai 4 PT KAI (Persero) Jl. Ir H Juanda IB, No 8-10 Jakarta



#### Agenda:

1. Persetujuan atas Laporan Tahunan Perseroan Tahun Buku 2018 dan Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku tersebut;
2. Persetujuan atas pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et de charge*) kepada Direksi Perseroan atas tindakan pengurusan yang telah dilakukan dan kepada Dewan Komisaris Perseroan atas tindakan pengawasan yang telah dilakukan selama tahun 2018 sepanjang tindakan tersebut tercermin dalam laporan tahunan dan laporan keuangan tersebut serta tidak bertentangan dengan peraturan perundang-undangan yang berlaku;
3. Persetujuan penetapan Kantor Akuntan Publik (KAP) yang mengaudit Laporan Keuangan Perseroan Tahun 2019 sama dengan KAP yang ditunjuk oleh PT Kereta Api Indonesia (Persero).

#### Keputusan RUPST

Setelah mengevaluasi Laporan Tahunan dan Perhitungan Tahunan Perseroan Tahun 2018 yang diajukan oleh Direksi Perseroan serta memperhatikan pembahasan yang telah dilakukan, maka Rapat Umum Pemegang Saham (RUPS) memutuskan hal-hal sebagai berikut:

1. Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2018 dan mengesahkan Laporan Keuangan Perseroan untuk tahun buku tersebut yang telah diaudit oleh Kantor Akuntan Publik (KAP) RSM Amir Abadi Jusuf, Aryanto, Mawar dan Rekan sebagaimana yang terdapat dalam laporan tanggal 14 Februari 2019.
2. Menyetujui pelunasan dan pembebasan tanggung Jawab sepenuhnya (*acquit et de charge*) kepada Direksi Perseroan atas tindakan pengurusan yang telah dilakukan dan kepada Dewan Komisaris Perseroan atas tindakan pengawasan yang telah dilakukan selama tahun 2018 sepanjang tindakan tersebut tercermin dalam laporan tahunan dan laporan keuangan tersebut serta tidak bertentangan dengan peraturan perundang-undangan yang berlaku.

#### AGMS:

1. *Approval of the Company's annual report of the book year 2018 and ratification of the Company's financial statements for the fiscal year;*
2. *Approval of the full repayment and exemption of responsibility (acquit et de charge) to the Board of Directors for the action of management that has been taken and to the Board of Commissioners for the supervision carried out during the year 2018 as long as the action is reflected in the annual report and the financial statements and does not contradict the prevailing laws and regulations;*
3. *The agreement to establish a public accountant firm (KAP) that audited the financial statements of the Company year 2019 same as the KAP appointed by PT Kereta Api Indonesia (Persero).*

#### Resolutions of AGMS

*After evaluating the Company's annual report and the annual rest of the year 2018 filed by the Company's Board of Directors as well as observing the discussion that has been done, the general meeting of Shareholders (GMS) decides the following things:*

1. *Approve the Company's annual report for the fiscal year 2018 and validate the Company's financial report for the fiscal year which has been audited by public accountant firm (KAP) RSM Amir Abadi Jusuf, Aryanto, Mawar and Associates as a report on February 14, 2019.*
2. *Agree to the full redemption and exemption of responsibility (acquit et de charge) to the Board of Directors for the management actions that have been taken and to the Board of Commissioners for the supervision carried out during the year 2018 as long as the action is reflected in the annual report and the financial statements and does not contradict the prevailing laws and regulations.*



3. Menetapkan Kantor Akuntan Publik (KAP) yang mengaudit Laporan Keuangan Perseroan Tahun 2019 sama dengan KAP yang ditunjuk oleh PT Kereta Api Indonesia (Persero).

3. *Establishing a Public Accountant (KAP) that audited the financial statements of the Company year 2019 same as the KAP appointed by PT Kereta Api Indonesia (Persero).*

#### RUPST Pengesahan RKAP 2020

##### *RKAP Establishment Annual GMS 2020*

Hari dan Tanggal | *Day and Date* : Rabu, 06 November 2019

Waktu | *Time* : 13.30 - 14.30 WIB

Tempat | *Venue* : Ruang Rapat JRC Lantai 4 PT KAI (Persero) Jl. Ir H Juanda IB, No 8-10 Jakarta

#### Agenda:

1. Persetujuan Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020;
2. Persetujuan penetapan Key Performance Indicator (KPI) yang dituangkan dalam kontrak Manajemen dan ditandatangani oleh Direksi, Dewan Komisaris serta Pemegang Saham;
3. Persetujuan pemberian kuasa dengan het substitusi baik sebagian maupun seluruhnya kepada Direksi Perseroan untuk menuangkan Keputusan Para Pemegang Saham ini dalam suatu akta notariil di hadapan notaris jika diperlukan;
4. Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan atas perubahan anggaran biaya dan investasi Perusahaan sampai dengan 10 % (sepuluh persen) dari nilai RKAP dengan mengupayakan pencapaian target yang telah ditetapkan dalam RKAP tahun 2020.

#### AGMS:

1. *Approval of proposal of work plan and Company budget (RKAP) year 2020 and ratify work plan and Company budget (RKAP) year 2020;*
2. *Approval of the Key Performance Indicator (KPI) set forth in the management contract and signed by the Board of Directors, Board of Commissioners and Shareholders;*
3. *Approval of the granting of power to the substitution het both partially and entirely to the Board of Directors of the Company to pour the decision of the shareholders in a Notariil deed before the notary if necessary;*
4. *Approval of the delegation of authority to the Board of Commissioners to give approval for changes in the cost and investment of the Company up to 10% (ten percent) of the value of the RKAP by seeking the achievement of the target stipulated in the RKAP 2020.*

#### Keputusan RUPST:

Mengevaluasi Rencana kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 yang diajukan oleh Direksi PT Kereta Commuter Indonesia serta memperhatikan pembahasan yang telah dilakukan, maka Rapat Umum Pemegang Saham (RUPS) memutuskan hal-hal sebagai berikut:

1. Menyetujui Usulan Rencana Kerja dan Anggaran Perusahaan Tahun 2020 dan mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2020 dengan

#### Resolutions of AGMS:

*Evaluate the work plan and the Company budget (RKAP) year 2020 submitted by the Board of Directors of PT Kereta Commuter Indonesia and the discussion that has been done, then the general meeting of Shareholders (GMS) decided the following things:*

1. *Approve proposed work plan and Company budget year 2020 and validate the work plan and Company budget year 2020 with the fundamentals of comprehensive*





pokok - pokok perhitungan laba/rugi komprehensif, laporan posisi keuangan, arus kas, investasi, tingkat kesehatan Perusahaan sesuai dengan yang diajukan.

2. Menetapkan Key Performance Indicators (KPI) yang dituangkan dalam Kontrak Manajemen dan ditandatangani oleh Direksi, Dewan Komisaris serta Pemegang Saham yang menjadi bagian yang tidak terpisahkan dengan Risalah RUPS ini.
3. Menyetujui pemberian Kuasa dengan Hak Substitusi baik sebagian maupun seluruhnya kepada Direksi untuk menuangkan Keputusan Para Pemegang Saham Ini dalam suatu akta notariil di hadapan notaris jika diperlukan.
4. Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk melakukan perubahan dan relokasi anggaran antar program/ kegiatan termasuk perubahan penambahan/penghapusan program/kegiatan investasi tahun 2020 dengan nilai total maksimum 10% dari total investasi tanpa mengubah nilai total investasi tahun 2020.

Pelaksanaan terhadap keputusan-keputusan tersebut di atas agar mengikuti ketentuan dan prosedur yang berlaku.

*profit/loss calculation, report of financial position, cash flow, investment, the level of health of the Company in accordance with the proposed.*

2. *Assign the Key Performance Indicators (KPIs) which are set out in the management contract and signed by the Board of Directors, the Board of Commissioners and shareholders who become integral part of the treatise of this GMS.*
3. *Approve the granting of power with the right of the substitution either partially or wholly to the Board of Directors to pour the decision of the shareholders in a Notariil deed before the notary if necessary.*
4. *Approve the delegation of authority to the Board of Commissioners to make changes and relocation of the budget between programs/ activities including changes in the addition/elimination of the program/Investment activity year 2020 with a total value of 10% of the total investment without changing the total value of the investment in 2020.*

*The implementation of the above decisions in order to follow the prevailing provisions and procedures.*

## Dewan Komisaris

### Board Of Commissioners

Dewan Komisaris bertugas untuk melakukan pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan dan tujuan Perseroan. Penunjukan serta pengangkatan anggota Dewan Komisaris ditunjuk oleh RUPS dan tertera di dalam Anggaran Dasar Perseroan yang mengacu pada UU No. 40 Tahun 2007 Tentang Perseroan Terbatas. Lebih lanjut dijabarkan fungsi, wewenang, dan tanggung jawab Dewan Komisaris.

*The Board of Commissioners duty is supervising and giving advice to the Board of Directors for the purposes and objectives of the Company. The appointment and appointment of the BOC are appointed by the GMS and listed in the Articles of Association of the Company in reference to LAW No. 40 year 2007 about the limited liability Company. Further described the function, authority, and responsibilities of the Board of Commissioners.*

### KRITERIA DAN PROSES PENGANGKATAN ANGGOTA DEWAN KOMISARIS

#### CRITERIA FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS' MEMBERS

Perseroan memiliki kriteria persyaratan calon anggota Dewan Komisaris sebagaimana tercantum dalam Anggaran Dasar Perseroan Pasal 14 Ayat 1 sampai dengan 10, yakni Anggota Dewan Komisaris PT Kereta Commuter Indonesia adalah perseorangan yang memenuhi persyaratan sebagai berikut:

1. Dewan Komisaris terdiri atas 1 (satu) orang anggota atau lebih.
2. Dewan Komisaris yang terdiri atas lebih dari 1 (satu) orang anggota merupakan majelis dan setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris.
3. Dalam hal Dewan Komisaris terdiri lebih dari 1 (satu) orang anggota, maka salah seorang anggota Dewan Komisaris diangkat sebagai Komisaris Utama.
4. Yang dapat diangkat menjadi anggota Dewan Komisaris 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 Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perseroan atau Perum dinyatakan pailit; atau
  - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan.
5. Selain persyaratan sebagaimana tersebut pada ayat 4 Pasal ini, pengangkatan anggota Dewan Komisaris dilakukan dengan mempertimbangkan integritas,

*The Company has criteria for prospective member requirements The Board of Commissioners as stated in the Budget Company Basis Article 14 Paragraphs 1 to 10, viz Member of the Board of Commissioners of PT Kereta Commuter Indonesia is an individual who meets the requirements as following:*

1. *The Board of Commissioners consists of 1 (one) member or more.*
2. *Board of Commissioners consisting of more than 1 (one) the member constitutes the assembly and each member The Board of Commissioners cannot act alone, but rather based on the Board's of Commissioner decision.*
3. *In the event that the Board of Commissioners consists of more than 1 (one) a member, then a member of the Council Commissioners are appointed as President Commissioners.*
4. *Which can be appointed as a member of the Board Commissioners are capable individuals do legal actions, except within 5 (five) years before his appointment:*
  - a. *Declared bankrupt;*
  - b. *Become a member of the Board of Directors or Board of Commissioners or a member of the Board of Trustees stated guilty of causing a Company or Public Corporation declared bankrupt; or*
  - c. *Convicted of a criminal offense detrimental to the State finances and/or which related to the financial sector.*
5. *In addition to the requirements referred to in paragraph 4 This article appoints members of the Board of Commissioners done by considering integrity,*



dedikasi, memahami masalah-masalah manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai di bidang usaha Perseroan, dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya serta persyaratan lain berdasarkan peraturan perundang-undangan.

6. Pengangkatan anggota Dewan Komisaris yang tidak memenuhi persyaratan sebagaimana dimaksud pada poin 4 dan poin 5 di atas, batal karena hukum sejak saat anggota Dewan Komisaris lainnya atau Direksi mengetahui tidak terpenuhinya persyaratan tersebut.
7. Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS.
8. Anggota Dewan Komisaris diangkat dari calon-calon yang diusulkan oleh Para Pemegang Saham dan pencalonan tersebut mengikat bagi RUPS.
9. Masa jabatan anggota Dewan Komisaris ditetapkan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.
10. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.

*dedication, understanding management problems Company related to one function management, have adequate knowledge in the Company's line of business, and can provide sufficient time to carry out their duties and other requirements based on regulations legislation.*

6. *Appointment of members of the Board of Commissioners who are not meet the requirements referred to in point 4 and point 5 above, null and void due to the law when other members of the Board of Commissioners or Directors know that these requirements are not fulfilled.*
7. *Members of the Board of Commissioners are appointed and dismissed by the GMS.*
8. *Members of the Board of Commissioners are appointed from candidates proposed by the Shareholders and the nomination is binding for the GMS.*
9. *The term of office of the members of the Board of Commissioners is determined 5 (five) years and can be reappointed for 1 (one) term of office.*
10. *Any member of the Board of Commissioners may at any time dismissed based on the GMS decision with mention the reason.*

## **SUSUNAN KOMPOSISI DEWAN KOMISARIS** **COMPOSITION OF THE BOARD OF COMMISSIONERS**

### **Komposisi Dewan Komisaris dan Perangkat Dewan Komisaris**

Struktur Organisasi Dewan Komisaris Struktur Organisasi Dewan Komisaris PT KCI ditetapkan melalui Surat Keputusan Dewan Komisaris PT KCI Nomor: SK.006/KOM/KCI/X/2019 tanggal 21 Oktober 2019 Tentang Penetapan Struktur Organisasi Dewan Komisaris, yang terdiri dari:

1. Dewan Komisaris
2. Sekretaris Dewan Komisaris
3. Komite Audit
4. Komite Manajemen Risiko

### **Susunan Dewan Komisaris**

1. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT

### **Composition of the Board of Commissioners and its Committee**

*The organizational structure of the Board of Commissioners of the Board of Commissioners of PT KCI is determined by the Decree of Board of Commissioners of PT KCI number: SK. 006/KOM/KCI/X/2019 dated October 21, 2019 concerning the determination of the organizational structure of the Board of Commissioners, consisting of:*

1. *Board of Commissioners*
2. *Secretary of the Board of Commissioners*
3. *Audit Committee*
4. *Risk Management Committee*

### **Board of Commissioners Composition**

1. *Based on circular Treatise of Shareholders decision of PT Kereta Commuter Indonesia, PT KAI (Persero): KP.*



KAI (Persero): KP.303/XI/1/KA-2018, Nomor Yayasan Pusaka: 14/RIS-KCI/XI/2018 tanggal 9 November 2018 tentang Pengangkatan Komisaris Perseroan, yang telah dituangkan dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 07 tanggal 07 Desember 2018 yang dibuat di hadapan Notaris Tri Mulyahati, S.H, M.Kn., Notaris di Bekasi yang pemberitahuannya telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor AHU-AH.01.03-0275010 tanggal 13 Desember 2018, susunan Dewan Komisaris Perseroan sebagai berikut:

- a. Komisaris Utama : Edi Sukmoro
- b. Komisaris : Sugiadi Waluyo
- c. Komisaris : Endra Gunawan

2. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT KAI (Persero): KP.303/VI/1/KA-2019, Nomor Yayasan Pusaka: 04/RIS-KCI/VI/2019 tanggal 14 Juni 2019, tentang Pemberhentian Komisaris dan Pengangkatan Komisaris Perseroan, yang telah dituangkan ke dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 02 tanggal 04 Juli 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn., Notaris di Bekasi yang pemberitahuannya telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor: AHU-AH.01.03-0295897 tanggal 10 Juli 2019, maka susunan Dewan Komisaris Perseroan sebagai berikut:

- a. Komisaris Utama : Edi Sukmoro
- b. Komisaris : Edy Widyaya

3. Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia, Nomor PT KAI (Persero): KP.303/X/1/KA-2019, Nomor Yayasan Pusaka: 08/RIS-KCI/X/2019 tanggal 09 Oktober 2019, tentang Pengangkatan Pelaksana Tugas Komisaris Perseroan, yang telah dituangkan ke dalam Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor 19 tanggal 14 Oktober 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn., Notaris di Bekasi yang pemberitahuannya

303/XI/1/KA-2018, Foundation number of Pusaka: 14/RIS-KCI/XI/2018 dated 9 November 2018 concerning the appointment of the Company's Commissioners, that has been completed in the statement of shareholders of PT Kereta Commuter Indonesia number 07, dated December 07, 2018 which was made before the notary Tri Mulyahati, S. H, M.Kn., notary in Bekasi whose notification has been received by the Ministry of Law and Human Rights of the Republic of Indonesia, number AHU-AH. 01.03-0275010 dated December 13, 2018, the composition of the Board:

- a. President Commissioner : Edi Sukmoro
- b. Commissioner : Sugiadi Waluyo
- c. Commissioner : Endra Gunawan

2. Based on the treatise of the shareholder decision of PT Kereta Commuter Indonesia, PT KAI (Persero): KP. 303/VI/1/KA-2019, Foundation number of Pusaka: 04/RIS-KCI/VI/2019 dated June 14, 2019, about the termination of the Commissioner and the appointment of Commissioner of the Company, which has been poured into the deed of decision of the shareholder of PT Kereta Commuter Indonesia number 02 dated July 04, 2019 which was made before the notary Tri Mulyahati, S.H., M.Kn., notary in Bekasi whose notification has been received by the Ministry of Law and Human Rights of the Republic of Indonesia, number: 2019

- a. President Commissioner : Edi Sukmoro
- b. Commissioner : Edy Widyaya

3. Based on circular Treatise of Shareholders decision of PT Kereta Commuter Indonesia, PT KAI (Persero): KP. 303/X/1/KA-2019, Foundation number of Pusaka: 08/RIS-KCI/X/2019 dated October 09, 2019, concerning the appointment of the Company's Commissioner, which has been poured into the statement of shareholders decision of PT Kereta Commuter Indonesia Number 19 dated October 14, 2019 made before the notary Tri Mulyahati, S.H., M.Kn., notary in Bekasi whose notification has been received by the Ministry of Law



telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor AHU-AH.01.03.-0352258 tanggal 29 Oktober 2019, maka susunan Dewan Komisaris Perseroan sebagai berikut:

- a. Komisaris Utama : Edi Sukmoro
- b. Komisaris : Edy Widyaya
- c. Plt Komisaris : Dariyadi

Per 31 Desember 2019, Dewan Komisaris terdiri dari 3 (tiga) orang sesuai dengan surat pengangkatan dan pembagian tugas masing-masing anggota yang dijabarkan sebagai berikut:

*and Human Rights of the Republic of Indonesia, number AHU-AH. 01.03.-0352258 dated 29 October 2019, the composition of the Board stated below:*

- a. *President Commissioner* : Edi Sukmoro
- b. *Commissioner* : Edy Widyaya
- c. *Acting Commissioner* : Dariyadi

*As of December 31, 2019, the Board of Commissioners consists of 3 (three) persons in accordance with the letter of appointment and the division of the duties of each member as described below:*



### Edi Sukmoro

Komisaris Utama  
*President Commissioner*

|                                                        |                                                                                                                                                                      |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Masa Jabatan</b><br><i>Term of Duty</i>             | 2015 -2020                                                                                                                                                           |
| <b>Dasar Pengangkatan</b><br><i>Appointment Decree</i> | Keputusan Pemegang Saham PT KCI No. HK.227/XI/1/KA-2015 tanggal 04 November 2015<br><i>PT KCI Shareholders Decree No. HK.227/XI/1/KA-2015 dated November 4, 2015</i> |
| <b>Keterangan</b><br><i>Description</i>                | Belum menjabat pada 2 periode<br><i>Has not served in 2 terms</i>                                                                                                    |



### Edy Widyaya

Komisaris  
*Commissioner*

|                                                        |                                                                                                                                                                                                                |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Masa Jabatan</b><br><i>Term of Duty</i>             | 2019-2024                                                                                                                                                                                                      |
| <b>Dasar Pengangkatan</b><br><i>Appointment Decree</i> | Risalah RUPS No. PT KAI (Persero) KP.303/VI/1/KA-2019 dan No. Yayasan Pusaka 04/RIS-KCI/VI/2019<br><i>Minutes of GMS No. PT KAI (Persero) KP.303/VI/1/KA-2019 and No. Pusaka Foundation 04/RIS-KCI/VI/2019</i> |
| <b>Keterangan</b><br><i>Description</i>                | Belum menjabat pada 2 periode<br><i>Has not served in 2 terms</i>                                                                                                                                              |



### Dariyadi

PLT Komisaris  
*Acting Commissioner*

|                                                        |                                                                                                                                                                                                            |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Masa Jabatan</b><br><i>Term of Duty</i>             | 2019-2024                                                                                                                                                                                                  |
| <b>Dasar Pengangkatan</b><br><i>Appointment Decree</i> | Risalah RUPS No. PT KAI (Persero) KP.303/X/1/KA-2019 dan No. Yayasan Pusaka 08/RIS-KCI/X/2019<br><i>Minutes of GMS No. PT KAI (Persero) KP.303/X/1/KA-2019 and No. Pusaka Foundation 08/RIS-KCI/X/2019</i> |
| <b>Keterangan</b><br><i>Description</i>                | Belum menjabat pada 2 periode<br><i>Has not served in 2 terms</i>                                                                                                                                          |



## INDEPENDENSI DEWAN KOMISARIS

### BOARD OF COMMISSIONERS' INDEPENDENCY

| Pernyataan Independensi<br>Independency Statements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Edi Sukmoro<br>(Komisaris Utama)<br>President Commissioner | Edy Widyaya<br>(Komisaris)<br>Commissioner | Dariyadi<br>(Komisaris)<br>Commissioner |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------|-----------------------------------------|
| Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada PT KCI dalam waktu 6 (enam) bulan terakhir;<br><i>Not a member of the Public Accountant Office, Legal Consultant Office, Public Assessment Services office or other party that provides insurance services, non-insurance services, assessment services and/or other consulting services to PT KCI within the last 6 (six) months;</i> | √                                                          | √                                          | √                                       |
| Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan PT KCI dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen);<br><i>Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of PT KCI within 6 (six) months of the last (except the Independent Commissioner);</i>                                                                                                                 | √                                                          | √                                          | √                                       |
| Tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>Do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                    | √                                                          | √                                          | √                                       |
| Keluarga tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>Families do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                                  | √                                                          | √                                          | √                                       |
| Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham PT KCI;<br><i>Do not have an affiliated relationship with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of PT KCI;</i>                                                                                                                                                                                                                                                                                     | √                                                          | √                                          | √                                       |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT KCI;<br><i>Do not have direct or indirect business relationship related to the business activities of PT KCI;</i>                                                                                                                                                                                                                                                                                                                                  | √                                                          | √                                          | √                                       |
| Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah;<br><i>Not serving as a manager of a political party and/or a candidate/member of the legislature and/or a candidate or serving as the head/Deputy head of regional government;</i>                                                                                                                                                                                                   | √                                                          | √                                          | √                                       |
| Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PT KCI.<br><i>No other position can pose a conflict of interest related to the position in PT KCI.</i>                                                                                                                                                                                                                                                                                                                                                      | √                                                          | √                                          | √                                       |



## Kepemilikan Saham Dewan Komisaris dan Keluarga

### Board of Commissioners and Family Share Ownership

| Nama<br>Name | Kepemilikan Saham<br>Share Ownership          |      |                                                  |      |                                                                              |      |
|--------------|-----------------------------------------------|------|--------------------------------------------------|------|------------------------------------------------------------------------------|------|
|              | Pribadi pada Perseroan<br>Personal to Company |      | Keluarga pada Perusahaan<br>Relatives to Company |      | Pribadi/Keluarga pada Perusahaan Lain<br>Personal/Relatives to other Company |      |
|              | 2018                                          | 2019 | 2018                                             | 2019 | 2018                                                                         | 2019 |
| Edi Sukmoro  | X                                             | X    | X                                                | X    | X                                                                            | X    |
| Edy Widjaya  | X                                             | X    | X                                                | X    | X                                                                            | X    |
| Dariyadi     | X                                             | X    | X                                                | X    | X                                                                            | X    |

## TUGAS DAN TANGGUNG JAWAB KOMISARIS UTAMA

### BOARD OF COMMISSIONERS' DUTIES AND RESPONSIBILITIES

Terdapat 2 (dua) Tingkatan Fungsi Pengawasan yang dilakukan Dewan Komisaris, antara lain:

1. Level Performance, yaitu Dewan Komisaris melakukan pengawasan dengan memberikan pengarahan dan petunjuk kepada Direksi, serta memberikan masukan kepada RUPS.
2. Level Conformance, yaitu berupa pelaksanaan kegiatan pengawasan pada tahap selanjutnya untuk memastikan nasihat telah dijalankan, serta dipenuhinya ketentuan dalam peraturan perundang-undangan dan Anggaran Dasar yang berlaku.

There are 2 (two) levels of supervisory function conducted by the Board of Commissioners, among others:

1. Performance Level, the Board of Commissioners supervise by providing guidance and instruction to the Board of Directors, and provide input to the GMS.
2. The Conformance Level, which is the implementation of supervision activities at a later stage to ensure the advice has been carried out, as well as the fulfillment of provisions in the prevailing laws and articles of association.

## WEWENANG DEWAN KOMISARIS

### BOARD OF COMMISSIONERS' AUTHORITIES

Dalam menjalankan tugas dan kewajibannya, Dewan Komisaris memiliki wewenang-wewenang, yaitu sebagai berikut:

1. Memberikan persetujuan atas penerimaan pinjaman jangka menengah/panjang;
2. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
3. Memasuki bangunan-bangunan dan pekarangan, gedung, Kantor atau tempat-tempat lain yang dipergunakan atau dikuasai oleh Perseroan;

In carrying out its duties and obligations, the Board of Commissioners has the following authorities:

1. Provide consent to the acceptance of medium/long term loans;
2. See books, letters, and other documents, check the cash for verification purposes and other securities and inspect the Company's wealth;
3. Entering buildings and grounds, buildings, offices or other places used or controlled by the Company;

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>4. Menghadiri rapat-rapat kerja/koordinasi dengan Direksi dan segenap jajarannya, bila diperlukan;</li> <li>5. Pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;</li> <li>6. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;</li> <li>7. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri Rapat Dewan Komisaris;</li> <li>8. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris;</li> <li>9. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar Perseroan;</li> <li>10. Membentuk Komite Audit Komite Pengembangan Usaha dan Komite Manajemen Risiko, serta komite lain jika dianggap perlu dengan memperhatikan kemampuan Perseroan;</li> <li>11. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal yang dibicarakan;</li> <li>12. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;</li> <li>13. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar Perseroan;</li> <li>14. Melakukan tindakan pengawasan sepanjang tidak bertentangan dengan ketentuan Anggaran Dasar, termasuk dalam kaitannya dengan pengawasan sistem teknologi informasi Perseroan; pengelolaan sumber daya manusia; akuntansi dan penyusunan laporan keuangan; pengadaan barang dan jasa; perkara dan sengketa material yang menyangkut Perseroan; standar mutu dan pelayanan; serta kepatuhan Perseroan terhadap ketentuan-ketentuan perjanjian yang material dan komitmen yang dibuat Perseroan dengan pihak ketiga yang bersifat material.</li> <li>15. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.</li> </ol> | <ol style="list-style-type: none"> <li>4. <i>Attend work meetings/coordination with the Board of Directors and all its ranks, if required;</i></li> <li>5. <i>Other officers on any issues concerning the management of the Company;</i></li> <li>6. <i>Knowing all policies and actions that have been and will be carried out by the Board of Directors;</i></li> <li>7. <i>Request the Board of Directors and/or other officers under the Board of Directors with knowledge to attend the Board of Commissioners meeting;</i></li> <li>8. <i>Appoint and dismiss the Secretary of the Board of Commissioners;</i></li> <li>9. <i>Suspend members of the Board in accordance with the provisions of the Company's Articles of association;</i></li> <li>10. <i>Establish an Audit Committee of the Business Development Committee and Risk Management Committee, as well as other committees if deemed necessary by observing the Company's capabilities;</i></li> <li>11. <i>Attending the Board of Directors ' meetings and giving views on the things discussed;</i></li> <li>12. <i>Use experts for certain matters and within a certain period of the Company's burden, if deemed necessary;</i></li> <li>13. <i>Perform the Company's management actions in certain circumstances for a specified period in accordance with the provisions of the Company's Articles of association;</i></li> <li>14. <i>Conducting surveillance measures as long as not contrary to the provisions of the Articles of Association, including in relation to the supervision of the Company's information technology system; Human resource management; Accounting and drafting of financial statements; Procurement of goods and services; Matters and disputes concerning the Company; Quality standards and services; And the Company's compliance with the provisions of the material agreement and the commitments made by the Company with a third party that is material.</i></li> <li>15. <i>Exercise any other supervisory authority as long as not contrary to statutory regulations, Articles of association and/or GMS decision.</i></li> </ol> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



## Pembagian Tugas Dewan Komisaris

### Board of Commissioners' Assignment Distribution

| Nama<br>Name | Jabatan<br>Position                              | Tugas dan Tanggung Jawab<br>Duty and Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Edi Sukmoro  | Komisaris Utama<br><i>President Commissioner</i> | Memimpin Dewan Komisaris dalam pelaksanaan fungsi, tugas, wewenang dan kewajiban Komisaris termasuk Organ Pendukung Dewan Komisaris yang ada (Sekretaris Dewan Komisaris dan Komite-Komite). Mendorong pengembangan kemampuan Dewan Komisaris, Direksi serta manajemen Perusahaan secara keseluruhan. Mengkoordinasikan fokus perhatian antar anggota Dewan Komisaris yang mencakup seluruh bidang tugas Direksi.<br><i>Leading the Board of Commissioners in the implementation of functions, duties, authorities and obligations of the Commissioner including supporting organs of the Board of Commissioners (Secretary of the Board of Commissioners and committees). To encourage the development of Board of Commissioners, Directors and Company management as a whole. Coordinate the focus of attention among members of the Board of Commissioners covering all the duties of Board of Directors.</i> |
| Edy Widaya   | Komisaris<br><i>Commissioner</i>                 | Mengkoordinasikan pemantauan dan pengawasan atas bidang-bidang di lingkungan Direktorat Utama & Direktorat Keuangan dan Administrasi. Sebagai Ketua Komite Audit, bertanggung jawab dalam pengawasan dan memberikan nasihat secara berkala mengenai efektivitas sistem Pengendalian Internal (Internal Control), Penerapan Good Corporate Governance (GCG), dan Kepatuhan (Compliance) terhadap peraturan/kebijakan yang berlaku.<br><i>Coordinate monitoring and oversight of areas in the environment of the main Directorate &amp; the Directorate of Finance and Administration. As the chairman of the Audit Committee, it is responsible for monitoring and providing periodic advice on the effectiveness of internal control systems, the implementation of Good Corporate Governance (GCG), and compliance with the prevailing regulations/policies.</i>                                                |
| Dariyadi     | Komisaris<br><i>Commissioner</i>                 | Mengkoordinasikan pemantauan dan pengawasan atas bidang-bidang di lingkungan Direktorat Teknik dan Direktorat Operasi & Pemasaran. Sebagai Ketua Komite Manajemen Risiko, bertanggung jawab dalam pengawasan dan memberikan nasihat secara berkala mengenai pengelolaan Manajemen Risiko di lingkungan Perseroan.<br><i>Coordinate monitoring and oversight of areas in the Directorate of Engineering and Directorate of Operations &amp; Marketing. As chairman of the Risk Management Committee, it is responsible for monitoring and providing periodic advice regarding the management of risk management within the Company.</i>                                                                                                                                                                                                                                                                           |

## PEDOMAN DAN TATA TERTIB DEWAN KOMISARIS (BOARD MANUAL)

### BOARD MANUAL FOR BOARD OF COMMISSIONERS

Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) disusun sebagai acuan dalam menjalankan tugas sebagai Dewan Komisaris di Perseroan. Penyusunan Board Manual ini sebagai wujud komitmen Perseroan dalam mengimplementasikan Good Corporate Governance (GCG) guna mencapai visi dan menjalankan misi yang telah ditetapkan secara konsisten dan dengan sebaik-baiknya.

*The guidelines of the Board of Commissioners and Directors (Board Manual) are drafted as a reference in carrying out duties as the Board of Commissioners in the Company. The Board Manual as a manifestation of the Company's commitment in implementing Good Corporate Governance (GCG) in order to achieve the vision and to perform the mission that has been consistently prepared properly.*

Adapun hal-hal yang diatur dalam Board Manual antara lain:

*The things arranged in the Board Manual include:*

1. Tugas Dewan Komisaris
2. Kewajiban Dewan Komisaris

1. *Duties of Board of Commissioners*
2. *Obligation of Board of Commissioners*

3. Wewenang Dewan Komisaris
4. Tanggung Jawab Dewan Komisaris
5. Etika Jabatan Dewan Komisaris
6. Independensi (Kemandirian) Dewan Komisaris
7. Rapat Dewan Komisaris
8. Hubungan Dewan Komisaris dengan RUPS
9. Hubungan Dewan Komisaris dengan Direksi
10. Hubungan Dewan Komisaris dengan Komite di Bawah Dewan Komisaris
11. Sekretaris Dewan Komisaris
12. Persyaratan Dewan Komisaris
13. Komposisi Dewan Komisaris
14. Komisaris Independen
15. Pengangkatan Jabatan Dewan Komisaris
16. Masa Jabatan Dewan Komisaris
17. Program Pengenalan Dewan Komisaris
18. Perangkapan Jabatan Dewan Komisaris
19. Pengunduran Diri Jabatan Dewan Komisaris
20. Pemberhentian Dewan Komisaris
21. Keadaan Lowong Dewan Komisaris
22. Evaluasi Kinerja Dewan Komisaris
23. Program Peningkatan Kapabilitas Dewan Komisaris

3. *Authority of the Board of Commissioners*
4. *Responsibilities of the Board of Commissioners*
5. *Ethics Department of the Board of Commissioners*
6. *Independency of the Board of Commissioners*
7. *Board of Commissioners Meeting*
8. *Relationship of the Board of Commissioners with GMS*
9. *The Board of Commissioners' relationship with Directors*
10. *Relationship to the Board of Commissioners under the Board of Commissioners*
11. *Secretary of the Board of Commissioners*
12. *Board of Commissioners requirements*
13. *Composition of Board of Commissioners*
14. *Independent Commissioner*
15. *Appointment of the Board of Commissioners*
16. *Duty term of Board of Commissioners*
17. *Board of Commissioners introduction Program*
18. *The role of the Board of Commissioners*
19. *Resignation of Board of Commissioners Department*
20. *Termination of Board of Commissioners*
21. *Condition of Board of Commissioners*
22. *Evaluation of Board of Commissioners' Performance*
23. *Board of Commissioners' capability improvement Program*

## LAPORAN PELAKSANAAN TUGAS DEWAN KOMISARIS TAHUN 2019

### BOARD OF COMMISSIONERS' ASSIGNMENT IMPLEMENTATION REPORT 2019

Dewan Komisaris memiliki program kerja yang telah ditetapkan untuk periode tahun 2019. Adapun program kerja dan kegiatan terkait pengawasan atas pengelolaan Perseroan yang telah direalisasikan Dewan Komisaris sepanjang tahun 2019 adalah sebagai berikut:

#### Program Kerja Dewan Komisaris Tahun 2019

1. Mengikuti program sertifikasi/pelatihan.
2. Evaluasi efektivitas penerapan GCG, termasuk kebijakan dan pelaksanaan kebijakan dalam bidang: Pengembangan Karir, Akuntansi dan Penyusunan Laporan Keuangan, Pengadaan Barang dan Jasa, Mutu dan Pelayanan, Manajemen Risiko, Pengendalian Internal, dan Teknologi Informasi.
3. Memberikan persetujuan RKAP 2019-Revisi.
4. Memberikan persetujuan RKAP 2020.

*The Board of Commissioners has that has been established work program for 2019. The work programs and activities related to the supervision of the Company's management that has been realized throughout the year 2019 are as follows:*

#### Board of Commissioners Program in 2019

1. *Join the certification/training program.*
2. *Evaluation effectiveness of GCG implementation, including policy and implementation of policy in the field: Career development, accounting and financial statements preparation, procurement of goods and services, quality and service, risk management, Internal control, and information technology.*
3. *Give the approval of RKAP 2019-revision.*
4. *Give RKAP approval 2020.*



5. Melakukan kunjungan lapangan operasi.
6. Memberikan persetujuan Laporan Manajemen Triwulan I, II, dan III Tahun 2019.
7. Memberikan persetujuan Laporan Manajemen Tahun 2018.
8. Memberikan persetujuan Laporan Tahunan 2018.
9. Melakukan rapat internal Dewan Komisaris.
10. Melakukan rapat gabungan Dewan Komisaris dan Direksi.
11. Mengikuti RUPS Laporan Kinerja 2018.
12. Mengikuti RUPS RKAP 2019
13. Mengikuti RUPS RKAP 2020.

#### **Pelaksanaan Tugas Dewan Komisaris** **Pengembangan SDM**

Sesuai RKAP Dewan Komisaris Tahun 2019 PT Kereta Commuter Indonesia (revisi) tentang pengembangan kompetensi Dewan Komisaris dan perangkatnya, di antaranya adalah peningkatan kompetensi bagi Dewan Komisaris dan Organ Perangkat Dewan Komisaris khususnya dalam bidang manajemen keuangan dan manajemen risiko strategik secara korporasi. Dewan Komisaris dan perangkat telah memenuhi hal tersebut dengan mengikuti tiga kali pelatihan sebagai berikut: Pelatihan finnon (*understanding financial statement*) pada tanggal 26-28 November 2019, Pelatihan Risk Beyond 2019 International Conference on Enterprise Risk Management pada tanggal 5-6 Desember 2019, Workshop Teknik Identifikasi Risiko Strategik Korporasi pada tanggal 12-13 Desember 2019.

#### **Produk Administrasi**

Terdapat beberapa hal yang diputuskan selama tahun 2019 dengan dikeluarkannya 10 (sepuluh) Surat Keputusan Dewan Komisaris, antara lain penetapan honorarium Organ Perangkat Dewan Komisaris, penunjukan Plt Direktur Teknik, pengangkatan Sekretaris Dewan Komisaris baru, pembagian tugas Dewan Komisaris, mekanisme pengambilan keputusan, pengawasan dan Pemberian Nasihat Dewan Komisaris dan internal ke-organisasian Dewan Komisaris.

5. *Make a field visit operation.*
6. *Give approval of quarterly management report I, II, and III 2019.*
7. *Provide approval of Management report year 2018.*
8. *Provide approval of the Annual Report 2018.*
9. *Conducting internal meetings of the Board of Commissioners.*
10. *Joint meetings of the Board of Commissioners and Directors.*
11. *Attending the GMS performance report 2018.*
12. *Attending the GMS of the RKAP 2019.*
13. *Attending the GMS of RKAP 2020.*

#### **Board of Commissioners Division of Duty** **Human Resources Development**

*According to the RKAP of the Board of Commissioners 2019 PT Kereta Commuter Indonesia (Revised) on the competency development of the Board of Commissioners and its committee, including the increase of competency for Board of Commissioners and Organs of the Board of Commissioners, especially in the field of financial management and strategic risk management. The Board of Commissioners and the committees has been fulfilled by following three trainings: Finnon Training (Understanding financial statement) from November 26-28, 2019, Training Risk Beyond 2019 International Conference on Enterprise Risk Management on December 5-6, 2019, Workshop of corporate strategic risk identification qechnique on December 12-13, 2019.*

#### **Product Administration**

*There are several things decided during the year 2019 with the issuance of 10 (ten) The Decree of the Board of Commissioners, among others the determination of the honorarium of the device Board of Commissioners, the appointment of Acting Director of Engineering, the appointment of the new Secretary of the Board of Commissioners, the Division of Duties of the Board of Commissioners, the mechanism of decision making, monitoring and giving advice to the Board of Commissioners and the internal organization of the Board of Commissioners.*



Di tahun 2019 terdapat 48 surat maupun undangan yang diterima oleh Dewan Komisaris dari Manajemen PT KCI, baik dari Direktur Utama, Direktur Keuangan dan Sekretaris Perusahaan, antara lain, permohonan persetujuan pengalihan dan penggunaan anggaran investasi tahun 2019, permohonan tanggapan tertulis dan persetujuan Dewan Komisaris tentang revisi RKAP tahun 2019, penunjukan pejabat Direktur Teknik, permohonan persetujuan Dewan Komisaris tentang revisi RKAP tahun 2019 dan tanggapan tertulis/persetujuan Dewan Komisaris penyeteroran modal kepada PT Fintek Karya Nusantara.

Di tahun 2019 terdapat 44 surat yang dikeluarkan oleh Dewan Komisaris, antara lain berupa perizinan perjalanan dinas Direksi ke luar negeri, tanggapan atas *corporate action*, penyampaian telaah yang ditujukan kepada Direktur Utama maupun ke Pemegang Saham serta penyampaian hasil kunjungan Dewan Komisaris.

#### Rapat Dewan Komisaris dengan Direksi

Pengawasan yang dilakukan Dewan Komisaris tidak hanya melalui laporan tertulis namun juga melakukan koordinasi yang baik dengan Direksi. Komisaris Utama selaku pimpinan rapat selalu menghadiri rapat Dewan Komisaris dengan Direksi. Agenda Pembahasan rapat antara lain tentang laporan kinerja Perusahaan per bulan/triwulan/ dan semester, investasi LinkAja, persiapan pengoperasian KA Lokal, dan rencana strategis lainnya dalam rangka peningkatan pendapatan. Selama setahun rapat tersebut telah dilaksanakan sebanyak 8 kali yang diselenggarakan baik di Jakarta maupun luar kota.

#### Rapat internal Dewan Komisaris

Adapun rapat internal yang dilaksanakan oleh Dewan Komisaris selama setahun telah dilaksanakan sebanyak 8 kali dengan agenda antara lain, pembahasan tindak lanjut assessment GCG, monitoring kinerja Manajemen KCI, dsb.

*In 2019 there were 48 letters and invitations received by the Board of Commissioners from the management of PT KCI, from the President Director, the Director of Finance and Corporate Secretary, among others, the application for transfer approval and the use of investment budget in 2019, application for written response and approval of the Board of Commissioners about the revision of the RKAP in 2019, the appointment of Engineering Director, application of the Board of Commissioners approval of revised RKAP OF 2019 and written response / approval from the Commissioner for the investment of capital to PT Fintek Karya Nusantara.*

*In 2019 there were 44 letters issued by the Board of Commissioners, among other things in the form of travel licensing of the Board of Directors abroad, responses to corporate action, the presentation of the study addressed to the President and the shareholders and the presentation of the visit of the Board of Commissioners.*

#### Board of Commissioners Meeting with Board of Directors

*Supervision function by the Board of Commissioners not only through written reports but also doing good coordination with the Board of Directors. The President Commissioner as the head of the meeting always attend the Board of Commissioners meeting with Board. Agenda of the meeting is among others about the performance report of the Company per month/quarter/and semester, LinkAja Investment, preparation of Local Train operations, and other strategic plans in order to increase revenues. During the year the meeting has been carried out 8 times held both in Jakarta and out of town.*

#### Internal Meeting of the Board of Commissioners

*The internal meeting carried out by the Board of Commissioners for a year has been implemented 8 times with the agenda, among others, discussion of the follow-up of GCG assessment, monitoring of KCI management performance, etc.*



## Kunjungan lapangan

Selama tahun 2019 Dewan Komisaris beserta Perangkat Dewan Komisaris telah melakukan kunjungan ke wilayah operasional PT KCI sebanyak 6 kali. Kunjungan tersebut bertujuan untuk memantau langsung kondisi dan perkembangan PT KCI, baik dalam bidang sarana maupun prasarananya.

## Field Visits

During 2019 the BOC and its committees visited to the PT KCI operational area 6 times. The visit aims to directly monitor the conditions and developments of PT KCI, both in the field of facilities and infrastructure.

| No | Program Kerja<br>Work Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Realisasi Program Kerja<br>Work Program Implementation |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| 1  | Mengikuti program sertifikasi/pelatihan.<br><i>Attending certification/training program.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Terlaksana<br><i>Implemented</i>                       |
| 2  | Evaluasi efektivitas penerapan GCG, termasuk kebijakan dan pelaksanaan kebijakan dalam bidang: Pengembangan Karir, Akuntansi dan Penyusunan Laporan Keuangan, Pengadaan Barang dan Jasa, Mutu dan Pelayanan, Manajemen Risiko, Pengendalian Internal, dan Teknologi Informasi.<br><i>Evaluation of the effectiveness of GCG implementation, including policy and implementation policy in the field: Career development, accounting and financial statements preparation, procurement of goods and services, quality and service, risk management, Internal control, and information technology.</i> | Terlaksana<br><i>Implemented</i>                       |
| 3  | Memberikan persetujuan RKAP 2019-Revisi.<br><i>Approving RKAP 2019-revision.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Terlaksana<br><i>Implemented</i>                       |
| 4  | Memberikan persetujuan RKAP 2020.<br><i>Approving RKAP 2020.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Terlaksana<br><i>Implemented</i>                       |
| 5  | Melakukan kunjungan lapangan operasi.<br><i>Conducting a field visit operation.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terlaksana<br><i>Implemented</i>                       |
| 6  | Memberikan persetujuan Laporan Manajemen Triwulan I, II, dan III Tahun 2019.<br><i>Approving of quarterly management report I, II, and III 2019.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Terlaksana<br><i>Implemented</i>                       |
| 7  | Memberikan persetujuan Laporan Manajemen Tahun 2018.<br><i>Approving the management report year 2018.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Terlaksana<br><i>Implemented</i>                       |
| 8  | Memberikan persetujuan Laporan Tahunan 2018.<br><i>Approving the annual report 2018.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Terlaksana<br><i>Implemented</i>                       |
| 9  | Melakukan rapat internal Dewan Komisaris.<br><i>Conducting internal meetings of the Board of Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Terlaksana<br><i>Implemented</i>                       |
| 10 | Melakukan rapat gabungan Dewan Komisaris dan Direksi.<br><i>Conducting a joint meeting of Board of Commissioners and Board of Directors.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Terlaksana<br><i>Implemented</i>                       |
| 11 | Mengikuti RUPS Laporan Kinerja 2018.<br><i>Attending the GMS performance report 2018.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Terlaksana<br><i>Implemented</i>                       |
| 12 | Mengikuti RUPS RKAP 2019-Revisi.<br><i>Attending the GMS of RKAP 2019-Revised.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Terlaksana<br><i>Implemented</i>                       |
| 13 | Mengikuti RUPS RKAP 2020.<br><i>Attending the GMS of RKAP 2020.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Terlaksana<br><i>Implemented</i>                       |

## PROGRAM ORIENTASI DEWAN KOMISARIS BOARD OF COMMISSIONERS' ORIENTATION PROGRAM

Dengan latar belakang anggota Dewan Komisaris yang berasal dari beberapa pihak yang merepresentasikan Pemegang Saham, maka keberadaan Program Pengenalan sangat penting untuk dilaksanakan. Hal ini dilakukan agar para Anggota Dewan Komisaris dapat saling mengenal dan menjalin kerja sama sebagai satu tim yang kompak, komprehensif dan efektif. Ketentuan tentang program pengenalan meliputi hal-hal sebagai berikut:

1. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Perseroan secara umum;
2. Sekretaris Perusahaan bertanggung jawab untuk mengadakan Program Pengenalan Anggota Dewan Komisaris yang baru diangkat. Dalam hal pergantian jabatan Dewan Komisaris bukan jabatan Komisaris Utama, maka Komisaris Utama wajib untuk ikut mengenalkan Perusahaan dan segala kondisinya kepada Anggota Dewan Komisaris yang baru diangkat. Jika Komisaris Utama berhalangan, maka tanggung jawab ikut mengenalkan Perusahaan berada pada Direktur Utama;
3. Program pengenalan meliputi:
  - a. Pelaksanaan prinsip-prinsip Good Corporate Governance di Perseroan;
  - b. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi berdasarkan hukum;
  - c. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal dan masalah-masalah strategis lainnya;
  - d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit;
  - e. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Direksi dan Dewan Komisaris;

*With the background of members of the Board of Commissioners that come from several parties representing shareholders, the existence of the introduction Program is very important to implement. This is done so that the members of the Board of Commissioners can know each other and cooperate as a team that is compact, comprehensive and effective. The provisions of the introductory program include the following:*

1. *For the newly appointed members of the Board of Commissioners, the introduction Program shall be given the general condition of the Company;*
2. *The Corporate Secretary is responsible for the introduction of the newly appointed Board of Commissioners member Program. In the event of substitution of the Board of Commissioners not the position of President Commissioner, the President Commissioner shall introduce the Company and its conditions to the newly appointed member of the Board of Commissioners. If the President Commissioner is absent, the responsibilities of introducing the Company are at the President Director;*
3. *The introductory Program includes:*
  - a. *Implementation of Good Corporate Governance principles in the Company;*
  - b. *Description of the duties and responsibilities of the Board of Commissioners and Directors by law;*
  - c. *The Company's description relates to the purpose, nature, and scope of activities, financial and operating performance, strategy, short-term and long-term business plan, competitive position, risk, internal control and other strategic problems;*
  - d. *Information relating to delegated authority, internal and external audits, internal control systems and policies and Audit committees;*
  - e. *Information regarding the obligations, duties, responsibilities and rights of the Board of Directors and Board of Commissioners;*



- f. Pemahaman terkait dengan prinsip etika dan norma yang berlaku di lingkungan Perseroan serta masyarakat setempat;
- g. Team Building. Dalam kegiatan ini menyertakan Direksi, baik yang baru menjabat maupun yang pernah menjabat sebelumnya.
4. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Perseroan atau program lainnya yang dianggap sesuai dengan kebutuhan.
5. Program Pengenalan ini dilaksanakan selambat-lambatnya 3 bulan setelah pengangkatan Komisaris yang bersangkutan.

Pada tahun 2019 Perseroan melakukan 2 (dua) kali program pengenalan Dewan Komisaris yaitu kepada Edy Widyaya dan Dariyadi.

- f. *Understanding related to the principles of ethics and norms that apply in the environment of the Company and local communities;*
- g. *Team Building. In this activity include the Board of Directors, both the new and the former.*

4. *An introductory Program can be a presentation, a meeting, a visit to the Company's facilities, visits to the branch offices, reviewing the Company's documents or other programs deemed to be suitable for the needs.*
5. *This Introductory Program is conducted no later than 3 months after the appointment of the Commissioner.*

*In 2019 the Company conducted 2 (two) Commissioners' introduction program to Edy Widyaya and Dariyadi.*

## **PELATIHAN DAN PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS** **BOARD OF COMMISSIONERS' TRAINING AND COMPETENCY DEVELOPMENT**

Dewan Komisaris dari waktu ke waktu ikut serta dalam program pelatihan guna meningkatkan keahliannya. Perseroan mendorong seluruh anggota Dewan Komisaris untuk mengikuti program pengembangan diri sesuai kebutuhan melalui alokasi anggaran pelatihan yang ditetapkan setiap tahunnya. Peningkatan kapabilitas dinilai penting agar Dewan Komisaris dapat selalu memperbaharui informasi tentang perkembangan terkini dari *core business* Perseroan.

Ketentuan-ketentuan tentang Program Peningkatan Kapabilitas bagi Dewan Komisaris adalah sebagai berikut:

- a. Program Peningkatan Kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris;
- b. Rencana untuk melaksanakan Program Peningkatan Kapabilitas harus dimasukkan dalam Rencana Kerja dan Anggaran Dewan Komisaris;

*The BOC from time to time participate in the training program to improve its expertise. The Company encourages all members of the Board of Commissioners to attend a self-development program as needed through the allocation of training budgets set annually. Improvement of capability is important for the Board of Commissioners can always update information about the latest developments of the Company's core business.*

*The provisions of the capability improvement Program for the Board of Commissioners are as follows:*

- a. *Capability improvement Program implemented in order to improve the effectiveness of the Board of Commissioners work;*
- b. *The plan to implement the Capability Improvement Program shall be included in the work plan and Budget Board of Commissioners;*

- c. Setiap Anggota Dewan Komisaris yang mengikuti Program Peningkatan Kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada Anggota Dewan Komisaris lainnya dalam rangka berbagi informasi dan pengetahuan (*sharing knowledge*);
- d. Anggota Dewan Komisaris yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan Program Peningkatan Kapabilitas. Laporan tersebut disampaikan kepada Dewan Komisaris.

Program Peningkatan Kapabilitas antara lain:

- a. Pengetahuan terkait dengan prinsip-prinsip hukum korporasi dan *updating* peraturan perundang-undangan yang berhubungan dengan kegiatan usaha Perseroan, serta sistem pengendalian internal;
- b. Pengetahuan berkaitan dengan manajemen strategis dan formulasinya;
- c. Pengetahuan berkaitan dengan manajemen risiko;
- d. Pengetahuan terkait dengan pelaporan keuangan yang berkualitas.

Selama tahun 2019, berikut pelatihan yang telah dilakukan oleh Dewan Komisaris dan jajarannya:

- c. *Each member of the Board of Commissioners who attend the Capability Improvement Program such as seminars and/or trainings is requested to present presentations to other members of the Board of Commissioners in order to share information and knowledge (sharing knowledge);*
- d. *The member of the Board of Commissioners is responsible for making a report on the implementation of the capability improvement Program. The report is submitted to the Board of Commissioners.*

*Capabilities Improvement Program, among others:*

- a. *Knowledge related to corporate law principles and updating of laws relating to the Company's business activities, as well as internal control systems;*
- b. *Knowledge related to strategic management and its formulation;*
- c. *Knowledge related to risk management;*
- d. *Knowledge related to quality financial reporting.*

*During 2019, the following training was conducted by the Board of Commissioners and its ranks:*

| No | Nama<br>Name     | Jabatan<br>Position             | Waktu<br>Time                                                        | Tempat<br>Venue               | Kegiatan<br>Event                                     | Penyelenggara<br>Organizer |
|----|------------------|---------------------------------|----------------------------------------------------------------------|-------------------------------|-------------------------------------------------------|----------------------------|
| 1  | Sugiadi Waluyo   | Dewan Komisaris<br>Commissioner | 19 Januari 2019<br>January 19, 2019                                  | Hotel Borobudur               | Arahan Dekom terhadap RKAP 2019                       | -                          |
| 2  | Jhony Sudarmono  | Dewan Komisaris<br>Commissioner | 12 Februari 2019<br>February 12, 2019                                | Depo Depok                    | Sharing Knowledge RJPP 2020-2024 dan Manajemen Risiko | -                          |
| 3  | Endra Gunawan    | Dewan Komisaris<br>Commissioner | 12 Februari 2019<br>February 12, 2019                                | Depo Depok                    | Sharing Knowledge RJPP 2020-2024 dan Manajemen Risiko | -                          |
| 4  | Sugiadi Waluyo   | Dewan Komisaris<br>Commissioner | 25 Februari 2019 - 1 Maret 2019<br>February 12, 2019 - March 1, 2019 | Tokyo, Jepang                 | Courtesy Meeting and Site Visit                       | Jagro Trans Co.Ltd         |
| 5  | Dariyadi         | Dewan Komisaris<br>Commissioner | 26 - 28 November 2019<br>November 26 - 28, 2019                      | Gedung PPM Manajemen, Jakarta | Finon (Understanding Financial Statement              | PPM Manajemen              |
| 6  | Heriyanto Wibowo | Dewan Komisaris<br>Commissioner | 26 s/d 28 November 2019<br>November 26 - 28, 2019                    | Gedung PPM Manajemen, Jakarta | Finon (Understanding Financial Statement              | PPM Manajemen              |



| No | Nama<br>Name     | Jabatan<br>Position                    | Waktu<br>Time                                          | Tempat<br>Venue                      | Kegiatan<br>Event                                                                   | Penyelenggara<br>Organizer   |
|----|------------------|----------------------------------------|--------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------|------------------------------|
| 7  | Edy Widayana     | Dewan Komisaris<br><i>Commissioner</i> | 5 s/d 6 Desember 2019<br><i>December 5-6, 2019</i>     | The Anvaya Beach<br>Resort, Bali     | Risk Beyond 2019<br>International<br>Conference on<br>Enterprise Risk<br>Management | CRMS Indonesia               |
| 8  | Dariyadi         | Dewan Komisaris<br><i>Commissioner</i> | 5 s/d 6 Desember 2019<br><i>December 5-6, 2019</i>     | The Anvaya Beach<br>Resort, Bali     | Risk Beyond 2019<br>International<br>Conference on<br>Enterprise Risk<br>Management | CRMS Indonesia               |
| 9  | Heriyanto Wibowo | Dewan Komisaris<br><i>Commissioner</i> | 5 s/d 6 Desember 2019<br><i>December 5-6, 2019</i>     | The Anvaya Beach<br>Resort, Bali     | Risk Beyond 2019<br>International<br>Conference on<br>Enterprise Risk<br>Management | CRMS Indonesia               |
| 10 | Jhony Sudarmono  | Dewan Komisaris<br><i>Commissioner</i> | 5 s/d 6 Desember 2019<br><i>December 5-6, 2019</i>     | The Anvaya Beach<br>Resort, Bali     | Risk Beyond 2019<br>International<br>Conference on<br>Enterprise Risk<br>Management | CRMS Indonesia               |
| 11 | Djoko Paryoto    | Dewan Komisaris<br><i>Commissioner</i> | 5 s/d 6 Desember 2019<br><i>December 5-6, 2019</i>     | The Anvaya Beach<br>Resort, Bali     | Risk Beyond 2019<br>International<br>Conference on<br>Enterprise Risk<br>Management | CRMS Indonesia               |
| 12 | Dariyadi         | Dewan Komisaris<br><i>Commissioner</i> | 12 s/d 13 Desember 2019<br><i>December 12-13, 2019</i> | Hotel Holiday Inn<br>Bandung Pasteur | Teknik Identifikasi<br>Risiko Strategik<br>Korporasi.                               | JSM Management<br>Consultant |
| 13 | Heriyanto Wibowo | Dewan Komisaris<br><i>Commissioner</i> | 12 s/d 13 Desember 2019<br><i>December 12-13, 2019</i> | Hotel Holiday Inn<br>Bandung Pasteur | Teknik Identifikasi<br>Risiko Strategik<br>Korporasi.                               | JSM Management<br>Consultant |

## PENILAIAN ATAS KINERJA KOMITE PENUNJANG DEWAN KOMISARIS

### ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF COMMISSIONERS SUPPORTING BOARDS

Evaluasi terhadap kinerja anggota Komite Penunjang Dewan Komisaris dilakukan secara kolegial pada setiap 1 tahun periode yang dilakukan secara *self assessment* bersamaan dengan penilaian kinerja Dewan Komisaris. Hasil evaluasi tersebut akan menjadi bahan penilaian untuk perpanjangan masa kerja anggota Komite Penunjang Dewan Komisaris pada periode berikutnya. Penilaian meliputi kehadiran dalam rapat, realisasi program kerja serta kualitas telaah/saran/rekomendasi yang diberikan kepada Dewan Komisaris.

*Performance evaluation of the Board of Commissioners' Committee members was conducted in a collegial every 1 year in a self assessment period along with the performance assessment of the Board of Commissioners. The results of the evaluation will be the assessment material for the extension of the work period of the Board of Commissioners support in the next period. The assessment includes attendance at the meeting, the realization of the work program and the quality of the study/suggestion/recommendation given to the Board of Commissioners.*



## Direksi

Board Of Directors

Direksi memiliki tugas utama untuk menjalankan tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan. Direksi wajib memastikan agar Perseroan memperhatikan kepentingan pihak konsumen, Pemegang Saham, dan Pemangku Kepentingan lainnya.

*The Board of Directors has the main duty to conduct actions relating to the Company's management for the benefit of the Company in accordance with the purpose and objectives of the Company. The Board of Directors must ensure that the Company pays attention to the interests of consumers, Shareholders and other stakeholders.*



### KRITERIA PENGANGKATAN ANGGOTA DIREKSI

#### THE BOARD OF DIRECTORS' APPOINTMENT CRITERIA

Berdasarkan Anggaran Dasar dan Anggaran Rumah Tangga Perseroan bahwa Pengangkatan anggota Direksi Perusahaan dilaksanakan berlandaskan pada prinsip-prinsip Good Corporate Governance yaitu profesionalisme, transparansi, kemandirian, akuntabilitas, pertanggungjawaban dan kewajaran.

*Based on the Articles of Association of the Company that the appointment of the Company's Board of Directors is carried out on the principles of Good Corporate Governance, namely professionalism, transparency, independence, accountability, accountability and fairness.*

Pengangkatan anggota Direksi Perusahaan dilakukan oleh RUPS melalui proses pencalonan berdasarkan pedoman yang diatur sebagai berikut:

*The appointment of the Company's Board of Directors is conducted by the GMS through the nomination process based on the following guidelines:*



## Persyaratan dan Komposisi Direksi

### Komposisi Direksi

- a. Direksi Perseroan terdiri atas 1 (satu) orang anggota Direksi atau lebih. Apabila Direksi lebih dari 1 (satu) orang maka seorang di antaranya diangkat menjadi Direktur Utama;
- b. Dalam hal Direksi terdiri atas 2 (dua) anggota Direksi atau lebih, pembagian tugas dan wewenang pengurusan di antara anggota Direksi ditetapkan berdasarkan keputusan RUPS;
- c. Dalam hal RUPS tidak menetapkan, pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan Keputusan Direksi.

### Persyaratan Direksi

Persyaratan untuk dapat dicalonkan menjadi anggota Direksi yaitu:

1. Syarat Formal, yaitu 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/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau Perusahaan dinyatakan pailit;
  - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Anak Perusahaan, Perusahaan, dan/atau yang berkaitan dengan sektor keuangan.
2. Pemenuhan Syarat Formal di atas, dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Direksi dan surat tersebut disimpan oleh Perseroan. Pengangkatan anggota Direksi yang tidak memenuhi persyaratan sebagaimana dimaksud Syarat Formal di atas batal karena hukum sejak saat anggota Direksi lainnya atau Dewan Komisaris ataupun pihak lainnya yang berkepentingan mengetahui dan melaporkan tidak terpenuhinya persyaratan tersebut.

## Board of Directors Requirements and Composition

### Composition of the Board of Directors

- a. *The Company's Board of Directors consists of 1 (one) member of the Board of Directors. If the Board of Directors is more than 1 (one) person then one of them is appointed President Director;*
- b. *In the event that the BOD consists of 2 (two) members of the Board of Directors or more, the Division of Duties and Management Authority among the members of the Board of Directors shall be determined;*
- c. *In the event that the GMS do not establish, the Division of duties and authorities of the Board of Directors shall be determined based on the decision.*

### Board of Directors Requirements

Requirements to be nominated as members of the Board of Directors are:

1. *Formal requirement, which is a capable individual who conducts legal action, except within 5 (five) years before his appointment once:*
  - a. *Declared bankrupt;*
  - b. *Being a member of the Board of Directors or a member of the BOC/Supervisory Board which is convicted of causing any SOE, subsidiary and/or Company shall be declared bankrupt;*
  - c. *Convicted of criminal acts that harm the finances of the State, SOE, subsidiaries, Company, and/or related to the financial sector.*
2. *The fulfillment of formal requirements above, evidenced by a statement signed by the prospective members of the Board of Directors and the letter held by the Company. The appointment of Board Members who do not meet the requirements as referred to the Formal requirements above are void due to the law from the time the other members of the Board of Directors or the BOC or any other interested parties know and report no fulfillment of those requirements.*

3. Syarat Materil terhadap Calon Anggota Direksi, yaitu meliputi:
    - a. Pengalaman, dalam arti yang bersangkutan memiliki rekam jejak (*track record*) yang menunjukkan Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum keberhasilan dalam BUMN/Anak Perusahaan pencalonan.
    - b. Keahlian, dalam arti yang bersangkutan:
      - 1) Memiliki pengetahuan yang memadai di bidang usaha Perusahaan yang bersangkutan;
      - 2) Memiliki pemahaman terhadap manajemen dan tata kelola Perusahaan;
      - 3) Memiliki kemampuan untuk merumuskan dan melaksanakan kebijakan strategis dalam rangka pengembangan Perseroan.
  4. Integritas, dalam arti yang bersangkutan tidak pernah terlibat:
    - a. Perbuatan rekayasa dan praktik-praktik menyimpang pada tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur);
    - b. Perbuatan cidera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati pada tempat yang bersangkutan bekerja sebelum pencalonan (berperilaku tidak baik);
    - c. Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/atau pihak lain sebelum pencalonan (berperilaku tidak baik);
    - d. Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan Perusahaan yang sehat (berperilaku tidak baik).
  5. Kepemimpinan, dalam arti yang bersangkutan memiliki kemampuan untuk
    - a. Memformulasikan dan mengartikulasikan visi Perusahaan.
    - b. Mengarahkan pejabat dan karyawan Perusahaan agar mampu melakukan sesuatu untuk mewujudkan tujuan Perusahaan.
3. *Materil requirements on prospective members of the Board of Directors, including:*
    - a. *Experience, in the sense of having a track record that shows the Company/Institution where it is concerned to work before the success in the SOE/ Subsidiaries candidacy.*
    - b. *Expertise, in the relevant sense:*
      - 1) *Having adequate knowledge in the Company's business field concerned;*
      - 2) *Have an understanding of management and corporate governance;*
      - 3) *Have the ability to formulate and implement strategic policies in order to develop the Company.*
  4. *Integrity, in the sense of the concerned never involved:*
    - a. *The deeds manipulation and deviant practices in the place of the work before the candidacy (dishonest);*
    - b. *The deed of the ineligible appointment may not fulfill the agreed commitment to the place of work before the nomination (misconduct);*
    - c. *Categorized deeds may provide profit against the law to the concerned and/or other parties prior to the nomination (misconduct);*
    - d. *Acts that may be categorized as a breach of provisions relating to the principles of sound corporate management (misconduct).*
  5. *Leadership, in the sense with the concerned ability to*
    - a. *Formulate and articulate the vision of the Company.*
    - b. *Directing officers and employees of the Company in order to be able to do something to realize the Company objectives.*



- c. Membangkitkan semangat (memberi energi baru) dan memberikan motivasi kepada pejabat dan karyawan Perusahaan untuk mampu mewujudkan tujuan Perusahaan.
- 
6. Memiliki kemauan yang kuat (antusias) dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan yang bersangkutan.
  7. Syarat lain, yang meliputi:
    - a. Bukan pengurus partai politik, dan/atau anggota legislatif, dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
    - b. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
    - c. Berusia tidak melebihi 58 tahun ketika akan menjabat Direksi;
    - d. Tidak sedang menjabat sebagai pejabat pada Lembaga, Anggota Dewan Komisaris/Dewan Pengawas pada BUMN, Anggota Direksi pada BUMN, Anak Perusahaan dan/atau Perusahaan, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi anak Perusahaan;
    - e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan Anggota Direksi, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai Anggota Direksi;
    - f. Tidak menjabat sebagai Anggota Direksi pada Perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
    - g. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Anggota Direksi) yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.
- 
- c. *Uplifting (courageing) and motivate the officers and employees of the Company to be able to realize the objectives of the Company.*
- 
6. *Have a strong will (enthusiastic) and high dedication to advance and develop the Company in question.*
  7. *Other terms, which include:*
    - a. *Not a political party administrator, and/or legislative member, and/or not currently running as a candidate for legislative members;*
    - b. *Not the Head/Deputy head of the region and/or not being nominated as a candidate head/Deputy chief of the District;*
    - c. *Not exceeding 58 years old when going to the Board of Directors;*
    - d. *Not being an official of the Board, member of the Board of Commissioners/Monitoring Board in SOE, member of Board of Directors in SOE, Subsidiaries and/or Company, except signing a letter of statement willing to resign from the post if elected as a member of the Board of Directors of subsidiaries;*
    - e. *Not held officer title based on statutory regulations is forbidden to be concurrently with the Office of the Board of Directors, unless signed a statement letter willing to resign from the post if elected as a member of the Board of Directors;*
    - f. *Not serving as a member of the Board of Directors in the relevant Company for 2 (two) consecutive periods;*
    - g. *Healthy physical and spiritual (not suffered any diseases that can inhibit the execution of duties as a member of the Board of Directors) and proved by the health certificate of a government hospital.*

## KOMPOSISI DIREKSI

### BOARD OF DIRECTORS' COMPOSITION

Berdasarkan Akta Nomor 61 tanggal 30 Maret 2019, dibuat di hadapan Notaris Tri Mulyahati, S.H., M.kn dengan Penerimaan Pemberitahuan Perubahan Data Perseroan Nomor AHU-AH.01.03-0979810 maka susunan Direksi sebagai berikut:

1. Direktur Utama: Widyanti (Wiwik);
2. Plt. Direktur Keuangan dan Administrasi: Januar Parlindungan;
3. Plt. Direktur Teknik: John Robertho; dan
4. Plt. Direktur Operasi dan Pemasaran: Subakir.

Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham PT Kereta Commuter Indonesia Nomor KP.303/VIII/2/KA-2019 dan 06/RIS-KCI/VIII/2019 tanggal 2 Agustus 2019 tentang Pemberhentian Direktur Pelaksana Tugas Direktur Perseroan PT Kereta Commuter Indonesia memutuskan memberhentikan secara hormat John Roberto sebagai Direktur Perseroan.

Berdasarkan Akta Nomor 51 tanggal 25 September 2019 dibuat di hadapan Notaris Tri Mulyahati telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan nomor AHU-0002753.AH.01.02 tahun 2019 mengangkat Saridal sebagai Pelaksana Tugas Direktur Perseroan terhitung mulai tanggal 21 Agustus 2019, maka susunan Direksi sebagai berikut:

1. Direktur Utama: Widyanti (Wiwik);
2. Plt. Direktur Keuangan dan Administrasi: Januar Parlindungan;
3. Plt. Direktur Teknik: Saridal; dan
4. Direktur Operasi dan Pemasaran: Subakir.

Per 31 Desember 2019, komposisi Direksi Perseroan sebagai berikut:

1. Direktur Utama: Wiwik Widyanti  
Periode Jabatan 2018-2023
2. Plt. Direktur Keuangan dan Administrasi: Januar Parlindungan  
Periode Jabatan 2018 -2023

*Based on Deed No. 61 dated March 30, 2019, made before notary Tri Mulyahati, S.H., M. With the receipt of the Company's Data Amendment notice number AHU-AH. 01.03-0979810 then the composition of the Directors are:*

1. *President Director: Widyanti (Wiwik);*
2. *Acting Finance and Administration Director: Januar Parlindungan;*
3. *Acting Engineering Director: John Robertho; and*
4. *Acting Operations and Marketing Director: Subakir.*

*Based on a circular treatise on the Shareholder decision of PT Kereta Commuter Indonesia KP. 303/VIII/2/KA-2019 and 06/RIS-KCI/VIII/2019 dated August 2, 2019 on the termination of the Company's Director Duty, PT Kereta Commuter Indonesia decided to dismissed John Roberto as the Director of the Company.*

*Based on Deed No. 51 dated 25 September 2019 made before notary Tri Mulyahati has obtained the ratification of the Law and Human Rights of the Republic of Indonesia with the number AHU-0002753.AH.01.02 year 2019 appointed Saridal as the Acting Director of the Company as from August 21, 2019, the composition of the Director are:*

1. *President Director: Widyanti (Wiwik);*
2. *Acting Finance and Administration Director: Januar Parlindungan;*
3. *Acting Engineering Director: Saridal; Dan*
4. *Operations and Marketing Director: Subakir.*

*As of December 31, 2019, the Company's composition of Directors are:*

1. *President Director: Wiwik Widyanti  
Term period 2018-2023*
2. *Acting Finance and Administration Director: Januar Parlindungan  
Term period 2018-2023*





3. Plt. Direktur Teknik: Saridal  
Periode Jabatan 2019 -2024
4. Direktur Operasi dan Pemasaran: Subakir  
Periode Jabatan 2015-2020.

3. *Acting Engineering Director: Saridal  
Term period 2019-2024*
4. *Operations and Marketing Director: Subakir  
Term period 2015-2020.*

## **PEDOMAN DAN TATA TERTIB KERJA DIREKSI** **BOARD OF DIRECTORS' MANUAL**

Dalam rangka menjalankan tugas sebagai Direksi Perseroan, maka Direksi mengacu pada Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual). Board Manual merupakan wujud komitmen Perseroan dalam mengimplementasikan Good Corporate Governance (GCG) guna mencapai visi dan menjalankan misi yang telah ditetapkan secara konsisten dan dengan sebaik-baiknya.

Terkait Direksi, hal-hal yang diatur dalam Board Manual sebagai berikut:

1. Tugas Direksi
2. Kewajiban Direksi
3. Wewenang Direksi
4. Tanggung Jawab Direksi
5. Etika Jabatan Direksi
6. Independensi (Kemandirian) Direksi
7. Rapat Direksi
8. Hubungan Direksi dengan RUPS
9. Hubungan Direksi dengan Komisaris
10. Organ Pendukung Direksi
11. Persyaratan dan Komposisi Direksi
12. Pengangkatan dan Masa Jabatan Direksi
13. Perangkapan Jabatan Direksi
14. Berakhirnya Jabatan Anggota Direksi
15. Pemberhentian Sementara Direksi
16. Pengunduran Diri Jabatan Direksi
17. Keadaan Direksi Lowong
18. Program Pengenalan
19. Evaluasi Kinerja Direksi
20. Program Peningkatan Kapabilitas Direksi

*In order to carry out duties as a Board of Directors, the Board of Directors refers to the working guidelines of the Board of Commissioners and Directors (Board Manual). Board Manual is a manifestation of the Company's commitment in implementing Good Corporate Governance (GCG) in order to achieve the vision and to perform the mission that has been consistently set and properly.*

*Related the Board of Directors, the following Board manuals are as follows:*

1. *Duties of Directors*
2. *Obligation of Directors*
3. *Authority of the Directors*
4. *Responsibilities of Directors*
5. *Code of Conduct of Directors*
6. *Independency of Directors*
7. *Directors Meeting*
8. *Relationship of Directors with GMS*
9. *Relationship of Directors with Commissioner*
10. *Organ Supporting Board of Directors*
11. *Directors ' requirements and composition*
12. *Appointment and tenure of Directors*
13. *The title of the Board of Directors*
14. *Termination of Board of Directors*
15. *Temporary Suspension of Directors*
16. *Resignation of Directors ' department*
17. *Vacant Directors Circumstances*
18. *Introductory Program*
19. *Evaluation of Directors' performance*
20. *Program Improvement of Directors Capability*



## **TUGAS, TANGGUNG JAWAB, DAN WEWENANG DIREKSI** **BOARD OF DIRECTORS' DUTIES AND AUTHORITIES**

### **Tugas Direksi**

Adapun tugas-tugas Direksi antara lain:

1. Direksi bertugas menjalankan segala Tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan, serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perseroan dan/atau Keputusan RUPS.
2. Direksi bertanggung jawab atas tugas dan fungsi untuk melakukan pengurusan dan pengelolaan Perseroan. Dalam hal pembagian tugas dan fungsi Direksi tidak ditentukan oleh RUPS, maka pembagian tugas dan fungsi Direksi diatur dalam Rapat Direksi. Setiap anggota Direksi oleh karenanya bertanggung jawab atas pelaksanaan tugas dan fungsinya tersebut masing-masing.
3. Dalam melaksanakan tugasnya, Direksi berwenang untuk menjalankan pengurusan sesuai dengan kebijakan yang dipandang tepat, dalam batas yang ditentukan UUPT dan/atau Anggaran Dasar Perseroan. Ketentuan dalam UUPT tersebut mengandung konsep *fiduciary duty*. *Fiduciary duty* adalah suatu doktrin yang menunjukkan jalinan hubungan yang terjadi antara Direksi dengan Perseroan, yaitu suatu kewajiban atas dasar itikad yang sebaik-baiknya, kepercayaan, keyakinan dan kejujuran yang dimiliki oleh penerima kepercayaan untuk kepentingan pemberi kepercayaan, dan dapat dikatakan pula yaitu suatu kewajiban untuk bertindak dengan tingkat kejujuran dan loyalitas yang setinggi-tingginya terhadap Perseroan untuk kepentingan terbaik Perseroan.

### **Board of Directors' Duty**

The duties of the Board of Directors are:

1. The Board of Directors shall carry out all actions relating to the Company's management for the benefit of the Company and in accordance with the purpose and objectives of the Company, as well as representing the corporation both inside and outside the court of all things and all occurrences with restrictions as stipulated in the laws and regulations, the Company's Articles of Association and/or GMS resolutions.
2. The Board of Directors are responsible for the duties and functions to perform management and management of the Company. In the event that the division of duties and functions of the Board of Directors is not determined by the GMS, the Division of Duties and functions of the Board of Directors shall be governed. Each member of the Board of Directors is therefore responsible for the performance of their respective duties and functions.
3. In carrying out its duties, the Board of Directors is authorized to conduct management in accordance with the appropriate policy, within the stipulated limits of the Company's constitution and/or articles of association. Provisions in the UUPT contain the concept of *fiduciary duty*. *Fiduciary duty* is a doctrine that shows the relationship between the Board of Directors and the Company, which is on the basis of the best faith, belief, confidence and honesty that is owned by the recipient of trust for the benefit of the trust, and can also be said to be an obligation to act with the level of honesty and loyalty highest to the Company for the best interests of the Company.



### Tanggung Jawab Direksi

Dalam melaksanakan tugasnya, anggota Direksi harus mematuhi Anggaran Dasar Perseroan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip GCG seperti profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran.

Setiap anggota Direksi wajib memiliki itikad baik dan penuh tanggung jawab dalam menjalankan tugasnya untuk kepentingan dan usaha Perseroan dengan memperhatikan perundang-undangan yang berlaku.

### Tanggung Jawab Pribadi

Seorang Direktur dapat bertanggung jawab secara pribadi apabila:

- 1) Direktur tersebut telah lalai dan menyebabkan Perseroan rugi sebagai akibat dari kelalaiannya tersebut;
- 2) Direktur melakukan tindakan yang mengandung benturan kepentingan dan merugikan Perseroan; dan
- 3) Anggota Direksi bertindak di luar kewenangannya sebagaimana ditentukan dalam UUPT dan Anggaran Dasar Perseroan.

### Tanggung Jawab Secara Tanggung Renteng dengan Direksi Lain

Setiap anggota Direksi secara tanggung renteng bertanggung jawab apabila terdapat kondisi-kondisi di bawah ini:

- 1) Kepailitan di mana kepailitan terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perseroan dalam kepailitan tersebut;
- 2) Pembelian kembali saham yang melampaui batas ketentuan UUPT, yaitu pembelian kembali yang menyebabkan kekayaan bersih Perseroan menjadi lebih kecil dari jumlah modal ditempatkan ditambahkan cadangan wajib;
- 3) Setiap pernyataan yang keliru atau informasi yang menyesatkan dalam laporan tahunan Perseroan;

### Board of Directors' Responsibility

*In carrying out its duties, members of the Board of Directors must abide by the Company's Articles of association and the laws and regulations and must implement GCG principles such as professionalism, efficiency, transparency, independence, accountability, accountability and fairness.*

*Each member of the Board of Directors shall have a good faith and full responsibility in carrying out its duties for the Company's interests and business with respect to applicable legislation.*

### Personal Responsibility

*A Director may be personally liable if:*

- 1) *The Director has been negligent and caused the Company to lose as a result of its negligence;*
- 2) *The Director performs actions that contain conflicts of interest and harm the Company; and*
- 3) *Members of the Board of Directors act outside of their authority as stipulated in the Company's constitution and Articles of Association.*

### Joint Responsibilities with other Directors

*Each member of the Board of Directors is solely responsible for the following conditions:*

- 1) *Bankruptcy occurred due to errors or omissions of the Board of Directors and of the bankrupt property is insufficient to pay all obligations of the Company in the bankruptcy;*
- 2) *The buyback of shares that exceeded the provisions of the UUPT provision, i.e. a re-purchase that caused the Company's net worth to be smaller than the amount of capital placed added compulsory reserves;*
- 3) *Any erroneous statements or misleading information in the Company's annual report;*

- 4) Setiap pernyataan yang tidak benar mengenai fakta material atau tidak mengungkapkan fakta yang material agar pernyataan yang dibuat menyesatkan mengenai keadaan Perseroan yang terjadi pada saat pernyataan dibuat;
- 5) Pelaksanaan Pendayagunaan Aktiva Tetap untuk kepentingan Perseroan, serta menjamin pendayagunaan tersebut agar bebas dari tekanan, paksaan dan campur tangan dari pihak lain, antara lain dengan cara mengevaluasi perjanjian Pendayagunaan Aktiva tetap yang dianggap merugikan atau belum memberikan keuntungan yang optimal bagi Perseroan tersebut tidak dilakukan;
- 6) Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh Rapat Direksi menjadi tanggung jawab pribadi yang bersangkutan sampai dengan tindakan dimaksud disetujui oleh Rapat Direksi.

#### **Wewenang Direksi**

Dalam melaksanakan tugas dan kewajibannya, sesuai dengan ketentuan Anggaran Dasar Direksi memiliki wewenang untuk:

1. Menetapkan kebijakan kepengurusan Perseroan;
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan dan untuk mengambil keputusan atas nama Direksi, baik di dalam dan di luar Pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pegawai Perseroan baik sendiri maupun bersama-sama atau kepada orang lain;
3. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS;
4. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan Perseroan dan peraturan perundang-undangan yang berlaku;
5. Mengangkat Sekretaris Perseroan;

- 4) Any incorrect statements regarding the fact of the material or not revealing the material facts so that the statement made misleading about the Company's circumstances occurring at the time of the statement was made;
- 5) Implementation of the utilization of fixed assets for the benefit of the Company, as well as ensuring that the utilization is free from pressure, compulsion and interference from other parties, among others, by evaluating the agreement on the utilization of fixed assets that are considered harmful or yet provide optimal profit for the Company is not conducted;
- 6) Actions made by members of the Board of Directors outside decided by the meeting of the Board of Directors shall be the personal responsibility in question until the action is approved by the Board of Directors meeting.

#### **Board of Directors' Authority**

In performing its duties and obligations, in accordance with the provisions of the Articles of association of Directors has the authority to:

1. Establishing the Company's management policy;
2. Regulate the submission of the Board of Directors to represent the Company and to make decisions on behalf of the Board of Directors, both inside and outside the court to one or several members of the Board of Directors who are specifically appointed to it or to a person or several employees of the Company either alone or jointly or to others;
3. To regulate the provisions of the Company's employment including the determination of salary, retirement or guarantee of the old days and other income for the Company's employees based on prevailing laws and regulations and resolutions of the GMS;
4. Appoint and dismiss the Company's officers based on the Company's regulations and prevailing laws and regulations;
5. Appoint the Corporate Secretary;



6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perseroan dan/atau Keputusan RUPS.

6. *Perform all actions and other deeds regarding the management or ownership of the Company, binding the Company with other parties and/or other parties with the Company, and representing the Company in and out of the courts on all matters and events, by limiting the restrictions as provided in the laws and regulations, the Company's Articles of association and/or resolutions of the GMS.*

## PEMBAGIAN TUGAS DIREKSI

### BOARD OF DIRECTORS' ASSIGNMENT DISTRIBUTION

Dalam menjalankan tugas dan perannya pada Perseroan, anggota Direksi memiliki tugasnya masing-masing sebagaimana dijelaskan berikut ini:

*In carrying out its duties and roles to the Company, members of the Board of Directors have their respective duties as described below:*

#### Direktur Utama

Direktur dikoordinir oleh Direktur Utama dan bertanggungjawab atas:

#### President Director

*The Director is coordinated by the President Director and responsible for:*

1. Koordinasi fungsi-fungsi direktorat untuk hal-hal yang terkait dengan penetapan kebijakan dan strategi, pengendalian modal dan alokasi sumber daya, pengendalian risiko serta hubungan dengan pihak luar.
2. Penetapan arah, kebijakan, strategi dan rencana strategis serta pengendalian pengelolaan bisnis utama/inti Perusahaan dan bisnis pendukung Perusahaan.
3. Pengendalian dan koordinasi (secara langsung) penyelenggaraan fungsi Sekretaris Perusahaan meliputi unit Umum, Dokumentasi, GCG dan Kesehatan, penyelenggaraan fungsi hukum dan kepatuhan, penyelenggaraan fungsi logistik meliputi pengadaan barang/jasa, pengendalian logistik, pergudangan dan distribusi, penyelenggaraan fungsi Satuan Pemeriksa Internal dan penyelenggaraan fungsi Corporate Communication.
4. Tercapainya integritas dan sinergi kebijakan serta penggunaan sumber daya untuk mencapai sasaran Perseroan.
5. Terlaksananya rencana dan kebijakan yang telah dirumuskan oleh Direksi.

1. *Coordination of Directorate functions for the establishment of policies and strategies, capital control and allocation of resources, risk control and relations with outside parties.*
2. *The determination of direction, policy, strategic strategy and plan and control of the main business management/core Company and supporting business of the Company.*
3. *Control and coordination (directly) implementation of the function of the Company's secretary includes general units, documentation, GCG and health, implementation of legal and compliance functions, implementation of logistics functions including procurement of goods/services, logistics control, warehousing and distribution, implementation of Internal Audit Unit function and implementation of Corporate Communication function.*
4. *Achievement of integrity and synergy of policies and use of resources to achieve the objectives of the Company.*
5. *The implementation of the plans and policies that have been formulated by the Board of Directors.*

6. Perumusan strategi bisnis yang dilakukan bersama dengan pemangku jabatan kunci, penetapan dan pengendalian implementasinya.

#### Direktur Keuangan dan Administrasi

Direktorat Keuangan dan Administrasi mempunyai tugas pokok menjalankan fungsi pengelolaan keuangan secara terpusat yang mencakup penyelenggaraan fungsi anggaran dan akuntansi, keuangan dan pengelolaan dana, perencanaan strategis dan manajemen risiko, dan SDM, mengkoordinasikan dan mengintegrasikan unit-unit organisasi di bawahnya.

Selain tugasnya sebagai anggota Direksi dengan penetapan kewenangan serta tugas kolegal Direksi yang ditetapkan dalam anggaran dasar Perseroan dan peraturan perundang-undangan serta peraturan Perseroan lainnya yang mengatur khusus mengenai hal tersebut, Direktur Keuangan dan Administrasi bertanggungjawab atas:

1. Perumusan dan penyusunan program/kebijakan keuangan dan pengelolaan dana meliputi: tata laksana perbendaharaan dan pengelolaan dana, mengevaluasi pembayaran internal dan eksternal Perseroan, mengendalikan dan mendistribusikan dana, mendayagunakan kas Perusahaan dan mengupayakan sumber-sumber pendanaan.
2. Penyusunan kebijakan akuntansi meliputi: pelaksanaan, pengendalian dan evaluasi laporan keuangan, laporan laba rugi Perseroan, laba rugi fiskal, sistem dan peraturan akuntansi dan laporan manajemen serta perhitungan biaya operasi penyelenggaraan KRL.
3. Perumusan dan penyusunan program/kebijakan anggaran meliputi: penyusunan RKA Perseroan, mengevaluasi otorisasi dan pelaksanaan anggaran serta mengendalikan anggaran Perseroan.
4. Pelaksanaan perhitungan, pengurusan, evaluasi dan pelaporan pajak dan asuransi.
5. Perumusan, pengkoordinasian, evaluasi penyusunan Rencana Jangka Panjang Perseroan (RJPP) dan Rencana Kerja dan Anggaran Perseroan (RKAP) dan evaluasi penyusunan manajemen risiko Perseroan.

6. *Formulation of business strategy in conjunction with key stakeholders, determination and implementation control.*

#### Finance and Administration Director

*The Directorate of Finance and Administration has a fundamental task of conducting centralized financial management functions that include the implementation of budget and accounting functions, finance and fund management, strategic planning and risk management, and human resources, coordinating and integrating the organizational units underneath.*

*In addition to his duties as a member of the Board of Directors with the determination of the Authority and the duties of the Board of Directors stipulated in the Company's Articles of Association and other regulations and laws governing the Company, the Director of Finance and administration shall be liable for:*

1. *Formulation and preparation of financial programs/policies and fund management include: Governance of Treasury and fund management, evaluating the Company's internal and external payments, controlling and distributing funds, powering the Company's cash and seeking funding sources.*
2. *The formulation of accounting policies including: the implementation, control and evaluation of financial statements, the Company's income statement, fiscal income, system and accounting regulations and management reports as well as the calculation of the operation cost of the KRL.*
3. *Formulation and drafting of budget programs/policies include: Drafting The Company's RKA, evaluating the authorization and implementation of the budget and controlling the Company's budget.*
4. *Implementation of calculation, management, evaluation and reporting of taxes and insurance.*
5. *Formulation, coordinating, evaluation of the Company's long-term plan (RJPP) and work plan and budget of the Company (RKAP) and evaluation of the Company's risk management.*





6. Perumusan, pengkoordinasian, evaluasi penyusunan manajemen risiko Perseroan terkait investasi keuangan meliputi prosedur, kontrol dan mitigasinya.
7. Perumusan dan penyusunan strategi SDM meliputi administrasi SDM, perencanaan dan pengembangan SDM, rekrutmen dan hubungan industrial baik internal maupun eksternal.

#### Direktur Teknik

Direktorat Teknik mempunyai tugas pokok menyelenggarakan fungsi perencanaan pemeliharaan KRL, pemeliharaan dan *quality control* pemeliharaan KRL, prasarana dan IT yang mencakup fungsi perencanaan dan evaluasi, mengkoordinasikan, mengintegrasikan unit-unit organisasi di bawahnya dengan instansi lain yang terkait.

Selain tugasnya sebagai anggota Direksi dengan penetapan kewenangan serta tugas kolegal Direksi yang ditetapkan dalam anggaran dasar Perseroan dan peraturan perundang-undangan serta peraturan Perseroan lainnya yang mengatur khusus mengenai hal tersebut, Direktur Teknik bertanggungjawab atas:

1. Perumusan, penyusunan dan evaluasi program/kebijakan serta koordinasi dengan pihak terkait sehubungan dengan perencanaan dan evaluasi pemeliharaan KRL, pemeliharaan KRL dan *quality control*, prasarana dan IT.
2. Evaluasi kinerja penyediaan, pemeliharaan, perbaikan sarana KRL untuk memenuhi kelaikan sarana, dan pengendalian biaya.
3. Evaluasi kualitas keandalan sarana KRL.
4. Mengkaji perkembangan teknologi sarana, metode pelatihan, proses sertifikasi dan prosedur pemeliharaan KRL.
5. Perumusan dan penyusunan program/kebijakan prasarana dan IT yang mendukung pelayanan pelanggan dan kebutuhan internal Perseroan.

6. *Formulation, coordination, evaluation of the Company's risk management related to financial investment, including procedures, controls and mitigations.*
7. *Formulation and preparation of HR strategy includes human resources administration, planning and development of human resources, recruitment and industrial relations both internally and externally.*

#### Engineering Director

*Directorate of Engineering has the main task of organizing the function of maintenance planning KRL, maintenance and quality control maintenance KRL, infrastructure and IT that squeak the function of planning and evaluation, coordinate, integrate the organizational units underneath it with other related agencies.*

*In addition to his duties as a member of the Board of Directors with the determination of the authority and the duties of the Board of Directors stipulated in the Company's Articles of Association and other regulations and laws governing the Company, the Director of engineering shall be liable to:*

1. *Formulation, drafting and evaluation of programs/policies and coordination with related parties in connection with the planning and evaluation of the maintenance of KRL, maintenance of KRL and quality control, infrastructure and IT.*
2. *Performance evaluation of the provision, maintenance, improvement of KRL means to fulfill means, and control of costs.*
3. *Evaluation quality reliability of KRL facility.*
4. *To assess the development of technological facilities, training methods, certification processes and maintenance procedures KRL.*
5. *Formulation and drafting of infrastructure and IT programs/policies that support customer service and internal needs of the Company.*



### Direktur Operasi dan Pemasaran

Direktorat Operasi mempunyai tugas pokok menyelenggarakan fungsi pengelolaan yang mencakup bidang keamanan dan keselamatan, bidang operasi, bidang komersial, bidang pelayanan dan bidang PSO (Public Service Obligation) KRL dan mengkoordinasikan unit-unit organisasi di bawahnya.

Selain tugasnya sebagai anggota Direksi dengan penetapan kewenangan serta tugas kolegal Direksi yang ditetapkan dalam anggaran dasar Perseroan dan peraturan perundang-undangan serta peraturan Perusahaan lainnya yang mengatur khusus mengenai hal tersebut, Direktur Operasi dan Pemasaran bertanggung jawab atas:

1. Merumuskan, mengevaluasi program dan kebijakan keamanan dan keselamatan KRL yang dioperasikan Perseroan.
2. Merumuskan, menyusun program dan kebijakan operasi dan monitoring perjalanan KRL yang dioperasikan Perseroan.
3. Merumuskan, menyusun program dan kebijakan pengaturan awak KA KRL yang dioperasikan Perseroan.
4. Merumuskan dan menyusun program dan kebijakan pemasaran dan pengembangan usaha, penjualan dan pengendalian tiket KRL, periklanan, promosi, pelayanan pelanggan dan fasilitas pelayanan.
5. Merumuskan dan menyusun program dan kebijakan persediaan, distribusi dan penjualan tiket KRL.
6. Merumuskan dan menyusun program dan kebijakan pengelolaan SDM yang ditempatkan di loket.
7. Merumuskan dan menyusun program dan kebijakan pemasangan iklan (*advertising*) dan promosi.
8. Merumuskan dan menyusun program dan kebijakan pengelolaan kartu uang elektronik.
9. Merumuskan dan menyusun program dan kebijakan pengelolaan pelayanan pelanggan dan fasilitas pelayanan.
10. Merumuskan dan menyusun program dan kebijakan pengelolaan kebutuhan terkait penerimaan PSO.

### Operations and Marketing Director

*The Directorate of Operations has a fundamental task of organizing a management function that includes the areas of security and safety, field of operation, commercial field, service field and field of PSO (Public Service Obligation) KRL and coordinate the organizational units utmt underneath.*

*In addition to his duties as a member of the Board of Directors with the determination of the authority and the duties of the Board of Directors stipulated in the Company's Articles of Association and regulations of other companies governing the matter, the Operations and Marketing Director is responsible for:*

1. *Formulating, evaluating the security and safety policies of KRL operated by the Company.*
2. *Formulating, arranging program and operating policies and monitoring of the Company's operated KRL travel.*
3. *Formulating, arranging programmes and policies of crew arrangement of KRL operated by the Company.*
4. *Formulate and develop marketing and business development programs and policies, sales and control of KRL tickets, advertising, promotion, customer service and service facilities.*
5. *Formulating and drafting programs and policies on supply, distribution and sale of KRL tickets.*
6. *Formulating and drafting the HR management programs and policies placed at the counter.*
7. *Formulating and compiling programs and policies on advertising and promotion.*
8. *Formulating and structuring electronic money card management programs and policies.*
9. *Formulating and develop programs and policies of customer service management and service facilities.*
10. *Formulating and drafting programs and management policies related to PSO acceptance.*



## HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

### BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS PROFESSIONAL RELATIONSHIP

Secara operasional, Dewan Komisaris dan Direksi memiliki tugas dan tanggung jawab harian yang berbeda-beda. Tugas utama Dewan Komisaris adalah sebagai pengawas dan pemberian nasihat, sedangkan tugas utama Direksi menjalankan pengelolaan operasional Perseroan. Semua tugas, tanggung jawab, dan wewenang masing-masing disesuaikan dengan Peraturan Perundang-undangan dan Anggaran Dasar.

Selain saling menghormati dan memahami tugas dan tanggung jawabnya masing-masing, Dewan Komisaris dan Direksi juga harus saling berkoordinasi serta bekerja sama untuk mencapai tujuan dan kesinambungan usaha Perseroan jangka panjang. Pula menjadi teladan bagi jajaran di bawahnya.

Seluruh tata cara pedoman kerja, dan hubungan antara Dewan Komisaris dan Direksi telah ditetapkan dalam Board Manual. Board Manual merupakan pedoman di mana semua tanggung jawab, kewajiban, wewenang, hak, etika Dewan Komisaris dan Direksi, serta pengaturan rapat dan tata cara hubungan kerja antara Dewan Komisaris dan Direksi tercantum di dalamnya.

Dalam mengambil keputusan yang menyangkut soal keberlangsungan usaha dan operasional Perseroan, serta menyatukan pandangan antara Dewan Komisaris dan Direksi, diperlukan adanya pertemuan secara berkala. Penyelenggaraan rapat berkala ini dilaksanakan dalam rangka membahas berbagai agenda yang menyangkut rencana kerja, operasional, peluang usaha, serta isu-isu strategis yang menjadi fokus Direksi dalam melaksanakan bisnis dan operasional Perseroan namun yang memerlukan persetujuan Dewan Komisaris. Maka dari itu perlu diadakan forum Rapat Gabungan Dewan Komisaris dan Direksi.

*In operation, the BOC and the BOD have different daily duties and responsibilities. The main task of the Board of Commissioners is as a supervisory and advice duty, while the main task of the Board of Directors conducts the Company's operational management. All duties, responsibilities, and authorities are each adapted to the rules of abuse and Articles of Association.*

*In addition to mutual respect and understanding of their duties and responsibilities, the Board of Commissioners and Board of Directors must also coordinate and cooperate to achieve the objectives and sustainability of the Company's long-term business. It is an example of the ranks beneath.*

*All procedures for work guidelines, and the relationship between the Board of Commissioners and the Board of Directors have been established in Manual Board. Manual Board is a guideline in which all responsibilities, obligations, authority, rights, ethics of the Board of Commissioners and Directors, as well as the arrangement of meetings and the procedures of the work relationship between the Board of Commissioners and the Board of Directors are listed therein.*

*In making decisions concerning the sustainability of the Company's business and operations, and incorporating the views between the Board of Commissioners and the Board of Directors, a regular meeting is required. This periodic meeting is implemented in order to discuss the various agenda pertaining to the work plan, operations, business opportunity, and strategic issues that are the focus of the Board of Directors in conducting business and operation of the Company but which requires the approval of the Board of Commissioners. Therefore, a joint Meeting forum of the Board of Commissioners and Directors is required.*

Rapat tersebut juga sebagai bentuk koordinasi dalam rangka membahas laporan-laporan periodik Direksi dan memberikan tanggapan, catatan, dan nasihat yang dituangkan dalam risalah rapat. Keputusan rapat dibuat berdasarkan azas musyawarah untuk mufakat atau diambil berdasarkan suara terbanyak serta mengikat untuk dilaksanakan tindak lanjutnya. Jika terdapat anggota Dewan Komisaris, yang memiliki benturan kepentingan, tidak diperbolehkan memberikan suara, dan keterangan mengenai hal ini dicatat pada risalah rapat.

*The meeting also as a form of coordination in order to discuss the periodic reports of the Board of Directors and provide responses, notes, and advice set forth in the minutes of the meeting. The decision of the meeting was made based on deliberations for consensus or was taken based on the most votes and binding to follow. If there are members of the Board of Commissioners, who have a conflict of interest, it is not allowed to vote, and a description of this is recorded on the minutes of the meeting.*

| Pernyataan Independensi<br><i>Independency Statements</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Wiwik Widayanti<br>(Direktur Utama)<br><i>President Director</i> | Januar Parlindungan<br>(Direktur Keuangan<br>dan Administrasi)<br><i>Finance and Adminis-<br/>tration Director</i> | Saridal<br>(Direktur Teknik)<br><i>Engineering<br/>Director</i> | Subakir<br>(Direktur Operasi<br>dan Pemasaran)<br><i>Operations and Mar-<br/>keting Director</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada PT KCI dalam waktu 6 (enam) bulan terakhir;<br><i>Not a person in the Public Accountant Office, legal consultant Office, Public Assessment Services office or other party that provides insurance services, non-insurance services, assessment services and/or other consulting services to PT KCI within the last 6 (six) months;</i> | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>Do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                    | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Keluarga tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>Relatives do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                                 | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham PT KCI;<br><i>Do not have an affiliated relationship with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of PT KCI;</i>                                                                                                                                                                                                                                                                                     | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT KCI;<br><i>Do not have direct or indirect business relationship related to the business activities of PT KCI;</i>                                                                                                                                                                                                                                                                                                                                  | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah;<br><i>Not serving as a manager of a political party and/or a candidate/member of the legislature and/or a candidate or serving as the head/deputy head of regional government;</i>                                                                                                                                                                                                   | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |
| Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PT KCI.<br><i>No other position can pose a conflict of interest related to the position in PT KCI.</i>                                                                                                                                                                                                                                                                                                                                                      | √                                                                | √                                                                                                                  | √                                                               | √                                                                                                |



## Kepemilikan Saham Direksi dan Keluarga

### Share ownership of the Board of Directors and Relatives

| Nama<br>Name        | Kepemilikan Saham<br>Share Ownership          |      |                                                  |      |                                                                              |      |
|---------------------|-----------------------------------------------|------|--------------------------------------------------|------|------------------------------------------------------------------------------|------|
|                     | Pribadi Pada Perseroan<br>Personal to Company |      | Keluarga pada Perusahaan<br>Relatives to Company |      | Pribadi/Keluarga pada Perusahaan Lain<br>Personal/Relatives to other Company |      |
|                     | 2018                                          | 2019 | 2018                                             | 2019 | 2018                                                                         | 2019 |
| Wiwik Widayanti     | X                                             | X    | X                                                | X    | X                                                                            | X    |
| Januar Parlindungan | X                                             | X    | X                                                | X    | X                                                                            | X    |
| Saridal             | X                                             | X    | X                                                | X    | X                                                                            | X    |
| Subakir             | X                                             | X    | X                                                | X    | X                                                                            | X    |

## LAPORAN PELAKSANAAN TUGAS DIREKSI TAHUN 2019

### REPORT ON THE IMPLEMENTATION OF BOARD OF DIRECTORS' DUTIES IN 2019

Pelaksanaan tugas dan tanggung jawab Direksi selama 2019 yang bersifat strategis antara lain:

1. Menyusun RKAP tahun 2019.
2. Melaksanakan RUPS RKAP tahun 2019.
3. Melaksanakan RUPS Kinerja RKAP Tahun Buku 2018.
4. Melakukan evaluasi kinerja Perusahaan secara berkala.
5. Melakukan implementasi penerapan tata kelola Perusahaan yang baik.
6. Melakukan implementasi *safety management*.
7. Melakukan kajian pengelolaan operasional KA Lokal.
8. Melakukan kajian penyertaan modal Link Aja!.
9. Melakukan strategi pemenuhan izin pengelolaan uang elektronik.
10. Menyusun strategi Program Investasi tahun 2019.
11. Melakukan program inovasi internal.
12. Melakukan penyusunan RJPP 2020-2024.
13. Menyusun RKAP 2020.
14. Melaksanakan RUPS RKAP 2020.
15. Melakukan *review* Struktur Perusahaan dan pembuatan proses bisnis baru.
16. Menyusun laporan tahunan, laporan keuangan kepada Pemegang Saham.
17. Melakukan telaah rencana promosi, rotasi serta remunerasi pegawai.
18. Mengadakan pertemuan dengan pemangku kepentingan yang bersifat strategis.

*The implementation of the Directors' duties and responsibilities for 2019 strategically among others:*

1. *Drafting the RKAP in 2019.*
2. *Implementation of the RKAP GMS in 2019.*
3. *Performing the GMS performance of the RKAP year 2018.*
4. *Conduct evaluation of Company's performance periodically.*
5. *Implementing good corporate governance implementation.*
6. *Implementing safety management.*
7. *Conducting review of local KA operational management.*
8. *Do a Link capital participation Aja!.*
9. *Conducting the fulfillment strategy of electronic money management permits.*
10. *Strategize Investment Program year 2019.*
11. *Conducting internal innovation programs.*
12. *Drafting RJPP 2020-2024.*
13. *Composing RKAP 2020.*
14. *Implementing the GMS of RKAP 2020.*
15. *Review Company structure and create new business process.*
16. *Compiling annual reports, financial reports to Shareholders.*
17. *Conducting employee promotion, rotation and remuneration plans.*
18. *Hold meetings with strategic stakeholders.*

## PROGRAM ORIENTASI DIREKSI

### BOARD OF DIRECTORS' ORIENTATION PROGRAM

Anggota Direksi yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Perseroan agar dapat memahami tugas dan tanggung jawab sebagai Anggota Direksi, proses bisnis Perseroan, serta dapat bekerja selaras dengan organ Perseroan lainnya.

Penyelenggaraan program pengenalan tersebut merupakan tanggung jawab Sekretaris Perusahaan.

Program Pengenalan bagi anggota Direksi yang baru diangkat sekurang-kurangnya mencakup:

1. Pelaksanaan prinsip-prinsip Good Corporate Governance di Perseroan.
2. Keterangan mengenai tugas, tanggung jawab dan kewenangan Direksi berdasarkan peraturan-peraturan yang berlaku.
3. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal dan masalah-masalah strategis lainnya.
4. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal di Perseroan.
5. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Direksi dan Dewan Komisaris.
6. Pemahaman terkait dengan prinsip etika dan norma yang berlaku di lingkungan Perseroan serta masyarakat setempat.
7. *Team Building*. Dalam kegiatan ini menyertakan Direksi, baik yang baru menjabat maupun yang pernah menjabat sebelumnya.

Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke kantor cabang (apabila ada), ke fasilitas Perseroan, pengkajian dokumen Perseroan atau program lainnya yang dianggap sesuai dengan kebutuhan.

*Newly appointed members of the Board of Directors must be given an introductory Program on the condition of the Company in order to understand its duties and responsibilities, the Company's business processes and to work in accordance with other Company's organs.*

*The implementation of the recognition program is the responsibility of the Corporate Secretary.*

*The introduction Program for the Board of Director members who are newly appointed at least includes:*

1. *Implementation of Good Corporate Governance principles in the Company.*
2. *Information on the duties, responsibilities and authority of the Board of Directors under the prevailing regulations.*
3. *The overview of the Company relates to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plan, competitive position, risk, internal control and other strategic problems.*
4. *Information relating to delegated authority, internal and external audits, internal control systems and policies in the Company.*
5. *Information regarding the obligations, duties, responsibilities and rights of the Board of Directors and Board of Commissioners.*
6. *Understanding related to the principles of ethics and norms that apply in the environment of the Company and local communities.*
7. *Team Building. In this activity include the Board of Directors, both the new and the former.*

*An introductory Program can be a presentation, a meeting, a visit to a branch office (if any), to the Company's facilities, a review of the Company's documents or any other program deemed appropriate.*



Pada tahun 2019 dilakukan program pengenalan Direksi kepada Direktur Teknik (John Robertho) yang dilaksanakan pada bulan April 2019 dan pengenalan Plt Direktur Teknik (Saridal) yang dilaksanakan pada bulan September 2019.

*In 2019 the introduction of the Board of Directors to Engineering Director (John Robertho) was held in April 2019 and the introduction of Acting Engineering Director (Saridal) conducted in September 2019.*

| Data Pelatihan/Kegiatan Direksi<br>Training Data/Activities of the Board of Directors |                     |                                                                                                |                                                                               |                                       |                                                                                                                                                                                                                                                           |                                                                                     |
|---------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| No                                                                                    | Nama<br>Name        | Jabatan<br>Position                                                                            | Waktu Pelatihan<br>Kegiatan<br>Date                                           | Tempat<br>Place                       | Kegiatan<br>Activity                                                                                                                                                                                                                                      | Penyelenggara<br>Organizer                                                          |
| 1                                                                                     | Januar Parlindungan | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 25 Februari 2019 s/d 1 Maret 2019<br><i>February 25, 2019 - March 1, 2019</i> | Tokyo, Jepang<br><i>Tokyo, Japan</i>  | Courtesy Meeting and Site Visit                                                                                                                                                                                                                           | Jagro Trans Co.Ltd                                                                  |
| 2                                                                                     | Subakir             | Direktur Operasi dan Pemasaran<br><i>Director of Operations and Marketing</i>                  | 7 Desember 2018<br><i>December 7, 2018</i>                                    | Auditorium API Madiun                 | Menjadi Narasumber dalam Kuliah Umum kepada Taruna /ni Akademi Perkeretaapian Indonesia Madiun Tingkat I, II, dan III<br><i>Become a Resource Person in a Public Lecture to Cadets of the Madiun Indonesian Railway Academy for Levels I, II, and III</i> | Akademi Perkeretaapian Indonesia Madiun<br><i>Madiun Indonesian Railway Academy</i> |
| 3                                                                                     | Wiwik Widayanti     | Direktur Utama<br><i>President Director</i>                                                    | 18 Juli 2019<br><i>July 18, 2019</i>                                          | Auditorium Universitas Agung Podomoro | Pembicara Utama dalam acara konferensi Nasional Rekayasa dan Design (KORD) 2019<br><i>Key Speaker at the 2019 National Engineering and Design (KORD) conference</i>                                                                                       | Universitas Agung Podomoro<br><i>Agung Podomoro University</i>                      |
| 4                                                                                     | Januar Parlindungan | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 7 Juli 2019 s.d 20 Juli 2019<br><i>July 7, 2019 - July 20, 2019</i>           | Italy                                 | Studi Banding ke FS International<br><i>Comparative Study to FS International</i>                                                                                                                                                                         | FS International                                                                    |
| 5                                                                                     | Wiwik Widayanti     | Direktur Utama<br><i>President Director</i>                                                    | 7 Februari 2019 s/d 2 Mei 2019<br><i>February 7, 2019 - May 2, 2019</i>       | IN-HOUSE English Training             | Business English Executive Program                                                                                                                                                                                                                        | PT Bahana Surya Mandiri                                                             |
| 6                                                                                     | Januar Parlindungan | Direktur Keuangan & Administrasi<br><i>Director of Finance &amp; Administration</i>            | 8 Februari 2019 s/d 2 Mei 2019<br><i>February 8, 2019 - May 2, 2019</i>       | IN-HOUSE English Training             | Business English Executive Program                                                                                                                                                                                                                        | PT Bahana Surya Mandiri                                                             |
| 7                                                                                     | John Roberto        | Direktur Teknik<br><i>Director of Technical</i>                                                | 9 Februari 2019 s/d 2 Mei 2019<br><i>February 9, 2019 - May 2, 2019</i>       | IN-HOUSE English Training             | Business English Executive Program                                                                                                                                                                                                                        | PT Bahana Surya Mandiri                                                             |



| Data Pelatihan/Kegiatan Direksi<br>Training Data/Activities of the Board of Directors |                     |                                                                                                |                                                                                                      |                                                                     |                                                                                                                                                                                  |                                                                                                                                              |
|---------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| No                                                                                    | Nama<br>Name        | Jabatan<br>Position                                                                            | Waktu Pelatihan<br>Kegiatan<br>Date                                                                  | Tempat<br>Place                                                     | Kegiatan<br>Activity                                                                                                                                                             | Penyelenggara<br>Organizer                                                                                                                   |
| 8                                                                                     | Subakir             | Direktur Operasi dan Pemasaran<br><i>Director of Operations and Marketing</i>                  | 10 Februari 2019 s/d 2 Mei 2019 (15 Session)<br><i>February 10, 2019 - May 2, 2019 (15 Sessions)</i> | IN-HOUSE English Training                                           | Business English Executive Program                                                                                                                                               | PT Bahana Surya Mandiri                                                                                                                      |
| 9                                                                                     | Wiwik Widayanti     | Direktur Utama<br><i>President Director</i>                                                    | 6 Agustus 2019 s/d 9 Agustus 2019<br><i>August 6 - August 9, 2019</i>                                | Jepang<br><i>Japan</i>                                              | Inspeksi KRL JR 205 Batch XI                                                                                                                                                     | JR East                                                                                                                                      |
| 10                                                                                    | Edy Widayaya        | Komisaris<br><i>Commissioner</i>                                                               | 6 Agustus 2019 s/d 9 Agustus 2019<br><i>August 6 - August 9, 2019</i>                                | Jepang<br><i>Japan</i>                                              | Inspeksi KRL JR 205 Batch XI<br><i>Inspection of KRL JR 205 Batch XI</i>                                                                                                         | JR East                                                                                                                                      |
| 11                                                                                    | Djoko Paryoto       | Komite Manajemen Risiko<br><i>Risk Management Committee</i>                                    | 6 Agustus 2019 s/d 9 Agustus 2019<br><i>August 6 - August 9, 2019</i>                                | Jepang<br><i>Japan</i>                                              | Inspeksi KRL JR 205 Batch XI<br><i>Inspection of KRL JR 205 Batch XI</i>                                                                                                         | JR East                                                                                                                                      |
| 12                                                                                    | Mutiara Hanum       | Sekretaris Dewan Komisaris<br><i>Board of Commissioners Secretary</i>                          | 6 Agustus 2019 s/d 9 Agustus 2019<br><i>August 6 - August 9, 2019</i>                                | Jepang<br><i>Japan</i>                                              | Inspeksi KRL JR 205 Batch XI<br><i>Inspection of KRL JR 205 Batch XI</i>                                                                                                         | JR East                                                                                                                                      |
| 13                                                                                    | Wiwik Widayanti     | Direktur Utama<br><i>President Director</i>                                                    | 16 September 2019 s/d 23 September 2019<br><i>September 16, 2019 - September 23, 2019</i>            | Amsterdam - Zurich                                                  | Perjalanan Dinas<br><i>Business Trip</i>                                                                                                                                         |                                                                                                                                              |
| 14                                                                                    | Januar Parlindungan | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 04 Oktober 2019<br><i>October 4, 2019</i>                                                            | Ruang Kelas B.101 FEB UI, Depok<br><i>Class B.101 FEB UI, Depok</i> | Undangan Mengisi Kuliah Tamu SMT Gasal 2019/2020<br>Mata Kuliah Manajemen Khusus<br><i>Invitation as Guest Lecture in 2019/2020 Special Management Courses</i>                   | Manajemen Fakultas Ekonomi dan Bisnis Universitas Indonesia<br><i>Management, Faculty of Economics and Business, University of Indonesia</i> |
| 15                                                                                    | Subakir             | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | 12 Oktober s/d 2 Oktober 2019<br><i>October 12-2, 2019</i>                                           | Italy                                                               | Program Study Banding Bidang Manajemen Aset ke Ferrove Delo Stato Italiane Batch 2<br><i>Asset Management Comparative Study Program to Ferrovie Dello Stato Italiane Batch 2</i> | PT KAI                                                                                                                                       |



| Data Pelatihan/Kegiatan Direksi<br>Training Data/Activities of the Board of Directors |                                                                                         |                                                                                                |                                                     |                                                         |                                                                                                                                             |                                                         |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| No                                                                                    | Nama<br>Name                                                                            | Jabatan<br>Position                                                                            | Waktu Pelatihan<br>Kegiatan<br>Date                 | Tempat<br>Place                                         | Kegiatan<br>Activity                                                                                                                        | Penyelenggara<br>Organizer                              |
| 16                                                                                    | Januar Parlindungan                                                                     | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 14 Oktober 2019<br><i>October 14, 2019</i>          | Universitas Indonesia<br><i>University of Indonesia</i> | Mengisi Kuliah Tamu SMT Galat 2019/2020 Mata Kuliah Manajemen Khusus<br><i>Present as Guest Lecture 2019/2020 Special Management Course</i> | Universitas Indonesia<br><i>University of Indonesia</i> |
| 17                                                                                    | Wiwik Widayanti                                                                         | Direktur Utama<br><i>President Director</i>                                                    | Januari – Maret 2019<br><i>January - March 2019</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode I)                                                                                     | Bahana Surya Madani                                     |
| 18                                                                                    | Januar Parlindungan                                                                     | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | Januari – Maret 2020<br><i>January - March 2020</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode I)                                                                                     | Bahana Surya Madani                                     |
| 19                                                                                    | Eko Windu Purnomo (digantikan oleh John Robertho)<br><i>(replaced by John Robertho)</i> | Direktur Teknik<br><i>Director of Technical</i>                                                | Januari – Maret 2021<br><i>January - March 2021</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode I)                                                                                     | Bahana Surya Madani                                     |
| 20                                                                                    | Subakir                                                                                 | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | Januari – Maret 2022<br><i>January - March 2022</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode I)                                                                                     | Bahana Surya Madani                                     |
| 21                                                                                    | Wiwik Widayanti                                                                         | Direktur Utama<br><i>President Director</i>                                                    | 08 Februari 2019<br><i>February 8, 2019</i>         | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode I)                                                                                        | Ardana Hartana Konsultan                                |
| 22                                                                                    | Januar Parlindungan                                                                     | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 08 Februari 2019<br><i>February 8, 2019</i>         | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode I)                                                                                        | Ardana Hartana Konsultan                                |
| 23                                                                                    | Eko Windu Purnomo (digantikan oleh John Robertho)<br><i>(replaced by John Robertho)</i> | Direktur Teknik<br><i>Director of Technical</i>                                                | 08 Februari 2019<br><i>February 8, 2019</i>         | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode I)                                                                                        | Ardana Hartana Konsultan                                |
| 24                                                                                    | Subakir                                                                                 | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | 08 Februari 2019<br><i>February 8, 2019</i>         | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode I)                                                                                        | Ardana Hartana Konsultan                                |
| 25                                                                                    | Wiwik Widayanti                                                                         | Direktur Utama<br><i>President Director</i>                                                    | 4 Februari 2019<br><i>February 4, 2019</i>          | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Strategic Management                                                                                                               | First Asia Consultants                                  |
| 26                                                                                    | Januar Parlindungan                                                                     | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 4 Februari 2019<br><i>February 4, 2019</i>          | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Strategic Management                                                                                                               | First Asia Consultants                                  |

| Data Pelatihan/Kegiatan Direksi<br>Training Data/Activities of the Board of Directors |                                                                                     |                                                                                                |                                                       |                                                         |                                                                                                                            |                                                                                 |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| No                                                                                    | Nama<br>Name                                                                        | Jabatan<br>Position                                                                            | Waktu Pelatihan<br>Kegiatan<br>Date                   | Tempat<br>Place                                         | Kegiatan<br>Activity                                                                                                       | Penyelenggara<br>Organizer                                                      |
| 27                                                                                    | Eko Windu Purnomo<br>(digantikan oleh John Robertho)<br>(replaced by John Robertho) | Direktur Teknik<br><i>Director of Technical</i>                                                | 04 Februari 2019<br><i>February 4, 2019</i>           | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Strategic Management                                                                                              | First Asia Consultants                                                          |
| 28                                                                                    | Subakir                                                                             | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | 04 Februari 2019<br><i>February 4, 2019</i>           | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Strategic Management                                                                                              | First Asia Consultants                                                          |
| 29                                                                                    | Januar Parlindungan                                                                 | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 24 – 26 April 2019<br><i>April 24 - 26, 2019</i>      | Grha Akuntan,<br>Menteng Jakarta Pusat                  | Workshop Corporate Cash Management                                                                                         | Ikatan Akuntan Indonesia                                                        |
| 30                                                                                    | Wiwik Widayanti                                                                     | Direktur Utama<br><i>President Director</i>                                                    | Juni – September 2019<br><i>June - September 2019</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode II)                                                                   | Bahana Surya Madani                                                             |
| 31                                                                                    | Januar Parlindungan                                                                 | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | Juni – September 2020<br><i>June - September 2020</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode II)                                                                   | Bahana Surya Madani                                                             |
| 32                                                                                    | John Robertho                                                                       | Direktur Teknik<br><i>Director of Technical</i>                                                | Juni – September 2021<br><i>June - September 2021</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode II)                                                                   | Bahana Surya Madani                                                             |
| 33                                                                                    | Subakir                                                                             | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | Juni – September 2022<br><i>June - September 2022</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business English Executive Program (Periode II)                                                                   | Bahana Surya Madani                                                             |
| 34                                                                                    | Januar Parlindungan                                                                 | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 08 – 19 Juli 2019<br><i>July 8-19, 2019</i>           | Ferrovie Dello Stato Italiane                           | Training Manajemen Asset Batch I                                                                                           | PT Kereta Api Indonesia (Persero)                                               |
| 35                                                                                    | Januar Parlindungan                                                                 | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 31 Juli 2019<br><i>July 31, 2019</i>                  | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode II)                                                                      | Ardana Hartana Konsultan                                                        |
| 36                                                                                    | Subakir                                                                             | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | 31 Juli 2020<br><i>July 31, 2020</i>                  | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment Center For Executive (Periode II)                                                                      | Ardana Hartana Konsultan                                                        |
| 37                                                                                    | Januar Parlindungan                                                                 | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 19 – 20 September<br><i>September 19-20</i>           | Grha Akuntan,<br>Menteng Jakarta Pusat                  | Workshop Laporan Keuangan Konsolidasi sesuai PSAK<br><i>Consolidated Financial Report Workshop in accordance with PSAK</i> | Ikatan Akuntan Indonesia<br><i>Institute of Indonesia Chartered Accountants</i> |



| Data Pelatihan/Kegiatan Direksi<br><i>Training Data/Activities of the Board of Directors</i> |                     |                                                                                                |                                                           |                                                         |                                                                |                                      |
|----------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------|--------------------------------------|
| No                                                                                           | Nama<br><i>Name</i> | Jabatan<br><i>Position</i>                                                                     | Waktu Pelatihan<br>Kegiatan<br><i>Date</i>                | Tempat<br><i>Place</i>                                  | Kegiatan<br><i>Activity</i>                                    | Penyelenggara<br><i>Organizer</i>    |
| 38                                                                                           | Subakir             | Direktur Operasi dan Pemasaran<br><i>Director of Finance and Administration</i>                | 14 – 25 Oktober 2019<br><i>October 14-25, 2019</i>        | Ferrovie Dello Stato<br>Italiane                        | Training Manajemen<br>Asset Batch II                           | PT Kereta Api<br>Indonesia (Persero) |
| 39                                                                                           | Januar Parlindungan | PLT Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i> | 24 Oktober 2019<br><i>October 24, 2019</i>                | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Assessment<br>Center For Executive<br>(Periode II)    | Bahana Surya Madani                  |
| 40                                                                                           | Wiwik Widayanti     | Direktur Utama<br><i>President Director</i>                                                    | Oktober – Desember 2019<br><i>October - December 2019</i> | Kantor PT KCI, Jakarta<br><i>PT KCI Office, Jakarta</i> | Training Business<br>English Executive<br>Program (Periode II) | Legato Global<br>Anextama            |

#### Penilaian atas Kinerja Komite di bawah Direksi

Perseroan tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh Unit Kerja yang dipimpin oleh Vice President/Manager serta Organ Fungsional Lainnya.

#### Assessment of the Performance of Committees Under the Board of Directors

The Company does not have a Committee under the Board of Directors. The implementation of duties and responsibilities of the Board of Directors is supported by a Work Unit led by Vice President/Manager and Other Functional Organs.

# Penilaian Kinerja Dewan Komisaris dan Direksi

## Board of Commissioners and Directors' Performance Assessment

### KEBIJAKAN ASSESSMENT DEWAN KOMISARIS

#### BOARD OF COMMISSIONERS ASSESSMENT POLICY

Dalam Anggaran Dasar Perseroan Pasal 15 ayat 2 b. 13 di mana Dewan Komisaris berkewajiban untuk memberikan Laporan tentang Tugas Pengawasan yang telah dilakukan selama Tahun Buku yang baru lampau kepada RUPS merupakan dasar penyusunan untuk melakukan Assessment dan Evaluasi Kinerja Dewan Komisaris. Adapun target-target Key Performance Indicator (KPI) yang dilengkapi dengan parameter, formula, pembobotan serta target kuantitatifnya sebagai acuan dalam memenuhi pelaksanaan Asesmen dan Evaluasi tersebut.

Terdapat 4 aspek dalam KPI Dewan Komisaris, di antaranya:

1. Aspek Perencanaan, parameternya di antaranya perencanaan RKAP dan penetapan target korporat oleh Komisaris.
2. Aspek pengawasan dan nasihat, diukur melalui kepatuhan terhadap jadwal, kehadiran dalam rapat rapat Komisaris di Perseroan, rapat bersama Direksi maupun RUPS serta tindak lanjut hasil rapat tersebut dan kesesuaian dengan *output* yang diharapkan. Kualitas tanggapan maupun rekomendasi Komisaris dalam bentuk RKAP, Laporan Tahunan maupun Analisis Kinerja Triwulan.
3. Aspek Pelaporan: laporan Pengawasan Dewan Komisaris.
4. Aspek Dinamis: Pengusulan eksternal audit, tindak lanjut penyelesaian masalah Perusahaan, pembagian tugas Dewan Komisaris dan lain-lain.

Penilaian Kinerja Dewan Komisaris dilakukan setiap tahunnya yang kemudian disampaikan dalam RUPS dan pihak yang melakukan penilaian kinerja Dewan Komisaris dilakukan secara *self assessment* kolegial berdasarkan indikator kinerja yang ditetapkan.

Realisasi pencapaian indikator kinerja Dewan Komisaris tahun 2019, sebagai berikut:

*In the Articles of Association of the Company article 15 paragraph 2 b. 13 in which the Board of Commissioners is obliged to provide a report on the supervision duties that have been conducted during the New Year of the book to the GMS is the basis for the Assessment and performance evaluation of the BOC. The target Key Performance Indicator (KPI) is equipped with parameters, formula, weighted and the quantitative target as reference in fulfilling the implementation of the assessment and evaluation.*

*There are 4 aspects of the Board of Commissioners KPI, including:*

1. *Planning aspects, the parameters include the planning of RKAP and the determination of the corporate target by the Commissioner.*
2. *Aspects of supervision and advice, measured through compliance with the schedule, attendance at the meeting of Commissioners in the Company, meeting with the Board of Directors and GMS and follow-up results of the meeting and conformity with the expected output. The quality of the response or recommendation of Commissioners in the form of RKAP, annual Report and quarterly performance analysis.*
3. *Reporting aspects: Supervisory Board of Commissioners report.*
4. *Dynamic aspects: The external proposed audit, follow-up to the Company's problem solving, the division of the Duties of the Board of Commissioners and others.*

*Performance assessment of the Board of Commissioners is conducted annually which is then presented in the GMS and the party conducting the performance assessment of the Board of Commissioners is done by self assessment collegial based on the established performance indicators.*

*Realization of performance indicators of the Board of Commissioners in 2019, as follows:*



| No  | Indikator Pencapaian Kinerja<br><i>Performance Achievement Indicator</i>                                                                                                                                                             | Satuan<br><i>Unit</i>  | Bobot<br><i>Weight</i> | Target | Realisasi<br><i>Realization</i> | Capaian<br><i>Achievement</i> | Skor Capaian<br><i>Achievement Score</i> |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|--------|---------------------------------|-------------------------------|------------------------------------------|
| (1) | (2)                                                                                                                                                                                                                                  | (3)                    | (4)                    | (5)    | (6)                             | (7)=((6)/(5))*100, Max 125    | (8)=(4)*(7)/100                          |
| 1   | Kontribusi terhadap capaian kinerja Perusahaan<br><i>Contribution to Company performance</i>                                                                                                                                         | -                      | 10                     | -      | -                               | -                             | 10                                       |
|     | Kontribusi terhadap realisasi capaian KPI Direksi<br><i>Contribution to the realization of the achievements of the Board of Directors' KPI</i>                                                                                       | Poin<br><i>Points</i>  | 10                     | 1      | 1                               | 100                           | 10                                       |
| 2   | Penyampaian pendapat dan saran yang menjadi kewajiban Dewan Komisaris<br><i>Delivering opinions and suggestions which are the obligation of the Board of Commissioners</i>                                                           | -                      | 15                     | -      | -                               | -                             | 16,25                                    |
| a.  | Pendapat dan saran Dewan Komisaris atas RKAP 2020, Laporan Tahunan 2019<br><i>Opinions and suggestions from the Board of Commissioners regarding the 2020 RKAP, 2019 Annual Report</i>                                               | Jumlah<br><i>Total</i> | 5                      | 2      | 2                               | 100                           | 5                                        |
| b.  | Ketepatan waktu penyampaian pendapat dan saran Dewan Komisaris atas RKAP 2020, Laporan Tahunan 2019<br><i>Timeliness of submitting opinions and suggestions from the Board of Commissioners on the 2020 RKAP, 2019 Annual Report</i> | Hari<br><i>Days</i>    | 5                      | 7      | 7                               | 100,00                        | 5,00                                     |
| c.  | Tanggapan atas tindakan Direksi yang harus mendapat persetujuan Dewan Komisaris<br><i>Responses to the actions of the Board of Directors which must be approved by the Board of Commissioners</i>                                    | Jumlah<br><i>Total</i> | 5                      | 12     | 20                              | 125                           | 6,25                                     |
| d.  | Ketepatan waktu pemberian tanggapan atas tindakan Direksi yang harus mendapat persetujuan Dewan Komisaris<br><i>Timely responses to the actions of the Board of Directors which must be approved by the Board of Commissioners</i>   | Hari<br><i>Days</i>    | 5                      | 7      | 7,25                            | 96,55                         | 4,83                                     |
| 3   | Kontribusi terhadap penerapan GCG<br><i>Contribution to the implementation of GCG</i>                                                                                                                                                | -                      | 20                     | -      | -                               | -                             | 20                                       |
| a.  | Pendapat dan saran Dewan Komisaris atas RKAP 2020, Laporan Tahunan 2019<br><i>Opinions and suggestions from the Board of Commissioners regarding the 2020 RKAP, 2019 Annual Report</i>                                               | Poin<br><i>Points</i>  | 10                     | 1      | 1                               | 100                           | 10                                       |
| b.  | Pendapat dan saran Dewan Komisaris atas RKAP 2020, Laporan Tahunan 2019<br><i>Opinions and suggestions from the Board of Commissioners regarding the 2020 RKAP, 2019 Annual Report</i>                                               | %                      | 10                     | 100%   | 100%                            | 100                           | 10                                       |



| No  | Indikator Pencapaian Kinerja<br><i>Performance Achievement Indicator</i>                                                                                                                 | Satuan<br><i>Unit</i>    | Bobot<br><i>Weight</i> | Target | Realisasi<br><i>Realization</i> | Capaian<br><i>Achievement</i> | Skor Capaian<br><i>Achievement Score</i> |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------|--------|---------------------------------|-------------------------------|------------------------------------------|
| (1) | (2)                                                                                                                                                                                      | (3)                      | (4)                    | (5)    | (6)                             | (7)=((6)/(5))*100, Max 125    | (8)=(4)*(7)/100                          |
| 4   | Tingkat Kehadiran anggota Dewan Komisaris<br><i>Attendance Level of members of the Board of Commissioners</i>                                                                            | -                        | 20                     | -      | -                               | -                             | 20,00                                    |
|     | a. Jumlah rapat internal Dewan Komisaris<br><i>Number of internal meetings of the Board of Commissioners</i>                                                                             | Jumlah<br><i>Total</i>   | 5                      | 12     | 12                              | 100,00                        | 5,00                                     |
|     | b. Jumlah rapat Dewan Komisaris dengan Direksi Perseroan<br><i>Number of meetings between the Board of Commissioners and the Board of Directors of the Company</i>                       | Jumlah<br><i>Total</i>   | 5                      | 12     | 12                              | 100,00                        | 5,00                                     |
|     | c. Tingkat Kehadiran rapat Internal Dewan Komisaris<br><i>Attendance Level of Board of Commissioners' Internal meetings</i>                                                              | %                        | 5                      | 100%   | 100%                            | 100                           | 5                                        |
|     | d. Tingkat Kehadiran rapat Dewan Komisaris dengan Direksi Perseroan<br><i>Level of Attendance at the meeting of the Board of Commissioners and the Board of Directors of the Company</i> | %                        | 5                      | 100%   | 100%                            | 100                           | 5                                        |
| 5   | Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan Perusahaan<br><i>Supervision and direction of the Board of Directors on Company plans and policies</i>                 | Jumlah<br><i>Total</i>   | 10                     | 6      | 6                               | 100                           | 10                                       |
| 6   | Efektivitas kegiatan organ pendukung Dewan Komisaris<br><i>Effectiveness of the activities of the supporting organs of the Board of Commissioners</i>                                    | -                        | 25                     | -      | -                               | -                             | 25,83                                    |
|     | 1) Komite Audit<br><i>Audit Committee</i>                                                                                                                                                | -                        | 10                     | -      | -                               | -                             | 10,42                                    |
|     | a. Pelaksanaan rapat Internal Komite Audit<br><i>Implementation of Internal Audit Committee meetings</i>                                                                                 | Jumlah<br><i>Total</i>   | 5                      | 12     | 13                              | 108,33                        | 5,42                                     |
|     | b. Laporan penugasan Komite Audit<br><i>Report on the assignment of the Audit Committee Report</i>                                                                                       | Laporan<br><i>Report</i> | 5                      | 2      | 2                               | 100                           | 5                                        |
|     | 2) Komite Manajemen Risiko<br><i>Risk Management Committee</i>                                                                                                                           | -                        | 10                     | -      | -                               | -                             | 9,17                                     |
|     | a. Pelaksanaan rapat Internal Komite Manajemen Risiko<br><i>Implementation of the Internal Risk Management Committee meeting</i>                                                         | Jumlah<br><i>Total</i>   | 5                      | 12     | 10                              | 83,33                         | 4,17                                     |
|     | b. Laporan penugasan Komite Audit<br><i>Audit Committee assignment report</i>                                                                                                            | Laporan<br><i>Report</i> | 5                      | 2      | 2                               | 100                           | 5                                        |
|     | 3) Sekdekom<br><i>Sekdekom</i>                                                                                                                                                           | -                        | 10                     | -      | -                               | -                             | 9,17                                     |
|     | Penyelesaian Notulen rapat<br><i>Meeting Minutes Settlement</i>                                                                                                                          | Laporan<br><i>Report</i> | 5                      | 24     | 33                              | 125                           | 6,25                                     |
|     | <b>Jumlah Total</b>                                                                                                                                                                      |                          | <b>100</b>             |        |                                 |                               | <b>102,08</b>                            |



## Hasil Assessment GCG Dewan Komisaris

### Results of the Board of Commissioners' GCG Assessment

| Penjelasan Kriteria<br>Criteria Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Jumlah<br>Parameter<br>Total<br>Parameter | Bobot<br>Indikator<br>Weight<br>Indicator | Capaian 2019<br>2019 Achievement |                            | Keterangan<br>Indikator<br>Indicator<br>Information |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------|----------------------------------|----------------------------|-----------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                           |                                           | Skor<br>Score                    | Capaian %<br>% Achievement |                                                     |
| DEWAN KOMISARIS/DEWAN PENGAWAS<br>BOARD OF COMMISSIONERS/SUPERVISORY BOARD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                           |                                           |                                  |                            |                                                     |
| 1. Dewan Komisaris melaksanakan program pelatihan/ pembelajaran secara berkelanjutan.<br><i>The Board of Commissioners carries out a training/learning program on an ongoing basis</i>                                                                                                                                                                                                                                                                                                                                                                                                               | 2                                         | 1,35                                      | 1,335                            | 100                        | Sangat Baik<br><i>Very Good</i>                     |
| 2. Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris/Dewan Pengawasan.<br><i>The Board of Commissioners divides duties, authorities and responsibilities clearly and determines the factors needed to support the implementation of the duties of the Board of Commissioners/Supervisory Board.</i>                                                                                                                                                               | 4                                         | 2,13                                      | 2,08                             | 97,68                      | Sangat Baik<br><i>Very Good</i>                     |
| 3. Dewan Komisaris memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi.<br><i>The Board of Commissioners approves the draft RJPP and RKAP submitted by the Board of Directors</i>                                                                                                                                                                                                                                                                                                                                                                                      | 2                                         | 2,9                                       | 2,6                              | 89,46                      | Sangat Baik<br><i>Very Good</i>                     |
| 4. Dewan Komisaris memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perusahaan.<br><i>The Board of Commissioners provides direction to the Board of Directors on the implementation of Company plans and policies</i>                                                                                                                                                                                                                                                                                                                                                      | 9                                         | 9,59                                      | 7,66                             | 79,84                      | Baik<br><i>Good</i>                                 |
| 5. Dewan Komisaris melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan Perusahaan.<br><i>The Board of Commissioners supervises the Board of Directors on the implementation of Company plans and policies.</i>                                                                                                                                                                                                                                                                                                                                                          | 6                                         | 6,48                                      | 5,48                             | 84,52                      | Baik<br><i>Good</i>                                 |
| 6. Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan anak Perusahaan/ Perusahaan patungan.<br><i>The Board of Commissioners supervises the implementation of the subsidiary/joint venture Company management policies.</i>                                                                                                                                                                                                                                                                                                                                             | 2                                         | 1,50                                      | 1,50                             | 100                        | Sangat Baik<br><i>Very Good</i>                     |
| 7. Dewan Komisaris/Dewan Pengawas berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi.<br><i>The Board of Commissioners/Supervisory Board plays role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individual and collegial) and proposing performance bonuses/incentives in accordance with applicable regulations and taking into account the performance of the Board of Directors.</i> | 3                                         | 2,44                                      | 1,62                             | 66,43                      | Cukup<br><i>Enough</i>                              |

| Penjelasan Kriteria<br><i>Criteria Explanation</i>                                                                                                                                                                                                                                                                                                                                                                                    | Jumlah<br>Parameter<br><i>Total<br/>Parameter</i> | Bobot<br>Indikator<br><i>Weight<br/>Indicator</i> | Capaian 2019<br><i>2019 Achievement</i> |                                   | Keterangan<br>Indikator<br><i>Indicator<br/>Information</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|-----------------------------------------|-----------------------------------|-------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                   |                                                   | Skor<br><i>Score</i>                    | Capaian %<br><i>% Achievement</i> |                                                             |
| DIREKSI<br><i>BOARD OF DIRECTORS</i>                                                                                                                                                                                                                                                                                                                                                                                                  |                                                   |                                                   |                                         |                                   |                                                             |
| 8. Dewan Komisaris/Dewan Pengawas melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya.<br><i>The Board of Commissioners/Board of Supervisors takes action against potential conflicts of interest that concern themselves.</i>                                                                                                                                                                           | 1                                                 | 0,57                                              | 0,52                                    | 91,67                             | Sangat Baik<br><i>Very Good</i>                             |
| 9. Dewan Komisaris/Dewan Pengawas memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan.<br><i>The Board of Commissioners/Supervisory Board monitors and ensures that Good Corporate Governance practices are implemented effectively and sustainably.</i>                                                                                                         | 2                                                 | 1,66                                              | 1,57                                    | 94,92                             | Sangat Baik<br><i>Very Good</i>                             |
| 10. Dewan Komisaris/Dewan Pengawas menyelenggarakan rapat Dewan Komisaris/Dewan Pengawas yang efektif dan menghadiri rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan.<br><i>The Board of Commissioners/Supervisory Board holds effective Board of Commissioners/Supervisory Board meetings and attends Board of Commissioners/Supervisory Board meetings in accordance with statutory provisions.</i> | 3                                                 | 1,35                                              | 1,18                                    | 87,33                             | Sangat Baik<br><i>Very Good</i>                             |
| 11. Dewan Komisaris/Dewan Pengawas memiliki Sekretaris Dewan Komisaris/Dewan Pengawas untuk mendukung tugas kesekretariatan Dewan Komisaris/Dewan Pengawas.<br><i>The Board of Commissioners/Supervisory Board has a Secretary of the Board of Commissioners/Board of Supervisors to support the secretarial duties of the Board of Commissioners/Supervisory Board.</i>                                                              | 4                                                 | 2,59                                              | 2,43                                    | 93,84                             | Sangat Baik<br><i>Very Good</i>                             |
| 12. Dewan Komisaris/Dewan Pengawas memiliki Komite Dewan Komisaris/Dewan Pengawas yang efektif.<br><i>The Board of Commissioners/Supervisory Board has an effective Board of Commissioners/Supervisory Committee.</i>                                                                                                                                                                                                                 | 5                                                 | 2,44                                              | 1,77                                    | 72,80                             | Baik<br><i>Good</i>                                         |
| Jumlah Penilaian Aspek Dewan Komisaris<br><i>Number of Board of Commissioners Aspect Assessments</i>                                                                                                                                                                                                                                                                                                                                  | 43                                                | 35,00                                             | 29,76                                   | 85,04                             | Sangat Baik<br><i>Very Good</i>                             |

## ASSESSMENT DIREKSI BOARD OF DIRECTORS ASSESSMENT

Dalam Kontrak Manajemen antara Pemegang Saham Perseroan dengan Dewan Komisaris dan Direksi terdapat poin-poin yang berkaitan dengan assessment kinerja Direksi. Untuk mendapatkan hasil yang objektif, digunakan capaian penilaian skor sebagai acuan dalam

*In the management contract between the Company's Shareholders and the Board of Commissioners and the Board of Directors there are points related to the assessment of the performance of the Board of Directors. To obtain an objective result, the assessment is used as a reference for*



melaksanakan *assessment*. Berdasarkan perhitungan sesuai kamus kontrak tahun 2018, Kontrak Manajemen Tahun 2019 memiliki realisasi skor sebesar 93,76 dari program 96. Sedangkan Tingkat Kesehatan Perseroan berdasarkan perhitungan menurut Kep Meneg BUMN No: KEP-100/MBU/2002, memiliki realisasi skor sebesar 97,00 dari program 94,00 atau tingkat kesehatan Perseroan dengan predikat sehat “AAA”.

*conducting assessment. Based on the calculation of the dictionary contract year 2018, the management contract year 2019 has the realization of a score of 93.76 from the target of 96. While the Company's health level based on the calculation according to the Determination of SOE Minister No: KEP-97.00 100 MBU/2002 has the realization of a score of 97.00 from the 94.00 program or health level of the Company with a healthy predicate “AAA”.*

## PROSES PELAKSANAAN PENILAIAN ASSESSMENT PROCESS

Perseroan telah menetapkan kriteria penilaian kinerja Direksi berdasarkan target kinerja yang telah disepakati dalam Kontrak Manajemen yang mencakup aspek keuangan dan pasar, produk dan proses, pelanggan, tenaga kerja dan kepemimpinan tata kelola dan tanggung jawab sosial. Semua hal ini tercantum pada kontrak manajemen antara PT Kereta Api Indonesia (Persero) selaku Induk Perusahaan dengan PT Kereta Commuter Indonesia pada tahun 2019.

*The Company has set the criteria of the Directors' performance assessment based on the agreed performance target in the management contract which covers financial and market aspects, products and processes, customers, labour and governance leadership and social responsibility. All these things are listed in the management contract between PT Kereta Api Indonesia (Persero) as the holding Company with PT Kereta Commuter Indonesia in 2019.*

## KRITERIA/INDIKATOR KINERJA PERFORMANCE CRITERIA/INDICATORS

Kriteria penilaian kinerja Direksi dilakukan dengan menggunakan beberapa kriteria sebagai berikut:

1. Pencapaian KPI dalam kontrak manajemen 2019.
2. Pencapaian Tingkat Kesehatan Perusahaan 2019.
3. Penilaian Kinerja Perusahaan 2019.

*The criteria of the Directors' performance assessment are conducted using the following criteria:*

1. Achievement of KPIS in 2019 management contracts.
2. Achievement of Corporate Soundness in 2019.
3. Company Performance Assessment 2019.

## PIHAK YANG MELAKSANAKAN PENILAIAN PARTY CONDUCTING THE ASSESSMENT

Penilaian kinerja Direksi Perseroan dievaluasi secara kolegal oleh Pemegang Saham dalam RUPS Kinerja Tahunan yang mengacu pada kontrak manajemen tahun 2019.

*The Company's Directors' performance assessment was evaluated on a collegially by the Shareholders in the annual performance GMS in reference to the management contract in 2019.*

## HASIL PENILAIAN KINERJA DEWAN KOMISARIS TAHUN 2019

### RESULT OF THE BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT IN 2019

Penilaian Kinerja Dewan Komisaris Perseroan dilakukan dengan parameter sebagai berikut:

- Kontribusi terhadap capaian kinerja Perusahaan.
- Penyampaian pendapat dan saran yang menjadi kewajiban Dewan Komisaris.
- Kontribusi terhadap penerapan GCG.
- Tingkat kehadiran Anggota Dewan Komisaris.
- Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan Perusahaan.
- Efektivitas kegiatan Organ Pendukung Dewan Komisaris.

*Performance assessment of the Company's Board of Commissioners is done by the following parameters:*

- Contributions to the achievement of Company performance.*
- Submission of opinions and suggestions in the obligation of the Board of Commissioners.*
- Contributions to the implementation of GCG.*
- Level of attendance of Board of Commissioners.*
- Supervision and direction of the Board of Directors on Company's plans and policies.*
- Effectiveness of supporting Organ activities of the Board of Commissioners.*

Berdasarkan parameter penilaian yang dilakukan hasil penilaian kinerja Dewan Komisaris adalah 102,8 (melebihi target).

*The assessment parameters made by the Board of Commissioners 'performance assessment was 102.8 (exceed target).*

## HASIL PENILAIAN KINERJA DIREKSI TAHUN 2019

### RESULT OF THE BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT IN 2019

| No    | Aspek KPI<br>KPI Aspect                                                                  | Jumlah Indikator<br>Total Indicator | Bobot Weight | Realisasi Skor 2018<br>Score Realization 2018 | 2019            |                       |
|-------|------------------------------------------------------------------------------------------|-------------------------------------|--------------|-----------------------------------------------|-----------------|-----------------------|
|       |                                                                                          |                                     |              |                                               | Program Program | Realisasi Realization |
| A     | Keuangan dan Pasar<br>Finance and Market                                                 | 4                                   | 20,00        | 13,00                                         | 20,00           | 20,00                 |
| B     | Produk dan Proses<br>Product and Process                                                 | 3                                   | 18,00        | 16,00                                         | 16,00           | 18,00                 |
| C     | Fokus Pelanggan<br>Customer Focus                                                        | 4                                   | 24,00        | 23,00                                         | 22,00           | 18,00                 |
| D     | Fokus Tenaga Kerja<br>Labor Focus                                                        | 4                                   | 20,00        | 20,00                                         | 20,00           | 20,00                 |
| E     | Kepemimpinan, Tata Kelola dan Tanggungjawab<br>Leadership, Governance and Responsibility | 5                                   | 18,00        | 16,50                                         | 18,00           | 17,76                 |
| TOTAL |                                                                                          | 20                                  | 100,00       | 88,50                                         | 96,00           | 93,76                 |



## INDIKATOR PENGUKURAN KINERJA UTAMA UNTUK MENGUKUR KINERJA DIREKSI TAHUN 2019 BERDASARKAN RKAP 2019

### KEY PERFORMANCE MEASUREMENT INDICATORS FOR MEASURING DIRECTORS' PERFORMANCE IN 2019 BASED ON THE COMPANY'S WORK PLAN & BUDGET 2019

#### Realisasi KPI Aspek Keuangan dan Pasar Tahun 2019

#### Realization of KPIs for Financial and Market Aspects in 2019

| No                                        | Indikator KPI<br>KPI Indicator                                                                    | Formula                                                                                                                                                                  | Sat<br>Den | Bobot<br>Weight | Realisasi 2018<br>2018 Realization |               | 2019         |               |                          |               |                    |        |
|-------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|------------------------------------|---------------|--------------|---------------|--------------------------|---------------|--------------------|--------|
|                                           |                                                                                                   |                                                                                                                                                                          |            |                 |                                    |               | Program      |               | Realisasi<br>Realization |               | %<br>(11:7) (11:9) |        |
|                                           |                                                                                                   |                                                                                                                                                                          |            |                 | Real<br>Real                       | Skor<br>Score | Prog<br>Prog | Skor<br>Score | Real<br>Real             | Skor<br>Score | (11:7)             | (11:9) |
| 1                                         | 2                                                                                                 | 3                                                                                                                                                                        | 4          | 5               | 6                                  | 7             | 8            | 9             | 10                       | 11            | 12                 | 13     |
| A KEUANGAN DAN PASAR   FINANCE AND MARKET |                                                                                                   |                                                                                                                                                                          |            |                 |                                    |               |              |               |                          |               |                    |        |
| 1                                         | Return on Capital Employed (ROCE)                                                                 | <div>Laba Setelah Pajak</div> <div>Capital Employed (Total Activa - ATPD)</div> <div>x100%</div>                                                                         | %          | 5,00            | -20,44%                            | 3,00          | 14%          | 5,00          | 14%                      | 5,00          | 167%               | 100%   |
| 2                                         | Operation Ratio                                                                                   | <div>Total Biaya Operasi</div> <div>Total Operating Costs</div> <div>x100%</div>                                                                                         | %          | 5,00            | 76,73%                             | 4,00          | 89%          | 5,00          | 87%                      | 5,00          | 125%               | 100%   |
| 3                                         | Tingkat Penghematan biaya Over Head Over Head Cost Savings                                        | <div>(Rasio Bi.OH thd Tot.Bi.th lalu)-(Rasio Bi.OH thd Tot.Bi.th.ini)</div> <div>(Rasio Bi.OH thd Tot.Bi.th lalu)-(Rasio Bi.OH thd Tot.Bi.th.ini)</div> <div>x100%</div> | %          | 5,00            | -2,55%                             | 5,00          | 12%          | 5,00          | 18%                      | 5,00          | 100%               | 100%   |
| 4                                         | Pertumbuhan Total Pendapatan Total Income Growth                                                  | <div>(Total pendapatan th.ini)-(Total pendapatan th.lalu)</div> <div>(Total Income of the Year)</div> <div>x100%</div>                                                   | %          | 5,00            | -6,79%                             | 1,00          | 9%           | 5,00          | 9%                       | 5,00          | 500%               | 100%   |
| TOTAL A                                   |                                                                                                   |                                                                                                                                                                          | 20         | 20,00           | 13,00                              |               | 20,00        |               | 20,00                    |               |                    |        |
| B PRODUK DAN PROSES   PRODUCT AND PROCESS |                                                                                                   |                                                                                                                                                                          |            |                 |                                    |               |              |               |                          |               |                    |        |
| 5                                         | Okupansi Penumpang (dinamis) Passenger Occupancy (dynamic)                                        | <div>(Realisasi KM-Penumpang)</div> <div>Realization of KM-Passenger</div> <div>x100%</div>                                                                              | %          | 6               | 58,1%                              | 6,00          | 62,2%        | 6,00          | 62,2%                    | 6,00          | 100%               | 100%   |
| 6                                         | Tingkat Pemenuhan Master Plan IT IT Master Plan Fulfillment Level                                 | <div>Realisasi Proses Report Pemenuhan Master Plan IT</div> <div>Realization of IT Master Plan Compliance Report Process</div> <div>x100%</div>                          | %          | 6               | 55%                                | 4,00          | 67%          | 4,00          | 100%                     | 6,00          | 150%               | 150%   |
| 7                                         | Ketersediaan Sarana Availability of Facilities                                                    | <div>(Realisasi sarana SO yang dijalankan)</div> <div>SO realization that being conducted</div> <div>x100%</div>                                                         | %          | 6               | 88%                                | 6,00          | 100%         | 6,00          | 99%                      | 6,00          | 100%               | 100%   |
| TOTAL B                                   |                                                                                                   |                                                                                                                                                                          |            | 18,00           | 16,00                              |               | 16,00        |               | 18,00                    |               |                    |        |
| C FOKUS PELANGGAN   CUSTOMER FOCUS        |                                                                                                   |                                                                                                                                                                          |            |                 |                                    |               |              |               |                          |               |                    |        |
| 8                                         | Indeks Kepuasan Pelanggan Angkutan Penumpang Passenger Transportation Customer Satisfaction Index | Angka Indeks Hasil Survey Survey Result Index Figures                                                                                                                    | 0-5        | 6               | 4,2                                | 6,00          | 3,5          | 5,00          | 4,3                      | 6,00          | 100%               | 120%   |



| No                                                                                                      | Indikator KPI<br>KPI Indicator                                                                                             | Formula                                                                                        | Sat<br>Den                           | Bobot<br>Weight    | Realisasi 2018<br>2018 Realization |               | 2019         |               |                          |               |        |        |      |
|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------|--------------------|------------------------------------|---------------|--------------|---------------|--------------------------|---------------|--------|--------|------|
|                                                                                                         |                                                                                                                            |                                                                                                |                                      |                    |                                    |               | Program      |               | Realisasi<br>Realization |               | %      |        |      |
|                                                                                                         |                                                                                                                            |                                                                                                |                                      |                    | Real<br>Real                       | Skor<br>Score | Prog<br>Prog | Skor<br>Score | Real<br>Real             | Skor<br>Score | (11:7) | (11:9) |      |
| 1                                                                                                       | 2                                                                                                                          | 3                                                                                              | 4                                    | 5                  | 6                                  | 7             | 8            | 9             | 10                       | 11            | 12     | 13     |      |
| 9                                                                                                       | Customer Care                                                                                                              | Jumlah Keluhan Penumpang<br>Number of Passenger Complaints                                     | %                                    | 6                  | 0,003%                             | 5,00          | 0,005%       | 5,00          | 0,002%                   | 6,00          | 120%   | 120%   |      |
|                                                                                                         |                                                                                                                            | Jumlah Realisasi Volume Penumpang<br>Realized Total Passenger Volume                           |                                      |                    |                                    |               |              |               |                          |               |        |        |      |
| 10                                                                                                      | Pertumbuhan<br>Volume<br>Penumpang<br>Passenger Volume<br>Growth                                                           | (Vol Php th ini) - (Vol Php th Lalu)<br>(PHP Volume This Year) - (PHP Volume Last Year)        | %                                    | 6                  | 7%                                 | 6,00          | 3%           | 6,00          | -0,2%                    | 0,00          | 0%     | 0%     |      |
|                                                                                                         |                                                                                                                            | Volume Php th Lalu<br>Php Volume Last Year                                                     |                                      |                    |                                    |               |              |               |                          |               |        |        |      |
| 11                                                                                                      | Toleransi Kejadian<br>KKA<br>Tolerance for KKA<br>Events                                                                   | (Realisasi Kejadian KKA) andil KCI<br>(Realization of the KKA incident) KCI's share            | x100%                                | Kejadian<br>Events | 6                                  | 0,5           | 6,00         | 3             | 6,00                     | 0             | 6,00   | 100%   | 100% |
| TOTAL C                                                                                                 |                                                                                                                            |                                                                                                |                                      | 24,00              | 23,00                              | 22,00         | 18,00        |               |                          |               |        |        |      |
| D FOKUS TENAGA KERJA   LABOR FOCUS                                                                      |                                                                                                                            |                                                                                                |                                      |                    |                                    |               |              |               |                          |               |        |        |      |
| 12                                                                                                      | Indeks Kepuasan<br>Pegawai<br>(Engagement)<br>Employee<br>Satisfaction Index<br>(Engagement)                               | Angka Indeks Hasil Survey<br>Survey Result Index Figures                                       | Angka<br>Survey<br>Survey<br>Figures | 5                  | 4,16                               | 5,00          | 3,8          | 5,00          | 4,0                      | 5,00          | 100%   | 100%   |      |
| 13                                                                                                      | Penghargaan<br>Pegawai<br>Employee Awards                                                                                  | Jumlah Pegawai yang mendapat penghargaan<br>Number of employees who received awards            | %                                    | 5                  | 3%                                 | 5,00          | 1%           | 5,00          | 1,3%                     | 5,00          | 100%   | 100%   |      |
|                                                                                                         |                                                                                                                            | Jumlah Pegawai<br>Total Employee                                                               | x100%                                |                    |                                    |               |              |               |                          |               |        |        |      |
| 14                                                                                                      | Rasio Kompetensi<br>Pegawai<br>Employee<br>Competency Ratio                                                                | (Angka Kompetensi yang dimiliki (Aktual))<br>(Owned Competency Number (Actual))                | %                                    | 5                  | 88%                                | 5,00          | 75%          | 5,00          | 91%                      | 5,00          | 100%   | 100%   |      |
|                                                                                                         |                                                                                                                            | Angka Kompetensi Standar (Yang Berlaku)<br>Standard Competency Figures (Applicable)            | x100%                                |                    |                                    |               |              |               |                          |               |        |        |      |
| 15                                                                                                      | Toleransi Kejadian<br>KKA<br>Tolerance for KKA<br>Events                                                                   | Jumlah Pendapatan Usaha Tahun Berjalan<br>Total Operating Income for the Year                  | Rp/ Orang<br>Rp/ Person              | 5                  | 290.242.540                        | 6,00          | 911.273.611  | 6,00          | 870.908.452              | 6,00          | 100%   | 100%   |      |
|                                                                                                         |                                                                                                                            | Jumlah Pegawai<br>Number of Employees                                                          |                                      |                    |                                    |               |              |               |                          |               |        |        |      |
| TOTAL D                                                                                                 |                                                                                                                            |                                                                                                |                                      | 20,00              | 20,00                              | 20,00         | 20,00        |               |                          |               |        |        |      |
| E KEPEMIMPINAN, TATA KELOLA DAN TANGGUNGJAWAB SOSIAL   LEADERSHIP, GOVERNANCE AND SOCIAL RESPONSIBILITY |                                                                                                                            |                                                                                                |                                      |                    |                                    |               |              |               |                          |               |        |        |      |
| 16                                                                                                      | Tingkat toleransi<br>ketidakamanan<br>penumpang<br>Level of tolerance<br>for passenger<br>insecurity                       | Jumlah Ketidakamanan Penumpang<br>Total Passenger Insecurity                                   | %                                    | 3                  | 0,00001%                           | 3             | 0,00006%     | 3             | 0,00002%                 | 3,00          | 100%   | 100%   |      |
|                                                                                                         |                                                                                                                            | Jumlah Volume Penumpang<br>Total Passenger Volume                                              | x100%                                |                    |                                    |               |              |               |                          |               |        |        |      |
| 17                                                                                                      | Good Corporate<br>Governance (GCG)                                                                                         | Skor Good Corporate Governance<br>Good Corporate Governance Score                              | Angka<br>Indeks<br>Index<br>Figures  | 4                  | 78,81                              | 4             | 78           | 4             | 80,58                    | 4,00          | 100%   | 100%   |      |
| 18                                                                                                      | Ketepatan<br>Waktu Jadwal<br>Penatausahaan<br>anak Perusahaan<br>Timeliness<br>of Subsidiary<br>Administration<br>Schedule | Jumlah hari keterlambatan penyampaian laporan<br>Number of days for late submission of reports | Hari<br>Days                         | 3                  | 0                                  | 3             | 0            | 3             | 0                        | 3,00          | 100%   | 100%   |      |



| No      | Indikator KPI<br>KPI Indicator                      | Formula                                                                        | Sat<br>Den         | Bobot<br>Weight | Realisasi 2018<br>2018 Realization |               | 2019         |               |                          |               |        |        |
|---------|-----------------------------------------------------|--------------------------------------------------------------------------------|--------------------|-----------------|------------------------------------|---------------|--------------|---------------|--------------------------|---------------|--------|--------|
|         |                                                     |                                                                                |                    |                 |                                    |               | Program      |               | Realisasi<br>Realization |               | %      |        |
|         |                                                     |                                                                                |                    |                 | Real<br>Real                       | Skor<br>Score | Prog<br>Prog | Skor<br>Score | Real<br>Real             | Skor<br>Score | (11:7) | (11:9) |
| 1       | 2                                                   | 3                                                                              | 4                  | 5               | 6                                  | 7             | 8            | 9             | 10                       | 11            | 12     | 13     |
| 19      | Penyerapan<br>Investasi<br>Investment<br>Absorption |                                                                                |                    |                 |                                    |               |              |               |                          |               |        |        |
| a.      | Realisasi Fisik<br>Physical<br>Realization          | Realisasi Fisik Investasi<br>Investment Physical Realization                   | %                  | 2               | 87%                                | 1,5           | 100%         | 2             | 95%                      | 1,89          | 126%   | 95%    |
|         |                                                     | Rencana Fisik Investasi<br>Investment Physical Plan                            |                    |                 |                                    |               |              |               |                          |               |        |        |
| b.      | Realisasi<br>Anggaran<br>Budget<br>Realization      | Realisasi Nilai Investasi (Rp)<br>Realization of Investment Value (Rp)         | %                  | 2               | 31%                                | 1             | 100%         | 2             | 93%                      | 1,86          | 186%   | 93%    |
|         |                                                     | Nilai Investasi (Rp)<br>Investment Value (Rp)                                  |                    |                 |                                    |               |              |               |                          |               |        |        |
| 20      | Sinergi BUMN<br>BUMN synergy                        | Jumlah kejadian sinergi dengan BUMN/BUMD<br>Number of synergies with BUMN/BUMD | Kejadian<br>Events | 4               | 15                                 | 4             | 12           | 4             | 13                       | 4,00          | 100%   | 100%   |
| TOTAL E |                                                     |                                                                                |                    | 18,00           | 16,50                              | 18,00         | 17,76        |               |                          |               |        |        |

## HASIL ASSESSMENT PENERAPAN GCG DIREKSI TAHUN 2019

### ASSESSMENT RESULT OF GCG IMPLEMENTATION OF THE BOARD OF DIRECTORS IN 2019

| No | Uraian<br>Description                                                                                                                                                                                                                      | Jumlah Parameter<br>Total Parameter | Bobot Indikator<br>Indicator Weight | Capaian Tahun 2019<br>Achievements in 2019 |                            |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------|----------------------------|
|    |                                                                                                                                                                                                                                            |                                     |                                     | Skor<br>Score                              | % Capaian<br>% Achievement |
| 1  | Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan.<br>Board of Directors carry out training/learning programs on an ongoing basis.                                                                                  | 2                                   | 1,09                                | 1,01                                       | 92,85%                     |
| 2  | Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas.<br>Board of Directors divides duties/functions, powers and responsibilities clearly.                                                                   | 3                                   | 1,87                                | 1,71                                       | 91,66%                     |
| 3  | Direksi menyusun perencanaan Perusahaan.<br>Board of Directors compiles a Company plan.                                                                                                                                                    | 5                                   | 4,04                                | 3,56                                       | 88,07%                     |
| 4  | Direksi berperan dalam pemenuhan target kinerja Perusahaan.<br>Board of Directors plays role in meeting the Company's performance targets.                                                                                                 | 11                                  | 8,09                                | 6,10                                       | 75,42%                     |
| 5  | Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perusahaan.<br>Board of Directors exercises operational and financial controls on the implementation of Company plans and policies. | 4                                   | 3,27                                | 2,37                                       | 72,62%                     |

| No                      | Uraian<br>Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Jumlah Parameter<br>Total Parameter | Bobot Indikator<br>Indicator Weight | Capaian Tahun 2019<br>Achievements in 2019 |                            |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------|----------------------------|
|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                     |                                     | Skor<br>Score                              | % Capaian<br>% Achievement |
| 6                       | Direksi melaksanakan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar.<br><i>Board of Directors carries out the management of the Company in accordance with the applicable laws and regulations and the articles of association.</i>                                                                                                                                                                                                                  | 2                                   | 0,78                                | 0,78                                       | 100,00%                    |
| 7                       | Direksi melakukan hubungan yang bernilai tambah bagi Perusahaan dan stakeholders.<br><i>Board of Directors engages in value-added relationships for the Company and stakeholders.</i>                                                                                                                                                                                                                                                                                                                  | 8                                   | 6,69                                | 5,63                                       | 84,20%                     |
| 8                       | Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.<br><i>Board of Directors monitors and manages potential conflicts of interest for members of the Board of Directors and management under the Board of Directors.</i>                                                                                                                                                                                                                      | 2                                   | 1,09                                | 1,05                                       | 96,43%                     |
| 9                       | Direksi memastikan Perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris/Dewan Pengawas dan Pemegang Saham tepat waktu.<br><i>Board of Directors ensures that the Company carries out disclosure of information and communication in accordance with applicable laws and regulations and submits information to the Board of Commissioners/Board of Supervisors and Shareholders on time.</i> | 2                                   | 1,09                                | 1,09                                       | 100,00%                    |
| 10                      | Direksi menyelenggarakan rapat Direksi dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan.<br><i>Board of Directors holds meetings of the Board of Directors and attends the Board of Commissioners/Supervisory Board Meetings in accordance with statutory provisions.</i>                                                                                                                                                                                | 5                                   | 1,56                                | 1,40                                       | 90,01%                     |
| 11                      | Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif.<br><i>Board of Directors is obliged to carry out quality and effective internal supervision.</i>                                                                                                                                                                                                                                                                                                                        | 3                                   | 1,71                                | 1,46                                       | 85,31%                     |
| 12                      | Direksi menyelenggarakan fungsi sekretaris Perusahaan yang berkualitas dan efektif.<br><i>Board of Directors performs quality and effective Corporate Secretary functions.</i>                                                                                                                                                                                                                                                                                                                         | 3                                   | 1,71                                | 1,49                                       | 86,82%                     |
| 13                      | Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan.<br><i>Board of Directors holds the Annual GMS and other GMS in accordance with laws and regulations.</i>                                                                                                                                                                                                                                                                                                   | 2                                   | 2,02                                | 1,48                                       | 73,07%                     |
| <b>JUMLAH<br/>Total</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>52</b>                           | <b>35,00</b>                        | <b>29,13</b>                               | <b>83,23%</b>              |



# Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris dan Direksi

Frequency and Attendance Level of Board of Commissioners and Board of Directors Meetings

## RAPAT DEWAN KOMISARIS

### BOARD OF COMMISSIONERS' MEETING

Rapat Dewan Komisaris dilakukan sebagai bagian dari pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Selama tahun 2019, telah diselenggarakan Rapat Dewan Komisaris sebanyak 8 kali dengan rincian sebagai berikut:

*The Board of Commissioners meeting shall be conducted as part of the duties and responsibilities of the Board of Commissioners. During 2019, the Board of Commissioners meeting was held 8 times with the following details:*

| No | Rapat Meetings | Tanggal Date | Perihal Subject                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----|----------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | BOC            | 19/02/2019   | <ul style="list-style-type: none"> <li>Penyesuaian besaran penghasilan/honorarium perangkat Dewan Komisaris</li> <li><i>Adjustment of the amount of income/honorarium for the Board of Commissioners</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2. | BOC            | 26/02/2019   | <ul style="list-style-type: none"> <li>Penyempurnaan format laporan investasi dan <i>assessment</i> risiko</li> <li>Rancangan penyusunan RKAP tahun 2020</li> <li><i>Improvement of investment report format and risk assessment</i></li> <li><i>Draft of 2020 RKAP preparation</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |
| 3. | BOC            | 16/04/2019   | <ul style="list-style-type: none"> <li>Pembahasan Penggabungan Pekerjaan Investasi IT</li> <li>Pemaparan Hasil <i>Benchmarking</i> ke PT Pertamina (Persero) Terkait Penghasilan Dewan Komisaris dan Direksi Anak Perusahaan</li> <li><i>Discussion on the Merger of IT Investment Works</i></li> <li><i>Presentation of Benchmarking Results to PT Pertamina (Persero) Regarding Income for the Board of Commissioners and Board of Directors of Subsidiaries</i></li> </ul>                                                                                                                                                                                                              |
| 4. | BOC            | 22/04/2019   | <ul style="list-style-type: none"> <li>Pembahasan Penggabungan Pekerjaan Investasi IT</li> <li>Pemaparan Hasil <i>Benchmarking</i> ke PT Pertamina (Persero) Terkait Penghasilan Dewan Komisaris dan Direksi Anak Perusahaan</li> <li>Pembahasan investasi pembangunan gedung di atas lahan parkir dekat Apartemen Juanda</li> <li><i>Discussion on the Merger of IT Investment Works</i></li> <li><i>Presentation of Benchmarking Results to PT Pertamina (Persero) Regarding Income for the Board of Commissioners and Board of Directors of Subsidiaries</i></li> <li><i>Discussion on the investment to construct a building on the parking lot near Juanda's apartment</i></li> </ul> |
| 5. | BOC            | 19/07/2019   | <ul style="list-style-type: none"> <li>Skema KRL tanpa PSO</li> <li><i>KRL Scheme without PSO</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 6. | BOC            | 30/07/2019   | <ul style="list-style-type: none"> <li>Tindak Lanjut Hasil <i>Assessment</i> GCG Tahun 2018</li> <li>Tindak Lanjut Penerapan LinkAja</li> <li><i>Follow-up to the 2018 GCG Assessment Results</i></li> <li><i>Follow-up on LinkAja Implementation</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 7. | BOC            | 03/09/2019   | <ul style="list-style-type: none"> <li>Monitoring progres draft RKAP 2020</li> <li>Mekanisme kerja Dekom Penyelesaian <i>Pending Matters</i></li> <li><i>Monitoring the progress of the 2020 draft RKAP</i></li> <li><i>Pending Matters Settlement Committee working mechanism</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |
| 8. | BOC            | 10/12/2019   | Pembahasan Penilaian dan Evaluasi Penerapan Good Corporate Governance (GCG), Aspek Dekom<br><i>Discussion on the Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG), BOC Aspects</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris Tahun 2019

### Frequency and Attendance Level of the Board Of Commissioners' Meeting in 2019

| Nama<br>Name   | Jabatan<br>Position                                                     | Jumlah Kehadiran<br>Attendance | Tingkat (%) Kehadiran<br>Attendance (%) |
|----------------|-------------------------------------------------------------------------|--------------------------------|-----------------------------------------|
| Edi Sukmoro    | Komisaris Utama<br><i>President Commissioner</i>                        | 8                              | 100%                                    |
| Sugiadi Waluyo | Komisaris (Periode Sebelumnya)<br><i>Commissioner (Previous Period)</i> | 4                              | 50%                                     |
| Endra Gunawan  | Komisaris (Periode Sebelumnya)<br><i>Commissioner (Previous Period)</i> | 4                              | 50%                                     |
| Edy Widyaya    | Komisaris<br><i>Commissioner</i>                                        | 4                              | 50%                                     |
| Dariyadi       | Plt.Komisaris<br><i>Acting Commissioner</i>                             | 1                              | 12,5%                                   |

## RAPAT DIREKSI

### BOARD OF DIRECTORS' MEETING

Rapat Direksi dilakukan sebagai bagian dari pelaksanaan tugas dan tanggung jawab Direksi. Selama tahun 2019, telah diselenggarakan Rapat Direksi sebanyak (29) kali dengan rincian sebagai berikut:

*The Board of Directors meeting is conducted as part of the duties and responsibilities of the Board. During 2019, the Board of Directors meeting has been held as many as (29) times with the following details:*

| No | Tanggal Pelaksanaan<br>Date                | Agenda                                                                                       | Keputusan Rapat<br>Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|--------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 7 Januari 2019<br><i>January 7, 2019</i>   | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 2  | 25 Januari 2019<br><i>January 25, 2019</i> | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 3  | 30 Januari 2019<br><i>January 30, 2019</i> | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |



| No | Tanggal Pelaksanaan<br>Date           | Agenda                                                                                       | Keputusan Rapat<br>Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|---------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4  | 12 Februari 2019<br>February 12, 2019 | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 5  | 5 Maret 2019<br>March 5, 2019         | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 6  | 13 Maret 2019<br>March 13, 2019       | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 7  | 19 Maret 2019<br>March 19, 2019       | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 8  | 1 April 2019<br>April 1, 2019         | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 9  | 10 April 2019<br>April 10, 2019       | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |



| No | Tanggal Pelaksanaan<br>Date            | Agenda                                                                                       | Keputusan Rapat<br>Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----|----------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | 15 April 2019<br><i>April 15, 2019</i> | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |
| 11 | 24 April 2019<br><i>April 24, 2019</i> | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | Remunerasi Direksi<br><i>Remuneration for the Board of Directors</i>                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 12 | 2 Mei 2019<br><i>May 2, 2019</i>       | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | Penanggung jawab penyelenggaraan uang Elektronik<br><i>Person in charge of Electronic money administration</i>                                                                                                                                                                                                                                                                                                                                                                             |
| 13 | 09 Mei 2019<br><i>May 9, 2019</i>      | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |
| 14 | 21 Mei 2019<br><i>May 21, 2019</i>     | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |
| 15 | 28 Mei 2019<br><i>May 28, 2019</i>     | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |
| 16 | 11 Juni 2019<br><i>June 11, 2019</i>   | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |
| 17 | 20 Juni 2019<br><i>June 20, 2019</i>   | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li>1. <i>Discussion of previous meetings</i></li> <li>2. <i>Operational and Financial Performance Evaluation</i></li> <li>3. <i>Discussion of current issues</i></li> <li>4. <i>Discussion of strategic planning</i></li> </ol> |



| No | Tanggal Pelaksanaan<br>Date           | Agenda                                                                                       | Keputusan Rapat<br>Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----|---------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18 | 26 Juni 2019<br>June 26, 2019         | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 19 | 3 Juli 2019<br>July 3, 2019           | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 20 | 12 Juli 2019<br>July 12, 2019         | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 21 | 30 Juli 2019<br>July 30, 2019         | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 22 | 22 Agustus 2019<br>August 22, 2019    | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |
| 23 | 27 Agustus 2019<br>August 27, 2019    | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | Bahan paparan BOD-BOC<br><i>BOD-BOC exposure material</i>                                                                                                                                                                                                                                                                                                                                                                                                          |
| 24 | 2 September 2019<br>September 2, 2019 | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>Pembahasan rapat sebelumnya</li> <li>Evaluasi Kinerja Operasional dan Keuangan</li> <li>Pembahasan isu terkini</li> <li>Pembahasan perencanaan strategis</li> </ol> <ol style="list-style-type: none"> <li><i>Discussion of previous meetings</i></li> <li><i>Operational and Financial Performance Evaluation</i></li> <li><i>Discussion of current issues</i></li> <li><i>Discussion of strategic planning</i></li> </ol> |

| No | Tanggal Pelaksanaan<br>Date             | Agenda                                                                                       | Keputusan Rapat<br>Resolutions                                                                                                                                                                                                                                                                                                                                                                                                        |
|----|-----------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 25 | 10 September 2019<br>September 10, 2019 | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <p> <i>1. Discussion of previous meetings</i><br/> <i>2. Operational and Financial Performance Evaluation</i><br/> <i>3. Discussion of current issues</i><br/> <i>4. Discussion of strategic planning</i> </p> |
| 26 | 24 September 2019<br>September 24, 2019 | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <p> <i>1. Discussion of previous meetings</i><br/> <i>2. Operational and Financial Performance Evaluation</i><br/> <i>3. Discussion of current issues</i><br/> <i>4. Discussion of strategic planning</i> </p> |
| 27 | 7 Oktober 2019<br>October 7, 2019       | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <p> <i>1. Discussion of previous meetings</i><br/> <i>2. Operational and Financial Performance Evaluation</i><br/> <i>3. Discussion of current issues</i><br/> <i>4. Discussion of strategic planning</i> </p> |
| 28 | 5 November 2019<br>November 5, 2019     | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <p> <i>1. Discussion of previous meetings</i><br/> <i>2. Operational and Financial Performance Evaluation</i><br/> <i>3. Discussion of current issues</i><br/> <i>4. Discussion of strategic planning</i> </p> |
| 29 | 12 November 2019<br>November 12, 2019   | Rapat BOD PT Kereta Commuter Indonesia<br><i>BOD Meeting of PT Kereta Commuter Indonesia</i> | <ol style="list-style-type: none"> <li>1. Pembahasan rapat sebelumnya</li> <li>2. Evaluasi Kinerja Operasional dan Keuangan</li> <li>3. Pembahasan isu terkini</li> <li>4. Pembahasan perencanaan strategis</li> </ol> <p> <i>1. Discussion of previous meetings</i><br/> <i>2. Operational and Financial Performance Evaluation</i><br/> <i>3. Discussion of current issues</i><br/> <i>4. Discussion of strategic planning</i> </p> |



## Frekuensi dan Tingkat Kehadiran Rapat Direksi Tahun 2019

### Frequency and Attendance Level of the Board of Directors Meeting in 2019

| Nama<br>Name            | Jabatan<br>Position                                                                        | Jumlah Kehadiran<br>Attendance | Tingkat (%) Kehadiran<br>Attendance (%) |
|-------------------------|--------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------|
| Wiwik Widayanti         | Direktur Utama<br>President Director                                                       | 29                             | 100%                                    |
| Januar Parlindungan     | Plt. Direktur Keuangan dan Administrasi<br>Acting Finance and Administration Director      | 29                             | 100%                                    |
| Eko Windu Widio Purnomo | Plt. Direktur Teknik (Periode Sebelumnya)<br>Acting Engineering Director (Previous Period) | 8                              | 27,6%                                   |
| John Robertho           | Direktur Teknik (Periode Sebelumnya)<br>Engineering Director (Previous Period)             | 13                             | 44,8%                                   |
| Saridal                 | Plt. Direktur Teknik (Periode Sebelumnya)<br>Acting Engineering Director (Previous Period) | 8                              | 27,6%                                   |
| Subakir                 | Direktur Operasi dan Pemasaran<br>Operations and Marketing Director                        | 29                             | 100%                                    |

## RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

### JOINT MEETING OF THE BOARD OF COMMISSIONERS AND DIRECTORS

#### Frekuensi dan Tingkat Kehadiran Rapat Gabungan Direksi dan Dewan Komisaris Tahun 2019

Pelaksanaan Rapat Gabungan Dewan Komisaris dan Direksi dilakukan oleh Dewan Komisaris dalam rangka melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi. Di tahun 2019, telah dilaksanakan 8 kali Rapat Gabungan Dewan Komisaris dan Direksi, dengan rincian sebagai berikut:

#### Frequency and Attendance Level of Joint Meetings of Board of Directors and Board of Commissioners in 2019

The implementation of the Joint Meeting of the Board of Commissioners and Directors were conducted by the Board of Commissioners in order to carry out supervision and advising of the Board of Directors. In 2019, the combined meeting of the Board of Commissioners and Directors were conducted, with the following details:

#### Tabel Agenda Rapat Gabungan Dewan Komisaris dan Direksi

##### Table of Agenda for Joint Meetings of the Board of Commissioners and Directors

| No | Rapat Meeting | Tanggal Date | Perihal Agenda                                                                                                                                                                                                                                                                                                                         |
|----|---------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | BOC<br>BOD    | 15/01/2019   | <ul style="list-style-type: none"> <li>Laporan kinerja tahun 2018</li> <li>Tindak lanjut persetujuan Dekom atas pembelian perangkat e-ticketing milik PT Telkom</li> <li>2018 performance report</li> <li>Follow up on BOC's approval for the purchase of e-ticketing equipment belonging to PT Telkom</li> </ul>                      |
| 2. | BOC<br>BOD    | 28/03/2019   | <ul style="list-style-type: none"> <li>Laporan kinerja s.d bulan Februari 2019</li> <li>Laporan manajemen tahun buku 2018</li> <li>Investasi dan Key Performance Indicator</li> <li>Performance report up to February 2019</li> <li>2018 financial year management report</li> <li>Investment and Key Performance Indicator</li> </ul> |

| No | Rapat<br>Meeting | Tanggal<br>Date | Perihal<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----|------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. | BOC<br>BOD       | 19/06/2019      | <ul style="list-style-type: none"> <li>Evaluasi angkutan lebaran tahun 2019</li> <li>Laporan keuangan triwulan I</li> <li>Revisi RKAP tahun 2019</li> <li><i>Evaluation of Eid transportation in 2019</i></li> <li><i>First quarter financial report</i></li> <li><i>Revised RKAP for 2019</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 4. | BOC<br>BOD       | 28/07/2019      | <ul style="list-style-type: none"> <li>Evaluasi Kinerja Semester I Tahun 2019</li> <li>Revisi RKAP Tahun 2019</li> <li><i>Performance Evaluation of Semester I of 2019</i></li> <li><i>Revised RKAP for 2019</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5. | BOC<br>BOD       | 29/08/2019      | <ul style="list-style-type: none"> <li>Laporan Kinerja Manajemen s.d Bulan Juli 2019</li> <li>Progres <i>Double Decker</i> untuk KA Premium termasuk Prasarana yang dibutuhkan untuk Pengoperasian <i>Double Decker</i></li> <li>Progres Rencana Pengelolaan KA Lokal sebagai Implementasi Visi dan Misi PT KCI</li> <li>Strategi Pengembangan SDM Unggul PT KCI</li> <li>Progres Penyelesaian Temuan BPK RI terkait dengan PSO</li> <li><i>Management Performance Report up to July 2019</i></li> <li><i>Double Decker progress for Premium Trains including infrastructure required for Double Decker Operation</i></li> <li><i>Progress of Local Railway Management Plans as Implementation of PT KCI's Vision and Mission</i></li> <li><i>PT KCI Superior HR Development Strategy</i></li> <li><i>Progress of BPK RI Findings Settlement related to PSO</i></li> </ul> |
| 6. | BOC<br>BOD       | 30/09/2019      | <ul style="list-style-type: none"> <li>Pemaparan Laporan Manajemen s.d bulan Agustus 2019</li> <li>RKAP PT KCI Tahun 2020</li> <li>Pengelolaan KA Lokal</li> <li>Pengadaan KRL baru bekerjasama dengan PT INKA</li> <li><i>Management Report presentation until August 2019</i></li> <li><i>PT KCI RKAP Year 2020</i></li> <li><i>Local Railway Management</i></li> <li><i>Procurement of new KRL in collaboration with PT INKA</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 7. | BOC<br>BOD       | 31/10/2019      | <ul style="list-style-type: none"> <li>Laporan Manajemen Triwulan III</li> <li>Update RKAP PT KCI Tahun 2020</li> <li>Progres Penyusunan RJPP</li> <li>dan lain-lain</li> <li><i>Quarterly Management Report III</i></li> <li><i>Update PT KCI RKAP for 2020</i></li> <li><i>Progress of RJPP Compilation</i></li> <li><i>and others</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 8. | BOC<br>BOD       | 23/12/2019      | <ul style="list-style-type: none"> <li>Tindak Lanjut Rapat BOD BOC tanggal 31 Oktober;</li> <li>Laporan Manajemen s/d November 2019;</li> <li>Tindak Lanjut MoA PT KAI dengan MRT;</li> <li>Persiapan Pengoperasian KA Lokal;</li> <li>Dan lain-lain.</li> <li><i>Follow-up to the BOD BOC Meeting on October 31;</i></li> <li><i>Management Report up to November 2019;</i></li> <li><i>Follow up of PT KAI's MoA with MRT;</i></li> <li><i>Preparation for Local Train Operation;</i></li> <li><i>And others.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                             |



## Tabel Agenda Rapat Gabungan Dewan Komisaris dan Direksi

### Table of Agenda for Joint Meetings of the Board of Commissioners and Directors

| Nama<br>Name            | Jabatan<br>Position                                                                             | Jumlah Kehadiran<br>Attendance | Tingkat (%) Kehadiran<br>Attendance (%) |
|-------------------------|-------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------|
| Wiwik Widayanti         | Direktur Utama<br><i>President Director</i>                                                     | 8                              | 100%                                    |
| Januar Parlindungan     | Plt.Direktur Keuangan dan Administrasi<br><i>Acting Director of Finance and Administration</i>  | 8                              | 100%                                    |
| Eko Windu Widio Purnomo | Plt. Direktur Teknik (Periode Sebelumnya)<br><i>Acting Technical Director (Previous Period)</i> | 1                              | 12,5%                                   |
| John Robertho           | Direktur Teknik (Periode Sebelumnya)<br><i>Technical Director (Previous Period)</i>             | 3                              | 37,5%                                   |
| Saridal                 | Plt.Direktur Teknik<br><i>Acting Technical Director</i>                                         | 4                              | 50%                                     |
| Subakir                 | Direktur Operasi dan Pemasaran<br><i>Operations and Marketing Director</i>                      | 8                              | 100%                                    |
| Edi Sukmoro             | Komisaris Utama<br><i>President Commissioner</i>                                                | 8                              | 100%                                    |
| Sugiadi Waluyo          | Komisaris (Periode Sebelumnya)<br><i>Commissioner (Previous Period)</i>                         | 2                              | 25%                                     |
| Endra Gunawan           | Komisaris (Periode Sebelumnya)<br><i>Commissioner (Previous Period)</i>                         | 2                              | 25%                                     |
| Edy Widyaya             | Komisaris<br><i>Commissioner</i>                                                                | 6                              | 75%                                     |
| Dariyadi                | Plt.Komisaris<br><i>Acting Commissioner</i>                                                     | 2                              | 25%                                     |

## RAPAT KOMITE

### COMMITTEE MEETINGS

| No | Rapat<br>Meeting                                            | Tanggal<br>Date | Perihal<br>Agenda                                                                                                                                                                                                              |
|----|-------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Komite Audit<br><i>Audit Committee</i>                      | 08/01/2019      | Status tindak lanjut temuan auditor eksternal & internal dan progres hasil audit KAP tahun 2019<br><i>Status of follow-up on findings of external &amp; internal auditors and progress of KAP audit results in 2019</i>        |
| 2. | Komite Manajemen Risiko<br><i>Risk Management Committee</i> | 15/02/2019      | Rencana Investasi tahun 2019<br><i>Investment Plans for 2019</i>                                                                                                                                                               |
| 3. | Komite Manajemen Risiko<br><i>Risk Management Committee</i> | 05/03/2019      | Pembahasan Usulan Pembatalan Investasi Pembelian Lahan dan Pembangunan Dipo & Balai Yasa KRL<br><i>Discussion on the Proposal for Cancellation of Investment in Land Purchase and Development of KRL Dipo &amp; Balai Yasa</i> |
| 4. | Komite Audit<br><i>Audit Committee</i>                      | 19/03/2019      | Pembahasan Rencana Pemutakhiran BM, Pedoman GCG, Gratifikasi, WBS dan Kode Etik<br><i>Discussion on BM Update Plan, GCG Guidelines, Gratuities, WBS and Code of Conducts</i>                                                   |
| 5. | Komite Manajemen Risiko<br><i>Risk Management Committee</i> | 07/05/2019      | Pembahasan Progress investasi sampai dengan April 2019<br><i>Discussion on Investment Progress until April 2019</i>                                                                                                            |
| 6. | Rapat Komite<br><i>Committee Meeting</i>                    | 19/06/2019      | Paparan awal revisi RKAP 2019<br><i>Initial presentation of the revised RKAP 2019</i>                                                                                                                                          |



| No  | Rapat<br>Meeting                                            | Tanggal<br>Date | Perihal<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|-------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.  | Komite Audit<br><i>Audit Committee</i>                      | 16/07/2019      | <ul style="list-style-type: none"> <li>Tindak lanjut Temuan BPK</li> <li>Skema KRL Tanpa PSO</li> <li><i>Follow up on BPK findings</i></li> <li><i>KRL Scheme without PSO</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 8.  | Rapat Komite<br><i>Committee Meeting</i>                    | 10/09/2019      | <ul style="list-style-type: none"> <li>Kesiapan PT KCI dalam Pengelolaan KA Lokal</li> <li>RKAP PT KCI Tahun 2020</li> <li><i>Readiness of PT KCI in Local Railway Management</i></li> <li><i>PT KCI RKAP Year 2020</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 9.  | Rapat Komite<br><i>Committee Meeting</i>                    | 17/09/2019      | <ul style="list-style-type: none"> <li>Hasil <i>assessment</i> risiko unit untuk penyusunan RKAP 2020</li> <li>Tindak lanjut rekomendasi hasil <i>assessment</i> GCG tahun 2018 PT KCI oleh BPKP dan persiapan <i>self assessment</i> GCG tahun 2019</li> <li>Tindak lanjut rekomendasi temuan SPI dan KAP</li> <li>Persiapan penunjukan Risk Officer masing-masing unit</li> <li><i>Unit risk assessment result for preparation of the 2020 RKAP</i></li> <li><i>Follow-up on recommendations for results of the 2018 GCG assessment by PT KCI by BPKP and preparation for the 2019 GCG self-assessment</i></li> <li><i>Follow-up recommendations on findings of SPI and KAP</i></li> <li><i>Preparation for the appointment of a Risk Officer for each unit</i></li> </ul> |
| 10  | Komite Audit<br><i>Audit Committee</i>                      | 24/09/2019      | <ul style="list-style-type: none"> <li>Pembahasan Tindak Lanjut <i>Assessment</i> GCG 2019 PT KCI</li> <li>Persiapan <i>Self Assessment</i> GCG 2019 PT KCI</li> <li><i>Discussion on PT KCI 2019 GCG Assessment Follow-up</i></li> <li><i>Preparation of PT KCI 2019 GCG Self Assessment</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 11. | Komite Manajemen Risiko<br><i>Risk Management Committee</i> | 24/09/2019      | <ul style="list-style-type: none"> <li>Pembahasan <i>Draft</i> SK Penunjukan Risk Owner</li> <li>Penerapan The Three of Lines Defense</li> <li><i>Discussion on Draft Decree on the Appointment of a Risk Owner</i></li> <li><i>Implementation of The Three of Lines Defense</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 12. | Komite Manajemen Risiko<br><i>Risk Management Committee</i> | 22/10/2019      | <ul style="list-style-type: none"> <li>SK Penerapan ERM dan lampirannya</li> <li>dan lain-lain</li> <li><i>ERM Implementation Decree and its attachments</i></li> <li><i>and others</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 13. | Komite Audit<br><i>Audit Committee</i>                      | 05/11/2019      | <ul style="list-style-type: none"> <li>Manual Sistem Pengendalian Internal Korporasi</li> <li>Efektivitas Sistem Pengendalian Korporasi</li> <li><i>Corporate Internal Control System Manual</i></li> <li><i>Effectiveness of the Corporate Control System</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 14. | Komite Audit<br><i>Audit Committee</i>                      | 19/11/2019      | <ul style="list-style-type: none"> <li><i>Draft</i> Pedoman Sistem Pengendalian Internal yang baru;</li> <li>Laporan Kinerja SPI Tahun 2019.</li> <li><i>Draft of new Internal Control System Guidelines;</i></li> <li><i>2019 SPI Performance Report</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 15. | Rapat Komite<br><i>Committee Meeting</i>                    | 26/11/2019      | <ul style="list-style-type: none"> <li>Review Hasil <i>Assessment</i> Risiko Investasi Link Aja</li> <li>Kinerja Kepatuhan Perusahaan Tahun 2019</li> <li><i>Review of Link Aja Investment Risk Assessment Result</i></li> <li><i>Company Compliance Performance in 2019</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 16. | Rapat Komite<br><i>Committee Meeting</i>                    | 03/12/2019      | <ul style="list-style-type: none"> <li>Pembahasan Tindak Lanjut Hasil Rapat BoD BoC tanggal 31 Oktober 2019</li> <li><i>Discussion on the follow-up results of the BoD BoC Meeting on October 31, 2019</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 17. | Komite Audit<br><i>Audit Committee</i>                      | 03/12/2019      | <ul style="list-style-type: none"> <li>PKAT SPI Tahun 2020</li> <li>Finalisasi Pedoman Sistem Pengendalian Internal yang Baru.</li> <li><i>PKAT SPI 2020</i></li> <li><i>Finalization of New Internal Control System Guidelines</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 18. | Komite Audit<br><i>Audit Committee</i>                      | 17/12/2019      | <ul style="list-style-type: none"> <li>Persiapan <i>Self Assessment</i> GCG-Aspek Dewan Komisaris</li> <li><i>Preparation of GCG Self-Assessment-Aspects of the Board of Commissioners</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



## HUBUNGAN AFILIASI, RANGKAP JABATAN, DAN KEPEMILIKAN SAHAM

### AFILIATION, CONCURRENT POSITION, SHAREHOLDING RELATIONSHIP

#### Hubungan Keuangan dan Keluarga Anggota Dewan Komisaris dan Direksi

Hubungan afiliasi dalam Perseroan telah diatur dalam Kode Etik dengan tujuan menghindari konflik kepentingan antar sesama Insan PT Kereta Commuter Indonesia sebagai pribadi dan untuk kepentingan Perseroan. Insan Perseroan tidak diperbolehkan:

- Memiliki hubungan pekerjaan maupun pribadi termasuk istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua, yang secara aktif menjadikannya pengambil keputusan di rekanan, Perusahaan rekanan atau calon rekanan, Perusahaan sejenis maupun pesaing.
- Memiliki saham/kepemilikan dalam badan usaha yang menjadi mitra atau pesaing yang dapat mempengaruhi pengambilan keputusan termasuk istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua.

#### Financial and Family Relationship of Members of The Board of Commissioners and Board of Directors

Affiliate relationships within the Company have been regulated in the Code of Conducts with the aim of avoiding conflicts of interest among PT Kereta Commuter Indonesia's personnel as individuals and for the benefit of the Company. Company people are not allowed to:

- Have a work or personal relationship including wife/husband, children, parents, blood relation and/or a marriage up to the second degree/level, which actively makes them decision makers in partners, partner companies or potential partners, similar companies or competitors.
- Owning shares/ownership in a business entity that is a partner or competitor that can influence decision making, including wife/husband, children, parents, blood and/or a fine up to the second degree/level.

Tabel di bawah ini menunjukkan hubungan afiliasi Dewan Komisaris dan Direksi:

The table below shows the affiliation relationship between the Board of Commissioners and the Board of Directors:

Tabel Hubungan Afiliasi Dewan Komisaris

Table of Affiliation Relationship of the Board of Commissioners

| Nama<br>Name                                                | Hubungan Keluarga<br>Kinship              |             |                               |             |                                                      |             | Hubungan Keuangan<br>Financial Relation   |             |                               |             |                                                      |             | Hubungan Kepemilikan Saham<br>Share Ownership Relationship |             |                               |             |                                                      |             |
|-------------------------------------------------------------|-------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|-------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|------------------------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|
|                                                             | Dewan Komisaris<br>Board of Commissioners |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             | Dewan Komisaris<br>Board of Commissioners |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             | Dewan Komisaris<br>Board of Commissioners                  |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             |
|                                                             | Ya<br>Yes                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                                                  | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No |
| Dewan Komisaris   Board of Commissioners                    |                                           |             |                               |             |                                                      |             |                                           |             |                               |             |                                                      |             |                                                            |             |                               |             |                                                      |             |
| EDI SUKMORO<br>Komisaris Utama<br>President<br>Commissioner | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |
| EDY WIDYAYA<br>Komisaris<br>Commissioner                    | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |
| DARIYADI<br>Plt.komisaris<br>Acting<br>Commissioner         | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |

## Tabel Hubungan Afiliasi Direksi

Table of Afiliation Relationship of the Board of Directors

| Nama<br>Name                                                                                                                  | Hubungan Keluarga<br>Kinship              |             |                               |             |                                                      |             | Hubungan Keuangan<br>Financial Relation   |             |                               |             |                                                      |             | Hubungan Kepemilikan Saham<br>Share Ownership Relationship |             |                               |             |                                                      |             |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|-------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|------------------------------------------------------------|-------------|-------------------------------|-------------|------------------------------------------------------|-------------|
|                                                                                                                               | Dewan Komisaris<br>Board of Commissioners |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             | Dewan Komisaris<br>Board of Commissioners |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             | Dewan Komisaris<br>Board of Commissioners                  |             | Direksi<br>Board of Directors |             | Pemegang Saham Pengendali<br>Controlling Shareholder |             |
|                                                                                                                               | Ya<br>Yes                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No | Ya<br>Yes                                                  | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                                            | Tidak<br>No |
| <b>Direksi   Board of Directors</b>                                                                                           |                                           |             |                               |             |                                                      |             |                                           |             |                               |             |                                                      |             |                                                            |             |                               |             |                                                      |             |
| WIWIK IDAYANTI<br>Direktur Utama<br>President Director                                                                        | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |
| JANUAR<br>PARLINDUNGAN<br>Plt.Direktur<br>Keuangan dan<br>Administrasi<br>Acting Director<br>of Finance and<br>Administration | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |
| SARIDAL<br>Plt.Direktur<br>Teknik dan<br>Sarana<br>Acting Director<br>of Technical and<br>Facility                            | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |
| SUBAKIR<br>Direktur Operasi<br>dan Pemasaran<br>Director of<br>Operations and<br>Marketing                                    | -                                         | √           | -                             | √           | -                                                    | √           | -                                         | √           | -                             | √           | -                                                    | √           | -                                                          | √           | -                             | √           | -                                                    | √           |

## RANGKAP JABATAN CONCURRENT POSITION

### Rangkap Jabatan Dewan Komisaris

Untuk menghindari kemungkinan terjadinya benturan kepentingan, anggota Dewan Komisaris dilarang memegang jabatan rangkap sebagai (Pasal 14 ayat 29 Anggaran Dasar, Pasal 33 UU BUMN, Pasal 54 dan Pasal 55 PP No.45/2005):

- Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Swasta;
- Pengurus partai politik dan/atau anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah;

### Concurrent Position of the Board of Commissioners

To avoid the possibility of conflict of interest, members of the Board of Commissioners are prohibited from holding concurrent position as (Article 14 paragraph 29 of the Articles of Association, Article 33 of the BUMN Law, Article 54 and Article 55 PP No.45 / 2005):

- Members of the Board of Directors of State-Owned Companies, Regional-Owned Enterprises, Private Business Entities;
- Political party management and/or legislative members and/or regional head/deputy regional head candidates;



- c. Jabatan lainnya sesuai ketentuan peraturan perundang-undangan; dan/atau
- d. Jabatan lain yang menimbulkan benturan kepentingan.

- c. *Other positions in accordance with statutory provisions; and/or*
- d. *Other positions that give rise to a conflict of interest.*

Berikut tabel mengenai rangkap jabatan yang dimiliki Dewan Komisaris:

*The following is a table regarding concurrent position held by the Board of Commissioners:*

### Tabel Hubungan Afiliasi Dewan Komisaris

*Table of Affiliation Relationship of the Board of Commissioners*

| Nama<br>Name | Hubungan Kepengurusan (Rangkap Jabatan)<br>Management Relation (Concurrent Position)                                                                 |                                                                    |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
|              | Jabatan pada Perusahaan/Instansi lain<br>Position at other Companies/Agencies                                                                        | Nama Perusahaan/Instansi lain<br>Name of other Companies/Agencies  |
| Edi Sukmoro  | Direktur Utama<br>President Director                                                                                                                 | PT KAI (Persero)                                                   |
| Edy Widaya   | Kepala Sub Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ia-2 BUMN<br>Head of Sub-Sector for Energy, Logistics, Regions and Tourism Ia-2 SOE | Kementerian BUMN<br>Ministry of SOE                                |
| Dariyadi     | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position                                                                                   | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position |

### Rangkap Jabatan Direksi

Untuk menghindari kemungkinan terjadi benturan kepentingan, anggota Direksi dilarang memegang jabatan rangkap sebagai berikut:

- Anggota Direksi pada BUMN, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
- Anggota Dewan Komisaris pada BUMN lain;
- Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan atau daerah;
- Pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah dan/atau kepala daerah/wakil kepala daerah; atau
- Jabatan lain yang dapat menimbulkan benturan kepentingan.

### Concurrent Position of the Board of Directors

*To avoid the possibility of conflict of interest, members of the Board of Directors are prohibited from holding concurrent position as follows:*

- Members of the Board of Directors of BUMN, Regional Owned Enterprises, Private Owned Enterprises;*
- Members of the Board of Commissioners at other SOEs;*
- Other structural and functional positions at central and or regional government agencies/institutions;*
- Management of political parties and/or candidates/ members of the legislature and/or candidates for regional head/deputy regional head and/or regional head/deputy regional head; or*
- Other positions that may create conflict of interest.*

Perangkapan jabatan selain yang telah disebutkan di atas tetap memerlukan persetujuan dari rapat Dewan Komisaris. Anggota Direksi Perseroan juga dilarang memegang jabatan rangkap sebagai Anggota Dewan Komisaris pada lebih dari 1 Badan Usaha Swasta (Pasal 36 Permen BUMN No. 1/2012).

*Concurrent position other than those mentioned above still require approval from the Board of Commissioners meeting. Members of the Board of Directors of the Company are also prohibited from holding concurrent position as Members of the Board of Commissioners in more than 1 Private Business Entity (Article 36 of SOE Regulation No.1/2012).*

## Tabel Hubungan Afiliasi Direksi

*Table of Afiliation Relationship of the Board Of Directors*

| Nama<br>Name        | Hubungan Kepengurusan (Rangkap Jabatan)<br>Management Relation (Concurrent Position) |                                                                   |
|---------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------|
|                     | Jabatan pada Perusahaan/Instansi lain<br>Position at other Companies/Agencies        | Nama Perusahaan/Instansi lain<br>Name of other Companies/Agencies |
| Wiwik Widayanti     | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position                   | -                                                                 |
| Januar Parlindungan | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position                   | -                                                                 |
| Saridal             | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position                   | -                                                                 |
| Subakir             | Tidak Mempunyai Rangkap Jabatan<br>Do Not Have Concurrent Position                   | -                                                                 |

## Kepemilikan Saham

Adapun penjabaran mengenai kepemilikan saham Dewan Komisaris dan Direksi pada Perseroan yang disajikan dalam tabel-tabel di bawah ini:

## Share Ownership

Share ownership description of the Board of Commissioners and the Board of Directors in the Company is presented in the tables below:

## Tabel Kepemilikan Saham Dewan Komisaris

*Table of Shareholding of the Board of Commissioners*

| Nama<br>Name | Kepemilikan Saham di KCI<br>Share Ownership in KCI | Kepemilikan Saham di Perusahaan Lain<br>Share Ownership in Other Companies |
|--------------|----------------------------------------------------|----------------------------------------------------------------------------|
| Edi Sukmoro  | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |
| Edy Widyaya  | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |
| Dariyadi     | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |

## Tabel Kepemilikan Saham Direksi

*Table of Shareholding of the Board Of Directors*

| Nama<br>Name        | Kepemilikan Saham di KCI<br>Share Ownership in KCI | Kepemilikan Saham di Perusahaan Lain<br>Share Ownership in Other Companies |
|---------------------|----------------------------------------------------|----------------------------------------------------------------------------|
| Wiwik Widayanti     | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |
| Januar Parlindungan | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |
| Saridak             | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |
| Subakir             | Tidak Ada<br>None                                  | Tidak Ada<br>None                                                          |



## Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity in the Composition of the Board of Commissioners and Directors

Dunia bisnis yang dinamis dan pergerakan industri 4.0 membuat Perusahaan mempunyai tantangan untuk bisa tetap menjadi pemimpin pasar khususnya Perseroan yang menjadi penyedia jasa transportasi. Hal ini perlu disikapi dan diperhatikan bagi Insan KCI. Oleh karena itu Perseroan perlu mempunyai adanya keberagaman latar belakang disiplin ilmu dan pengalaman dalam rangka menghasilkan keputusan-keputusan strategis dan tepat dalam menghadapi persaingan bisnis.

Perusahaan berupaya untuk menjaga bauran keahlian dan Dewan Komisaris, Perangkat Dewan Komisaris dan Direksi yang mencakup berbagai bidang di antaranya Manajemen, Keuangan, Hukum, Sumber Daya Manusia, Sosial Politik, Teknik dan Perkeretaapian.

Adanya berbagai latar belakang membuat Perusahaan berkomitmen untuk selalu meningkatkan kompetensi yang ada dan relevan bagi Dewan Komisaris, Perangkat Dewan Komisaris dan Direksi.

*Dynamic business world and the movement of industry 4.0 make companies have a challenge to be able to remain as market leaders, especially companies that provide transportation services. This needs to be addressed and paid attention to by KCI Individuals. Therefore, the Company needs to have a diverse background of disciplines and experiences in order to produce strategic and appropriate decisions in the face of business competition.*

*The Company strives to maintain a mix of expertise and the Board of Commissioners, Board of Commissioners' Supporting Organs and Board of Directors which cover various fields including Management, Finance, Law, Human Resources, Social Politics, Engineering and Railways.*

*The existence of various backgrounds makes the Company committed to always improving existing and relevant competencies for the Board of Commissioners, Board of Commissioners and Board of Directors.*

### KEBIJAKAN KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

#### DIVERSITY POLICY OF THE BOARD OF COMMISSIONERS AND DIRECTORS

#### Keberagaman Komposisi Dewan Komisaris

##### Board of Commissioners Diversity

| Nama<br>Name     | Jabatan<br>Position                                                   | Usia per 31 Desember 2019<br>Ages per December 31, 2019 | Tingkat Pendidikan Terakhir<br>Last Educational Level |                     |                | Keahlian<br>Skills                               |                |           |                                        |                                                  |
|------------------|-----------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|---------------------|----------------|--------------------------------------------------|----------------|-----------|----------------------------------------|--------------------------------------------------|
|                  |                                                                       |                                                         | S1<br>Bachelor                                        | S2<br>Post-Graduate | S3<br>Doctoral | Manajemen/<br>Keuangan<br>Management/<br>Finance | Hukum<br>Legal | SDM<br>HR | Sosial<br>Politik<br>Socio-<br>Politic | Teknik<br>Perkeretaapian<br>Train<br>Engineering |
| Edi Sukmoro      | Komisaris Utama<br>President<br>Commissioner                          | 61 tahun<br>61 years old                                | -                                                     | √                   | -              | √                                                | -              | √         | √                                      | √                                                |
| Edy Widyaya      | Komisaris<br>Commissioner                                             | 48 tahun<br>61 years old                                | -                                                     | √                   | -              | √                                                | √              | -         | -                                      | -                                                |
| Dariyadi         | Plt Komisaris<br>Act<br>Commissioner                                  | 57 tahun<br>61 years old                                | -                                                     | -                   | -              | √                                                | -              | -         | √                                      | √                                                |
| Heriyanto Wibowo | Sekretaris Dewan Komisaris<br>Secretary of the Board of Commissioners | 57 tahun<br>61 years old                                | -                                                     | √                   | -              | √                                                | -              | -         | -                                      | √                                                |



| Nama<br>Name        | Jabatan<br>Position                                              | Usia per 31<br>Desember<br>2019<br>Ages per<br>December<br>31, 2019 | Tingkat Pendidikan Terakhir<br>Last Educational Level |                         |                | Keahlian<br>Skills                               |                |           |                                        |                                                  |
|---------------------|------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------|-------------------------|----------------|--------------------------------------------------|----------------|-----------|----------------------------------------|--------------------------------------------------|
|                     |                                                                  |                                                                     | S1<br>Bachelor                                        | S2<br>Post-<br>Graduate | S3<br>Doctoral | Manajemen/<br>Keuangan<br>Management/<br>Finance | Hukum<br>Legal | SDM<br>HR | Sosial<br>Politik<br>Socio-<br>Politic | Teknik<br>Perkeretaapian<br>Train<br>Engineering |
| Johny<br>Sudharmono | Komite Audit<br>Audit<br>Committee                               | 62 tahun<br>61 years old                                            | -                                                     | -                       | √              | √                                                | -              | √         | √                                      | -                                                |
| Djoko<br>Paryoto    | Komite<br>Manajemen<br>Risiko<br>Risk<br>Management<br>Committee | 68 tahun<br>61 years old                                            | -                                                     | √                       | -              | √                                                | -              | √         | -                                      | -                                                |

### Keberagaman Komposisi Direksi

#### Board of Directors Diversity

| Nama<br>Name           | Jabatan<br>Position                                                                                    | Usia<br>per 31<br>Desember<br>2019<br>Ages per<br>December<br>31, 2019 | Tingkat Pendidikan Terakhir<br>Last Educational Level |                |                         |                | Keahlian<br>Skills      |                     |           |                            |                                                  |
|------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------|----------------|-------------------------|----------------|-------------------------|---------------------|-----------|----------------------------|--------------------------------------------------|
|                        |                                                                                                        |                                                                        | SLTA<br>High<br>School                                | S1<br>Bachelor | S2<br>Post-<br>Graduate | S3<br>Doctoral | Manajemen<br>Management | Keuangan<br>Finance | SDM<br>HR | Operasional<br>Operational | Teknik<br>Perkeretaapian<br>Train<br>Engineering |
| Wiwik<br>Widayanti     | Direktur<br>Utama<br>President<br>Director                                                             | 56 tahun<br>56 Years<br>Old                                            | -                                                     | √              | √                       | -              | √                       | -                   | -         | -                          | √                                                |
| Januar<br>Parlindungan | PLT Direktur<br>Keuangan<br>dan<br>Administrasi<br>Acting<br>Finance and<br>Administration<br>Director | 45 tahun<br>45 Years<br>Old                                            | -                                                     | √              | -                       | -              | √                       | √                   | √         | -                          | -                                                |
| Saridal                | PLT Direktur<br>Teknik<br>Acting<br>Engineering<br>Director                                            | 56 tahun<br>56 Years<br>Old                                            | -                                                     | -              | √                       | -              | -                       | -                   | -         | -                          | √                                                |
| Subakir                | Direktori<br>Operasi dan<br>Pemasaran<br>Operations<br>and<br>Marketing<br>Director                    | 56 tahun<br>56 Years<br>Old                                            | √                                                     | -              | -                       | -              | √                       | -                   | -         | √                          | √                                                |



## Komite-Komite di Bawah Dewan Komisaris

Committees Under the Board of Commissioners

### KOMITE AUDIT

#### AUDIT COMMITTEE

Komite Audit dibentuk berdasarkan hal sebagai berikut:

- 1) Berdasarkan Surat Keputusan Dewan Komisaris Nomor: 003/KOM/KCI/XI/2018 tanggal 12 November 2018 tentang Struktur Komite Audit PT Kereta Commuter Indonesia, dengan susunan sebagai berikut:
  - a. Ketua: Endra Gunawan selaku Komisaris
  - b. Anggota: Johny SudharmonoDiangkat berdasarkan Surat Keputusan Dewan Komisaris Nomor: 004/KOM/KCJ/V/2017 tanggal 10 Mei 2017.
- 2) Berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.009/KOM/KCI/X/2019 tanggal 21 Oktober 2019 Tentang Struktur Komite Audit PT Kereta Commuter Indonesia dengan susunan sebagai berikut:
  - a. Ketua: Edy Widyaya selaku Komisaris
  - b. Anggota: Johny Sudharmono

Komite Audit bertugas untuk membantu Dewan Komisaris dalam melakukan pengawasan khususnya terkait aktivitas audit internal dan eksternal serta pengendalian kinerja Perseroan secara umum. Keanggotaan dan Profil Singkat Anggota Komite Audit sebagai berikut:

*The Audit committee is formed on the following terms:*

- 1) *Based on the Board of Commissioners Decree number: 003/KOM/KCI/XI/2018 dated November 12, 2018 concerning the structure of PT Kereta Commuter Indonesia Audit Committee, with the following arrangement:*
  - a. *Chairman: Endra Gunawan as Commissioner*
  - b. *Member: Johny Sudharmono**Appointed pursuant to the Decree of the Board of Commissioners number: 004/KOM/KCJ/V/2017 dated May 10, 2017.*
- 2) *Based on the decree of the Board of Commissioners No. 009/KOM/KCI/X/2019 dated October 21, 2019 concerning the structure of PT Kereta Commuter Indonesia Audit Committee with the following arrangement:*
  - a. *Chairman: Edy Widyaya as Commissioner*
  - b. *Member: Johny Sudharmono*

*The Audit committee duty is to assist the Board of Commissioners in conducting supervision in particular related to internal and external Audit activities and the general control of the Company's performance. Membership and short profile of Audit committee members as follows:*

## Profil Komite Audit Audit Committee's Profile



### Johny Sudharmono

Komite Audit  
Audit Committee's

|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Nationality</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Usia, Tempat &amp; Tanggal Lahir</b><br><i>Age, Place &amp; DOB</i>                                                 | 62 Tahun per 31 Desember 2019<br>Solo, 10 Oktober 1957<br><i>62 years old per December 31, 2019</i><br><i>Solo, October 10, 1957</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                                                                  | <ul style="list-style-type: none"> <li>S1 Manajemen, Universitas Sebelas Maret Surakarta (1983)</li> <li>S2 Sumber Daya Manusia, Sekolah Tinggi Manajemen IMMI Jakarta (2005)</li> <li>S3 Manajemen Strategik, Institut Bisnis &amp; Informatika Indonesia (2010)</li> <li><i>Bachelor of Management, Sebelas Maret University Surakarta (1983)</i></li> <li><i>Master of Human Resources, IMMI Jakarta School of Management (2005)</i></li> <li><i>Doctoral Degree in Strategic Management, Indonesian Institute of Business &amp; Informatics (2010)</i></li> </ul>                                                                                                                                                                                                                                                                                      |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Dasar Hukum Penunjukan</b><br><i>Appointment Decree</i>                                                             | Diangkat sebagai Komite Audit sejak tanggal 15 Mei 2017 berdasarkan Surat Keputusan Dewan Komisaris No. SK.004/KOM/KCI/V/2017 tentang Pengangkatan Komite Audit Periode Tahun 2017-2020<br><i>Appointed as the Audit Committee since May 15, 2017 based on the Decree of the Board of Commissioners No. SK.004/KOM/KCI/V/2017 concerning the Appointment of the Audit Committee for the 2017-2020 Period</i>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Pengalaman Kerja</b><br><i>Working Experiences</i>                                                                  | <ul style="list-style-type: none"> <li>GM Sekretaris Perusahaan PT Pupuk Sriwidjaja (Persero) (2000-2003)</li> <li>GM Korporasi PT Pupuk Sriwidjaja (Persero) (2003-2004)</li> <li>Direktur Utama PT Mega Eltra (Anak Perusahaan PT Pupuk Indonesia – Persero) (2004-2010)</li> <li>Dewan Komisaris dan Ketua Komite Audit PT Rekyasa Industri (Anak Perusahaan PT Pupuk Indonesia - Persero) (2011-2016)</li> <li><i>GM Corporate Secretary PT Pupuk Sriwidjaja (Persero) (2000-2003)</i></li> <li><i>GM Corporation PT Pupuk Sriwidjaja (Persero) (2003-2004)</i></li> <li><i>President Director of PT Mega Eltra (a subsidiary of PT Pupuk Indonesia - Persero) (2004-2010)</i></li> <li><i>Board of Commissioners and Chairman of the Audit Committee of PT Rekyasa Industri (a subsidiary of PT Pupuk Indonesia - Persero) (2011-2016)</i></li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                                                                            | <ul style="list-style-type: none"> <li>Dosen Fakultas Ekonomi dan Bisnis Universitas Tarumanegara (2015-sekarang)</li> <li><i>Lecturer at the Faculty of Economics and Business, Tarumanegara University (2015-present)</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi</b><br><i>Education or Training to Improve Competencies</i> | <ul style="list-style-type: none"> <li>Certified in Enterprise Risk Governance (CERG) oleh ERMA Singapore (2014)</li> <li>Sertifikat Qualified Risk Governance Professional (QRGP) oleh BNSP-Lembaga Sertifikasi Profesi LSP-MKS (2018)</li> <li>Risk Beyond 2019 International Conference on Enterprise Risk Management oleh CRMS Indonesia (2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



|                                                                      |                                                                                                                                                                                                   |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Hubungan Afiliasi</b><br><i>Affiliation</i>                       | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br><i>No affiliated relationship with other members of the Board of Commissioners and Shareholders</i> |
| <b>Pernyataan Independensi</b><br><i>Independency Statements</i>     | Belum menjabat lebih dari 2 (dua) periode sebagai Komite Audit<br><i>Has not served more than 2 (two) terms as the Audit Committee</i>                                                            |
| <b>Domisili</b><br><i>Domicile</i>                                   | Gading Serpong, Tangerang                                                                                                                                                                         |
| <b>Jumlah Kepemilikan Saham KCI</b><br><i>Share Ownership of KCI</i> | -                                                                                                                                                                                                 |

## Independensi dan Pedoman Kerja Komite Audit

### Independency and Work Guidelines of Audit Committee

| Pernyataan Independensi<br><i>Independence Statement</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Endra Gunawan<br>(Ketua Periode<br>November 2018-Juni<br>2019)<br><i>(Chairman of the<br/>November 2018-June<br/>2019 Period)</i> | Edy Widayana<br>(Ketua)<br><i>(Chairman)</i> | Johny Sudharmono<br>(Anggota)<br><i>(Member)</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------|
| Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada PT KCI dalam waktu 6 (enam) bulan terakhir;<br><i>Not a member of the Public Accountant Office, Legal Consultant Office, Public Assessment Services office or other party that provides insurance services, non-insurance services, assessment services and/or other consulting services to PT KCI within the last 6 (six) months;</i> | √                                                                                                                                 | √                                            | √                                                |
| Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan PT KCI dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen);<br><i>Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of PT KCI within 6 (six) months of the last (except the Independent Commissioner);</i>                                                                                                                 | √                                                                                                                                 | √                                            | √                                                |
| Tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>Do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                    | √                                                                                                                                 | √                                            | √                                                |
| Keluarga tidak mempunyai saham langsung maupun tidak langsung di PT KCI;<br><i>The family does not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                                                              | √                                                                                                                                 | √                                            | √                                                |
| Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham PT KCI;<br><i>Relatives do not have direct or indirect shares in PT KCI;</i>                                                                                                                                                                                                                                                                                                                                                                           | √                                                                                                                                 | √                                            | √                                                |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT KCI;<br><i>Do not have direct or indirect business relationship related to the business activities of PT KCI;</i>                                                                                                                                                                                                                                                                                                                                  | √                                                                                                                                 | √                                            | √                                                |
| Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah;<br><i>Not serving as a manager of a political party and/or a candidate/member of the legislature and/or a candidate or serving as the head/Deputy head of regional government;</i>                                                                                                                                                                                                   | √                                                                                                                                 | √                                            | √                                                |
| Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PT KCI.<br><i>No other position can pose a conflict of interest related to the position in PT KCI.</i>                                                                                                                                                                                                                                                                                                                                                      | √                                                                                                                                 | √                                            | √                                                |

## Pedoman Kerja Komite Audit

### Pedoman/Tugas Komite Audit

Komite Audit bertugas membantu Dewan Komisaris dalam melakukan tugasnya berupa:

- a. Membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal.
- b. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Intern maupun Auditor Eksternal.
- c. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
- d. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan.
- e. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
- f. Melakukan tugas lainnya sesuai dengan ketentuan peraturan perundang-undangan dan/atau yang ditetapkan oleh Dewan Komisaris.

### Tugas, Tanggung Jawab dan Wewenang Komite Audit

Tugas dan Tanggung Jawab Komite Audit, meliputi:

1. Membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas Auditor Eksternal dan Auditor Internal;
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Intern maupun Auditor Eksternal;
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perseroan;
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris lainnya;

## Work Guideline of Audit Committee

### Audit Committee Guidelines/Duties

The Audit committee is tasked with assisting the BOC in carrying out its duties:

- a. Assisting the Board of Commissioners in ensuring the effectiveness of internal control system and effectiveness of implementation of external auditors and internal auditors.
- b. Assess the implementation of activities and audit results carried out by the Internal Supervision Unit and external auditors.
- c. To provide recommendations on the improvement of management control system and its implementation.
- d. Ensure that there is a satisfactory evaluation procedure of all information issued by the Company.
- e. Identify matters that require the attention of the Board of Commissioners and the duties of other Board of Commissioners.
- f. Perform other duties in accordance with the provisions of laws and/or regulations stipulated by the Board of Commissioners.

### Duty, Responsibility, and Authority of Audit Committee

Duties and responsibilities of the Audit committee, including:

1. Assisting the Board of Commissioners in ensuring the effectiveness of internal control system and effectiveness of the duties of External Auditors and Internal Auditors;
2. Assess the implementation of activities and audit results carried out by the Internal Control Unit and External Auditor;
3. Provide recommendations on the completion of management control system and its implementation;
4. Ensure that there is a satisfactory evaluation procedure of all information issued by the Company;
5. Identify matters that require the attention of other Board Commissioners;



- Melakukan tugas lainnya sesuai dengan ketentuan Peraturan Perundang-undangan dan/atau yang ditetapkan oleh Dewan Komisaris.

Wewenang Komite Audit adalah sebagai berikut:

- Mengakses dokumen, data dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya Perseroan yang diperlukan.
- Berkomunikasi langsung untuk meminta dan memperoleh keterangan dari Direksi, pejabat, maupun karyawan terkait tugas dan tanggung jawab komite audit.
- Mendapatkan informasi yang dibutuhkan dari SPI maupun Auditor Eksternal Perseroan.
- Mengadakan pemeriksaan khusus atas hasil audit SPI maupun audit eksternal Perseroan (apabila diperlukan).
- Memberikan penugasan kepada SPI dan atau pihak ketiga yang dianggap kompeten atau ahli untuk melakukan penelitian, pengujian dan memberikan pendapat atas suatu masalah terkait dengan Perseroan.
- Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

- Perform other duties in accordance with the provisions of the legislation and/or established by the Board of Commissioners.*

*The authority of the Audit Committee is as follows:*

- Access the Company's documents, data and information about the Company's employees, funds, assets and resources.*
- Communicate directly to request and obtain information from the Board of Directors, officers, or employees regarding the duties and responsibilities of the Audit Committee.*
- Obtain the information required from SPI as well as External Auditor of the Company.*
- Conduct special examinations on the results of the audit of SPI and external audit of the Company (if necessary).*
- Provide an assignment to SPI and or a third party deemed competent or expert to conduct research, test and give opinions on a problem related to the Company.*
- Perform other authorities granted by the Board of Commissioners.*

### Program dan Realisasi Komite Audit Tahun 2019

#### Program and Realization of Audit Committee in 2019

| No | Program Kerja<br>Work Program                                                                                                                                                                 | Satuan<br>Unit  | Target | Realisasi<br>Realization | Capaian<br>Achievement |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|--------------------------|------------------------|
| 1  | Evaluasi efektivitas Sistem Pengendalian Internal<br><i>Evaluation of effectiveness of Internal Control System</i>                                                                            | Jumlah<br>Total | 1      | 1                        | 100%                   |
| 2  | Evaluasi efektivitas pelaksanaan tugas dan hasil Auditor Eksternal dan Auditor Internal<br><i>Evaluation effectiveness of duties and results of the External Auditor and Internal Auditor</i> | Jumlah<br>Total | 1      | 1                        | 100%                   |
| 3  | Evaluasi status tindak lanjut hasil Audit Eksternal dan Internal<br><i>Evaluation of follow-up status of External and Internal Audit results</i>                                              | Jumlah<br>Total | 1      | 1                        | 100%                   |
| 4  | Evaluasi PKAT-SPI 2020<br><i>PKAT Evaluation-SPI 2020</i>                                                                                                                                     | Jumlah<br>Total | 1      | 1                        | 100%                   |
| 5  | Evaluasi efektivitas penerapan GCG Tahun 2018<br><i>Evaluation effectiveness of GCG in 2018</i>                                                                                               | Jumlah<br>Total | 1      | 1                        | 100%                   |



| No           | Program Kerja<br>Work Program                                                                                                   | Satuan<br>Unit         | Target | Realisasi<br>Realization | Capaian<br>Achievement |
|--------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------|--------|--------------------------|------------------------|
| 6            | Melaksanakan Rapat Komite Audit<br><i>Implementing Audit Committee Meetings</i>                                                 | Jumlah<br><i>Total</i> | 12     | 13                       | 108%                   |
| 7            | Mengikuti Program Pelatihan<br><i>Attending the Training Program</i>                                                            | Jumlah<br><i>Total</i> | 2      | 1                        | 50%                    |
| 8            | Melaksanakan Self Assessment Kinerja Komite Audit 2018<br><i>Conducting Self Assessment performance of Audit Committee 2018</i> | Jumlah<br><i>Total</i> | 1      | 1                        | 100%                   |
| <b>Total</b> |                                                                                                                                 |                        |        |                          | <b>95%</b>             |

### Rekap Rapat Komite Audit *Audit Committee Meeting Recap*

| No | Nama<br>Name     | Jabatan<br>Position                                                                  | Total Kewajiban Rapat<br>Total Liability | Jumlah Kehadiran<br>Total Attendance | Kehadiran Rapat (%)<br>Meeting Attendance (%) |
|----|------------------|--------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------|-----------------------------------------------|
| 1. | Endra Gunawan    | Ketua (Periode November 2018-Juni 2019)<br><i>Chairman (November 2018-June 2019)</i> | 2                                        | 2                                    | 100%                                          |
| 2. | Edy Widyaya      | Ketua<br><i>Chairman</i>                                                             | 11                                       | 11                                   | 100%                                          |
| 3. | Johny Sudharmono | Anggota<br><i>Member</i>                                                             | 12                                       | 13                                   | 108%                                          |

### KOMITE MANAJEMEN RISIKO *RISK MANAGEMENT COMMITTEE*

Struktur Komite Manajemen Risiko dibentuk berdasarkan hal sebagai berikut:

- 1) Surat Keputusan Dewan Komisaris Nomor: 010/KOM/KCJ/VII/2017 tanggal 27 Juli 2017 tentang Struktur Komite Manajemen Risiko PT KAI Commuter Jabodetabek, dengan susunan sebagai berikut:
  - a. Ketua : Sugiadi Waluyo selaku Komisaris
  - b. Anggota : Djoko Paryoto  
Diangkat berdasarkan Surat Keputusan Dewan Komisaris Nomor: 003/KOM/KCJ/V/2017 tanggal 10 Mei 2017.
- 2) Berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.010/KOM/KCI/X/2019 tanggal 21 Oktober 2019 Tentang Struktur Komite Manajemen Risiko PT Kereta Commuter Indonesia, dengan susunan sebagai berikut:
  - a. Ketua : Dariyadi selaku Plt Komisaris
  - b. Anggota : Djoko Paryoto

The structure of the Risk Management Committee is established based on:

- 1) Decision Letter of the Board of Commissioners number: 010/KOM/KCJ/VII/2017 dated July 27, 2017 concerning the structure of Risk Management Committee of PT KAI Commuter Jabodetabek, with the following arrangement:
  - a. Chairman: Sugiadi Waluyo as Commissioner
  - b. Member : Djoko Paryoto  
Appointed pursuant to the Decree of the Board of Commissioners number: 003/KOM/KCJ/V/2017 dated May 10, 2017.
- 2) Based on the decree of the Board of Commissioners number: SK. 010/KOM/KCI/X/2019 dated October 21, 2019 concerning the structure of PT Kereta Commuter Indonesia's risk management committee, with the following arrangement:
  - a. Chairman: Dariyadi as Acting Commissioner
  - b. Member : Djoko Paryoto



## Keanggotaan dan Profil Singkat Anggota Komite Manajemen Risiko

### Membership and Brief Profile of Members of the Risk Management Committee



#### Djoko Paryoto

Komite Manajemen Risiko  
Risk Management Committee

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Nationality</i>                       | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Usia, Tempat & Tanggal Lahir<br><i>Age, Place &amp; DOB</i> | 68 Tahun per 31 Desember 2019<br>Solo, 10 April 1952<br><i>68 years old as of December 31, 2019</i><br><i>Solo, April 10, 1952</i>                                                                                                                                                                                                                                                                                                                     |
| Riwayat Pendidikan<br><i>Education History</i>              | <ul style="list-style-type: none"> <li>S1 Teknik Elektro, Universitas Gadjah Mada Yogyakarta</li> <li>S2 Magister Teknik Bidang Studi Teknik Elektro Bidang Manajemen Tenaga Listrik, Universitas Indonesia</li> <li><i>Bachelor of Electrical Engineering, Gadjah Mada University Yogyakarta</i></li> <li><i>Master of Engineering in Electrical Engineering Field of Electric Power Management, University of Indonesia</i></li> </ul>               |
| Riwayat Jabatan<br><i>Position History</i>                  | Anggota Komite Manajemen Risiko 2017 – Sekarang<br><i>Member of the Risk Management Committee 2017 - Present</i>                                                                                                                                                                                                                                                                                                                                       |
| Dasar Hukum Penunjukan<br><i>Appointment Decree</i>         | Diangkat sebagai Komite Manajemen Risiko sejak tanggal 15 Mei 2017 berdasarkan Surat Keputusan Dewan Komisaris No. SK.003/KOM/KCI/V/2017 tentang Pengangkatan Komite Manajemen Risiko Periode Tahun 2017-2020<br><i>Appointed as the Risk Management Committee since May 15, 2017 based on the Decree of the Board of Commissioners No. SK.003/KOM/KCI/V/2017 concerning the Appointment of the Risk Management Committee for the 2017-2020 Period</i> |
| Pengalaman Kerja<br><i>Working Experiences</i>              | <ul style="list-style-type: none"> <li>Komisaris PT Indonesia Power (2005-2008)</li> <li>Direktur Keuangan PT PLN Batam (2008-2010)</li> <li>Direktur Keuangan PT Masaji Prayasa Cargo (2011-2015)</li> <li><i>Commissioner of PT Indonesia Power (2005-2008)</i></li> <li><i>Director of Finance of PT PLN Batam (2008-2010)</i></li> <li><i>Director of Finance PT Masaji Prayasa Cargo (2011-2015)</i></li> </ul>                                   |
| Jabatan Rangkap<br><i>Concurrent</i>                        | Dosen Teknik Elektro Sekolah Tinggi Teknik PLN (2011-sekarang)<br><i>Lecturer in Electrical Engineering, PLN Engineering College (2011-present)</i>                                                                                                                                                                                                                                                                                                    |

**Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi**  
*Education or Training to Improve Competencies*

- Pelatihan Berbasis Kompetensi Okupansi oleh KADIN Indonesia (2017)
- Konferensi Nasional Profesional Manajemen Berbasis Risiko oleh BNSP-LSPMR (2017)
- Assesmen Portofolio oleh Kementerian ESDM (2017)
- Sertifikasi Qualified Risk Governance Professional oleh BNSP-Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (2018)
- Risk Beyond 2019 International Conference on Enterprise Risk Management oleh CRMS Indonesia (2019)
- *Occupancy Competency Based Training by KADIN Indonesia (2017)*
- *National Conference on Risk Based Management Professionals by BNSP-LSPMR (2017)*
- *Portfolio Assessment by Ministry of Energy and Mineral Resources (2017)*
- *Certification of Qualified Risk Governance Professional by BNSP-Partner Professional Certification Agency for Kalyana Sejahtera (2018)*
- *Risk Beyond 2019 International Conference on Enterprise Risk Management by CRMS Indonesia (2019)*

**Hubungan Afiliasi**  
*Affiliation*

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham  
*Has no affiliation with the Board of Commissioners and Shareholders*

**Pernyataan Independensi**  
*Independency Statements*

Belum menjabat lebih dari 2 (dua) periode sebagai Komite Manajemen Risiko  
*Has not served more than 2 (two) terms as the Risk Management Committee*

**Domisili**  
*Domicile*

Pondok Kopi, Duren Sawit, Jakarta Timur  
*Pondok Kopi, Duren Sawit, East Jakarta*

**Jumlah Kepemilikan Saham KCI**  
*Share Ownership of KCI*

-

**Tugas, Tanggung Jawab, dan Wewenang Komite Manajemen Risiko**

Tugas dan Tanggung Jawab Komite Manajemen Risiko, di antaranya:

1. Melakukan *monitoring* risiko-risiko penting yang dihadapi Perseroan dan memberi saran mengenai perumusan kebijakan di bidang Manajemen Risiko;
2. Melakukan pengawasan penerapan manajemen risiko dan memberi arahan kepada Direksi Perseroan;
3. Memastikan bahwa penyusunan RJPP dan RKAP telah memperhatikan aspek manajemen risiko;
4. Melakukan kajian berkala atas efektivitas sistem manajemen risiko dan melaporkannya kepada Pemegang Saham Perseroan.

**Duty, Responsibility, and Authority of Risk Management Committee**

*Duties and responsibilities of the Risk Management Committee, among others:*

1. *Monitoring the risks suffered by the Company and advising on the formulation of policies in the field of risk management;*
2. *Supervising the implementation of risk management and give direction to the Board of Directors;*
3. *Ensuring that the preparation of RJPP and RKAP has paid attention to the aspect of risk management;*
4. *Conducting periodic review of the effectiveness of risk management system and report it to the Company's Shareholders.*



## Program dan Realisasi Komite Manajemen Risiko Tahun 2019

### Program and Realization of Risk Management Committee in 2019

| No           | Program Kerja<br>Work Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Satuan<br>Unit  | Target | Realisasi<br>Realization | Capaian<br>Achievement |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|--------------------------|------------------------|
| 1            | Monitor dan evaluasi efektivitas pelaksanaan <i>assessment</i> internal sekaligus me-review RKAP 2019 dengan memastikan semua aspek manajemen risiko termasuk mendorong diterbitkan Keputusan Direksi sebagai penyempurnaan Surat Keputusan Direksi PT KAI Jabodetabek No. SK.006.2/CU/KCJ/III/2017 tanggal 15 Maret 2017;<br><i>Monitor and evaluate effectiveness of internal assessment as well as review RKAP 2019 by ensuring all aspects of risk management including encouraging published decision of the Board of Directors as the improvement of the Board of Directors of PT KAI Jabodetabek No. SK. 006.2/ CU/KCJ/III/2017 dated March 15, 2017;</i> | Jumlah<br>Total | 12     | 12                       | 100%                   |
| 2            | Monitor dan evaluasi efektivitas pelaksanaan <i>assessment</i> oleh Assessor Eksternal;<br><i>Monitor and evaluate the effectiveness of assessment implementation by External Assessor;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Jumlah<br>Total | 2      | 2                        | 100%                   |
| 3            | Monitor dan evaluasi status tindak lanjut hasil <i>assessment</i> internal dan hasil <i>assessment</i> Assessor Eksternal;<br><i>Monitoring and evaluation of internal assessment result status and assessment result of External Assessor;</i>                                                                                                                                                                                                                                                                                                                                                                                                                  | Jumlah<br>Total | 2      | 2                        | 100%                   |
| 4            | Monitor program kerja Assessor Internal Tahunan tahun 2020, yang disusun oleh Unit Manajemen Risiko;<br><i>Monitors the annual Internal Assessor work program in 2020, compiled by the Risk Management Unit;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Jumlah<br>Total | 1      | 1                        | 100%                   |
| 5            | Melaksanakan rapat Komite Manajemen Risiko;<br><i>Conducting a meeting of Risk Management Committee;</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Jumlah<br>Total | 12     | 10                       | 83,33%                 |
| 6            | Mengikuti program pelatihan/sertifikasi CPMA atau sejenis dan monitor pelaksanaan program pelatihan Manajemen Risiko sesuai level bagi Risk Owner/Unit Kerja PT KCI;<br><i>Join CPMA or similar training programs and monitors risk management training program according to the level of Risk Owner/work Unit of PT KCI;</i>                                                                                                                                                                                                                                                                                                                                    | Jumlah<br>Total | 4      | 2                        | 50%                    |
| 7            | Melaksanakan Self <i>Assessment</i> kinerja Komite Manajemen Risiko 2019.<br><i>Conducting Self Assessment performance of Risk Management Committee 2019.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Jumlah<br>Total | 1      | 1                        | 100%                   |
| <b>Total</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |        |                          | <b>90%</b>             |

## Rekap Rapat Komite Manajemen Risiko

### Risk Management Committee Meeting Recap

| No | Nama<br>Name  | Jabatan<br>Position                                                          | Total Kewajiban Rapat<br>Total Liability | Jumlah Kehadiran<br>Total Attendance | Kehadiran Rapat (%)<br>Meeting Attendance (%) |
|----|---------------|------------------------------------------------------------------------------|------------------------------------------|--------------------------------------|-----------------------------------------------|
| 1. | Sugiadi       | Ketua (periode Juli 2017-Juni 2019)<br><i>Chairman (July 2017-June 2019)</i> | 3                                        | 3                                    | 100%                                          |
| 2. | Dariyadi      | Ketua<br><i>Chairman</i>                                                     | 3                                        | 3                                    | 100%                                          |
| 3. | Djoko Paryoto | Anggota<br><i>Member</i>                                                     | 11                                       | 11                                   | 100%                                          |

## SEKRETARIS DEWAN KOMISARIS SECRETARY OF THE BOARD OF COMMISSIONERS

Diangkat berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.005/KOM/KCI/VIII/2019 Tanggal 30 Agustus 2019 Tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT Kereta Commuter Indonesia.

Untuk membantu kelancaran pelaksanaan tugasnya, Dewan Komisaris berhak mendapatkan bantuan Sekretaris Dewan Komisaris atas biaya Perseroan. Secara umum, fungsi, tugas dan tanggung jawab Sekretaris Dewan Komisaris, antara lain:

- a. Memberi dukungan kepada Dewan Komisaris guna memperlancar tugas-tugas Dewan Komisaris dalam melaksanakan fungsinya.
- b. Menyediakan informasi untuk kebutuhan Dewan Komisaris dalam rangka pengambilan keputusan.
- c. Mempersiapkan bahan-bahan yang diperlukan berkaitan dengan laporan-laporan rutin Direksi di dalam mengelola Perseroan seperti: Business Plan, Laporan Tahunan, Laporan Triwulanan, Laporan Bulanan, Laporan Hasil Pemeriksaan Audit Eksternal dan Laporan-laporan lain yang dibutuhkan.
- d. Mempersiapkan bahan-bahan/materi yang diperlukan berkaitan dengan hal-hal yang harus mendapatkan keputusan dari Dewan Komisaris berkenaan dengan kegiatan pengelolaan Perseroan yang dilakukan oleh Direksi dan segenap jajarannya.
- e. Menyelenggarakan pertemuan-pertemuan/rapat-rapat Dewan Komisaris, baik internal Dewan Komisaris maupun dengan Direksi dan jajarannya serta pihak-pihak lainnya.
- f. Menyiapkan dan mengkoordinasikan agenda rapat dengan pihak-pihak yang hadir dalam rapat.
- g. Menyiapkan dan mengirimkan undangan rapat kepada pihak-pihak yang diundang menghadiri rapat.
- h. Melakukan konfirmasi mengenai waktu, tempat, kehadiran serta hal-hal lain yang dipandang perlu demi kelancaran rapat.
- i. Membuat risalah rapat atas rapat-rapat rutin maupun non rutin Dewan Komisaris beserta komite-komitennya.

*Appointed pursuant to the Decree of Board of Commissioners number: SK. 005/KOM/KCI/VIII/2019 dated August 30, 2019 concerning the dismissal and appointment of Board of Commissioners of PT Kereta Commuter Indonesia.*

*To assist in the smooth execution of its duties, the BOC is entitled to the Secretary of the Board of Commissioners for the Company. In general, the functions, duties and responsibilities of the Secretary of the Board of Commissioners, among others:*

- a. Providing support to the Board of Commissioners to facilitate the duties of the Board of Commissioners in carrying out its functions.*
- b. Providing information to the needs of the Board of Commissioners in the framework of decision making.*
- c. Preparing the necessary materials in relation to routine reports of the Board of Directors in managing the Company such as: Business Plan, Annual report, quarterly report, monthly Report, Report of external Audit examination and other reports as required.*
- d. Preparing materials needed in connection with matters that must be obtained from the Board of Commissioners with respect to the management activities of the Company conducted by the Board of Directors and all its ranks.*
- e. Conducting meetings of the Board of Commissioners, both internal Board of Commissioners and with the Board of Directors and their ranks and other parties.*
- f. Preparing and coordinate the meeting agenda with the Parties attending the meeting.*
- g. Setting-up and send meeting invitations to invited parties to attend the meeting.*
- h. Confirming the time, place, presence and other things deemed necessary for the smooth meeting.*
- i. Making a treatise meeting on routine and non-routine meetings of the Bord of Commissioners and its committees.*



- j. Menjalankan tugas-tugas administrasi dan kesekretariatan yang berkaitan dengan seluruh kegiatan Dewan Komisaris.
- k. Melaksanakan dan mengkoordinasikan kegiatan tata persuratan termasuk tetapi tidak terbatas pada menyiapkan panggilan rapat dan kearsipan di Dewan Komisaris.
- l. Bertanggung jawab terhadap pembuatan, administrasi dan penyimpanan risalah rapat serta pendistribusian salinan risalah rapat Dewan Komisaris.
- m. Melakukan Koordinasi dengan Sekretaris Perseroan guna memperlancar pelaksanaan fungsi, tugas dan tanggung jawabnya.
- n. Pengaturan lebih lanjut terkait fungsi, tugas, tanggung jawab dan wewenang Sekretaris Dewan Komisaris dilakukan oleh Dewan Komisaris dalam dokumen tersendiri dengan memperhatikan ketentuan tentang Sekretaris Dewan Komisaris dalam Board Manual.

- j. *Performing administrative and secretarial tasks relating to all activities of the Board of Commissioners.*
- k. *Implementing and coordinate administrative activities including but not limited to preparing meeting calls and archives in the Board of Commissioners.*
- l. *Responsible for the creation, administration and storage of the minutes of the meeting and distribution of minutes of the Board of Commissioners meeting.*
- m. *Coordinating with the Secretary of the Company in order to facilitate the implementation of its functions, duties and responsibilities.*
- n. *Further arrangement regarding the function, duties, responsibilities and authority of the Secretary of the Board of Commissioners shall be conducted by the Board of Commissioners in its own documents with respect to provisions on the Secretary of Board of Commissioners in Manual Board.*

### Profil Sekretaris Dewan Komisaris

#### Profile of Secretary of the Board of Commissioners



#### Heriyanto Wibowo

Sekretaris Dewan Komisaris  
Secretary of the Board of Commissioners

|                                                  |                                                                                                                                    |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                   | Indonesia                                                                                                                          |
| Usia, Tempat & Tanggal Lahir<br>Age, Place & DOB | 57 Tahun per 31 Desember 2019<br>Temanggung, 30 Oktober 1962<br>57 years old per December 31, 2019<br>Temanggung, October 30, 1962 |



|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                                                                  | <ul style="list-style-type: none"> <li>S1 Teknik Sipil, Institut Teknologi Bandung (1987)</li> <li>S2 Transportasi, Institut Teknologi Bandung (1999)</li> <li>Bachelor of Civil Engineering, Bandung Institute of Technology (1987)</li> <li>Master of Transportation, Bandung Institute of Technology (1999)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Dasar Hukum Penunjukan</b><br><i>Appointment Decree</i>                                                             | Diangkat sebagai Sekretaris Dewan Komisaris sejak tanggal 1 September 2019 berdasarkan Surat Keputusan Dewan Komisaris No. SK.005/KOM/KCI/VIII/2019 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris<br><i>Appointed as the Secretary of the Board of Commissioners since September 1, 2019 based on the Decree of the Board of Commissioners No. SK.005/KOM/KCI/VIII/2019 concerning Dismissal and Appointment of Secretary of the Board of Commissioners</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Pengalaman Kerja</b><br><i>Working Experiences</i>                                                                  | <ul style="list-style-type: none"> <li>Executive Vice President Corporate Secretary (2015-2016)</li> <li>Project Director 8 Sub Divisi Regional III.2 Tanjung Karang PT KAI (2016-2017)</li> <li>Project Director 8 Divisi Regional IV Tanjung Karang PT KAI (2017-2018)</li> <li>Project Director 1 Daerah Operasi 1 Jakarta (Februari-Oktober 2018)</li> <li>Trainer Utama Training and Education Ir. H. Djuanda (Oktober 2018)</li> <li>Wakil Ketua Tim Pembebasan Tanah Proyek Basoetta (2018-2019)</li> <li>Executive Vice President Corporate Secretary (2015-2016)</li> <li>Project Director 8 Sub Division Regional III.2 Tanjung Karang PT KAI (2016-2017)</li> <li>Project Director 8 Regional Division IV Tanjung Karang PT KAI (2017-2018)</li> <li>Project Director 1 Operation Area 1 Jakarta (February-October 2018)</li> <li>Main Trainer for Training and Education Ir. H. Djuanda (October 2018)</li> <li>Deputy Chairman of the Basoetta Project Land Acquisition Team (2018-2019)</li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                                                                            | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi</b><br><i>Education or Training to Improve Competencies</i> | <ul style="list-style-type: none"> <li>Managing Holding Company (2010)</li> <li>Advanced Leadership Program (2014)</li> <li>Auditing Risk Manajemen (2014)</li> <li>Enterprise Risk Governance (2014)</li> <li>Risk Beyond 2019 International Conference on Enterprise Risk Management oleh CRMS Indonesia (2019)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Hubungan Afiliasi</b><br><i>Affiliation</i>                                                                         | Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan Pemegang Saham<br><i>Has no affiliation with the Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Pernyataan Independensi</b><br><i>Independency Statements</i>                                                       | Belum menjabat lebih dari 2 (dua) periode sebagai Sekretaris Dewan Komisaris<br><i>Has not served more than 2 (two) terms as Secretary of the Board of Commissioners</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Domisili</b><br><i>Domicile</i>                                                                                     | Sekejati, Buah Batu, Bandung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Jumlah Kepemilikan Saham KCI</b><br><i>Share Ownership of KCI</i>                                                   | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



# Kebijakan Remunerasi

## Remuneration Policy

### REMUNERASI PEGAWAI

#### EMPLOYEE REMUNERATION

Dasar Kebijakan Remunerasi/Penghasilan Pegawai adalah sesuai Surat Keputusan Direksi No: SK-011/KCI/DIR-HRD/V/2018 tentang Penghasilan Pegawai sebagaimana beberapa kali diubah terakhir dengan SK-038/KCI/DIR-HRD/X/2019.

*Policy for remuneration/income of officers is pursuant to the Decree of the Board of Directors No: SK-011/KCI/DIR-HRD/V/2018 on the employee's income as amended several times with SK-038/KCI/DIR-HRD/X/2019.*

### Komponen-Komponen Penghasilan Pegawai

#### Components of Employee Income

| No | Jenis Komponen<br>Component Type                                                      | Pegawai Tetap<br>Permanent Staff                                                                              | Pegawai Tidak Tetap<br>Contract Based                                                                         |
|----|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 1  | Upah Pokok<br>Basic Salary                                                            | Upah Pokok<br>Basic Salary                                                                                    | Upah<br>Salary                                                                                                |
| 2  | Tunjangan Tetap<br>Fixed Allowance                                                    | Tunj Perumahan, Tunj Admin Bank<br>Housing, Bank Tax Expenses                                                 | Tidak<br>No                                                                                                   |
| 3  | Tunjangan Tidak Tetap:<br>Non-fixed Allowance                                         |                                                                                                               |                                                                                                               |
|    | Tunjangan Transport<br>Transport Allowance                                            | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |
|    | Tunjangan Kinerja<br>Performance Allowance                                            | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |
|    | Tunjangan Jabatan<br>Work Allowance                                                   | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |
|    | Tunjangan Kemahalan/Wilayah DAOP I<br>Extra Allowance/DAOP I                          | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |
|    | Tunjangan Komunikasi<br>Communication Allowance                                       | Ya (untuk jabatan setingkat ≥ JM)<br>Yes (for positions at the level of ≥ JM)                                 | Tidak<br>No                                                                                                   |
|    | Tunjangan Profesi<br>Profession Allowance                                             | Ya (untuk jabatan setingkat Pelaksana)<br>Yes (for positions at the level of ≥ JM)                            | Tidak<br>No                                                                                                   |
|    | Tunjangan Khusus<br>Special Allowance                                                 | Ya (untuk pegawai dengan tugas dan jabatan tertentu)<br>Yes (for employees with certain duties and positions) | Ya (untuk pegawai dengan tugas dan jabatan tertentu)<br>Yes (for employees with certain duties and positions) |
|    | Tunjangan Risiko Khusus<br>Special Risk Allowance                                     | Ya (untuk pegawai dengan tugas dan jabatan tertentu)<br>Yes (for employees with certain duties and positions) | Tidak<br>No                                                                                                   |
|    | Tunjangan Khusus Pejabat Struktural Tertentu<br>Specific Structural Officer Allowance | Ya (untuk pegawai dengan tugas dan jabatan tertentu)<br>Yes (for employees with certain duties and positions) | Tidak<br>No                                                                                                   |
| 4  | Penghasilan non Upah:<br>Non-Salary Income                                            |                                                                                                               |                                                                                                               |
|    | Imbalan Kerja Keberhasilan Kinerja (IKKK) Business Revenue Allowance                  | Ya<br>Yes                                                                                                     | Ya<br>Yes                                                                                                     |
|    | Tunjangan Hari Raya<br>Holy Day Allowance                                             | Ya<br>Yes                                                                                                     | Ya<br>Yes                                                                                                     |
|    | Tunjangan Tambahan Penghasilan<br>Bonus Allowance                                     | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |
|    | Tunjangan Pendidikan<br>Education Allowance                                           | Ya<br>Yes                                                                                                     | Tidak<br>No                                                                                                   |

| No | Jenis Komponen<br>Component Type                                                                                                                 | Pegawai Tetap<br>Permanent Staff                                             | Pegawai Tidak Tetap<br>Contract Based |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------|
|    | Tunjangan Rekreasi<br><i>Holiday Allowance</i>                                                                                                   | Ya<br>Yes                                                                    | Tidak<br>No                           |
|    | Tunjangan Cuti<br><i>Paid Leave</i>                                                                                                              | Ya<br>Yes                                                                    | Tidak<br>No                           |
|    | Tunjangan Prestasi (dibayarkan per triwulan)<br><i>Performance Allowance</i>                                                                     | Ya<br>Yes                                                                    | Tidak<br>No                           |
|    | Emolumen<br><i>Emolumens</i>                                                                                                                     | Ya (untuk jabatan setingkat Pelaksana)<br>Yes (for Executor level positions) | Tidak<br>No                           |
|    | Tunjangan Operasional Pelayanan Angkutan Lebaran/Natal & Tahun Baru<br><i>Operational for Eid/Christmas &amp; New Year Operational Allowance</i> | Ya<br>Yes                                                                    | Ya<br>Yes                             |
|    | Tunjangan Kerja Operasional Awak Sarana Perkeretaapian<br><i>Cabin Crew Operational Allowance</i>                                                | Ya<br>Yes                                                                    | Tidak<br>No                           |
|    | Premi Jam Orang Produksi atas Perawatan Sarana<br><i>Basic Working Hour Allowance for Rolling Stocks Maintenance</i>                             | Ya<br>Yes                                                                    | Tidak<br>No                           |
| 5  | Benefit<br><i>Benefits</i>                                                                                                                       |                                                                              |                                       |
|    | Jaminan Kesehatan<br><i>Health Insurance</i>                                                                                                     | Ya<br>Yes                                                                    | Ya<br>Yes                             |
|    | BPJS Kesehatan<br><i>BPJS Kesehatan</i>                                                                                                          | Ya<br>Yes                                                                    | Ya<br>Yes                             |
|    | BPJS Ketenagakerjaan<br><i>BPJS Ketenagakerjaan</i>                                                                                              | Ya<br>Yes                                                                    | Ya<br>Yes                             |
|    | Dana Pensiun<br><i>Pention Fund</i>                                                                                                              | Ya<br>Yes                                                                    | Tidak<br>No                           |
|    | Asuransi Kesehatan Pensiun<br><i>Pention Health Insurance</i>                                                                                    | Ya (untuk jenis pegawai tertentu)<br>Yes (for certain types of employees)    | Tidak<br>No                           |

## REMUNERASI DEWAN KOMISARIS DAN DIREKSI

### BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

#### Indikator Pemberian Remunerasi Direksi Dan Komisaris

Persetujuan pemberian remunerasi Dewan Komisaris dan Direksi ditetapkan oleh RUPS. Pemegang Saham menetapkan penyesuaian remunerasi Dewan Komisaris dan Direksi dengan pertimbangan indikator sebagai berikut:

1. Faktor Skala Usaha
2. Faktor Kompleksitas Usaha
3. Tingkat Inflasi
4. Kondisi dan Kemampuan Perusahaan

#### Remuneration Indicator of BOD and BOC

Approval of remuneration of Board of Commissioners and Directors shall be stipulated by GMS. The shareholder determines the remuneration adjustment of the Board of Commissioners and BOD in consideration of the following indicators:

1. Business Scale Factor
2. Business Complexity factor
3. Inflation rate
4. Company's conditions and capabilities



Kebijakan penetapan remunerasi bagi Dewan Komisaris dan Direksi merujuk pada:

1. Keputusan Direksi PT Kereta Api Indonesia Nomor: KEP.U/KP.208/XII/KA-2015 tentang Pedoman Penetapan Penghasilan Dewan Komisaris dan Direksi Anak Perusahaan tanggal 23 Desember 2015.
2. Risalah Rapat Umum Pemegang Saham Tahunan PT Kereta Commuter Indonesia tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan tahun 2018 Nomor PT KAI KP.303/X/12/KA-2017 nomor YAYASAN PUSAKA 40/RUPS-PT KCI/X/2017 tanggal 11 Oktober 2017.
3. Risalah Sirkuler Keputusan Pemegang Saham tentang Penetapan Penghasilan Dewan Komisaris dan Direksi Nomor PT KAI (Persero) KP.303/VII/6/KA-2018 nomor Yayasan Pusaka 06/RIS-PTKCI/VII/2018 tanggal 19 Juli 2018.
4. Risalah Sirkuler Keputusan Pemegang Saham tentang Penetapan Penghasilan Dewan Komisaris dan Direksi Nomor PT KAI (Persero) KP.303/VII/5/KA-2019 nomor Yayasan Pusaka 05/RIS-PTKCI/VII/2019 tanggal 31 Juli 2019.

Berdasarkan hal-hal tersebut di atas, maka seluruh pemegang saham Perseroan sepakat untuk mengambil keputusan sebagai berikut:

*The remuneration determination policy for the BOC and the BOD shall refer to:*

1. *Decision of Director of PT Kereta Api Indonesia number: KEP. U/KP. 208/XII/KA-2015 on the guidelines for earning determination of the Board of Commissioners and Directors of subsidiaries on December 23, 2015.*
2. *Minutes of the annual general meeting of shareholders of PT Kereta Commuter Indonesia on the approval of the work plan and the Company budget year 2018 of PT KAI KP. 303/X/12/KA-2017 YAYASAN PUSAKA number 40/GMS-PT KCI/X/2017 dated October 11, 2017.*
3. *Circular Treatise of Shareholders' decisions about the determination of the Board of Commissioners and Directors of PT KAI (Persero) KP. 303/VII/6/KA-2018 Foundation number of Pusaka 06/RIS-PT KCI/VII/2018 dated July 19, 2018.*
4. *Circular Treatise of Shareholders' decisions about the determination of the Board of Commissioners and Directors of PT KAI (Persero) KP. 303/VII/5/KA-2019 Foundation Number Pusaka 05/RIS-PT KCI/VII/2019 dated July 31, 2019.*

*Based on the above, then all shareholders of the Company agreed to make the following decisions:*

### Komponen Remunerasi Dewan Komisaris dan Direksi

#### *The remuneration component of Board of Commissioners and Directors*

| Komisaris<br><i>Board of Commissioners</i>                                                                                                                               | Direksi<br><i>Board of Directors</i>                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Honorarium                                                                                                                                                               | Gaji<br><i>Salary</i>                                                                                                                                |
| Tunjangan Hari raya Keagamaan, Tunjangan Transportasi, Asuransi Purna jabatan<br><i>Allowance for religious holidays, transportation allowances, full-term insurance</i> | Tunjangan Hari Raya Keagamaan, Asuransi purna Jabatan, Tunjangan perumahan<br><i>Religious day allowance, full-term insurance, housing allowance</i> |
| Fasilitas Kesehatan, Fasilitas Bantuan hukum<br><i>Health facilities, legal aid facilities</i>                                                                           | Fasilitas Kendaraan, Fasilitas Kesehatan, fasilitas bantuan hukum<br><i>Vehicle facilities, health facilities, legal aid facilities</i>              |
| Tantiem<br><i>Bonus</i>                                                                                                                                                  | Tantiem<br><i>Bonus</i>                                                                                                                              |

**Tabel Metode Perhitungan Remunerasi Dewan Komisaris dan Direksi**  
**The Board of Commissioners and Directors Remuneration Method**

| Remunerasi<br>Remuneration                         | Dewan Komisaris<br>Board of Commissioners                                                                                                                                                                                                                                                                                                                                                  | Direksi<br>Board of Directors                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gaji/Honorarium<br>Salary                          | Honorarium Komisaris utama ditetapkan sebesar 45% dari gaji Direktur Utama, sedangkan honorarium anggota Dewan Komisaris sebesar 90% dari honorarium Komisaris Utama<br><i>The Honorary Commissioner's Honorarium is set at 45% of the President Director's salary, while the honorarium of the Board of Commissioners amounted to 90% of the Honorarium of the President Commissioner</i> | Gaji Direktur Utama ditetapkan sesuai dengan RUPS Tahunan, gaji anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama<br><i>The salary of the President Director shall be stipulated in accordance with the annual GMS, salary of the Board of Directors 85% of President Director's salary</i>                                                                                                                      |
| Tunjangan Perumahan<br>Housing Allowance           | Tidak diberikan<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                             | Diberikan sebesar Rp12.600.000 perbulan Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Awarded Rp12,600,000 monthly PER-04/MBU/2014 as amended several times by PER-01/MBU/05/2019</i>                                                                                                                                                                                    |
| Tunjangan Transportasi<br>Transportation Allowance | 20% dari Honorarium per bulan sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>20% of Honorarium per month according to PER-04/MBU/2014 as amended several times last by PER-01/MBU/05/2019</i>                                                                                                                                            | Tidak diberikan<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                              |
| Asuransi Purna Jabatan<br>Pention Insurance        | Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Premium paid by the Company amounting to 25% of the salary in 1 year as PER-04/MBU/2014 as amended several times by the latest PER-01/MBU/05/2019</i>                                                           | Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Premium paid by the Company amounting to 25% of the salary in 1 year as PER-04/MBU/2014 as amended several times by the latest PER-01/MBU/05/2019</i>                                                                                            |
| Asuransi Purna Jabatan<br>Pention Insurance        | Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Premium paid by the Company amounting to 25% of the salary in 1 year as PER-04/MBU/2014 as amended several times by the latest PER-01/MBU/05/2019</i>                                                           | Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Premium paid by the Company amounting to 25% of the salary in 1 year as PER-04/MBU/2014 as amended several times by the latest PER-01/MBU/05/2019</i>                                                                                            |
| Tunjangan Hari Raya<br>Holy Day Allowance          | 1 kali Honorarium sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>1-time Honorarium as PER-04/MBU/2014 as amended several times last with PER-01/MBU/05/2019</i>                                                                                                                                                                          | 1 kali Gaji sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>1-Time Salary PER-04/MBU/2014 as amended several times last with PER-01/MBU/05/2019</i>                                                                                                                                                                                                                        |
| Fasilitas Kendaraan<br>Vehicle Allowance           | Tidak di berikan<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                            | 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan keuangan Perusahaan, spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 2.500 cc<br><i>1 (one) unit along with maintenance and operational costs respectfully to the Company's expenses, specifications and vehicle type are governed by the Board of Commissioners with a maximum limit of 2,500 cc</i> |
| Fasilitas Kesehatan<br>Health Allowance            | Dalam bentuk Asuransi kesehatan atau penggantian biaya pengobatan (at cost) sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Manifested in health insurance or change of medical expenses (at cost) PER-04/MBU/2014 as amended several times last by PER-01/MBU/05/2019</i>                                                                | Dalam bentuk Asuransi kesehatan atau penggantian biaya pengobatan (at cost) sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>Manifested in health insurance or change of medical expenses (at cost) PER-04/MBU/2014 as amended several times last by PER-01/MBU/05/2019</i>                                                                                                 |
| Fasilitas Bantuan Hukum<br>Legal Aid Allowance     | Sebesar pemakaian sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>As PER-04/MBU/2014, as amended several times last by PER-01/MBU/05/2019</i>                                                                                                                                                                                             | Sebesar pemakaian sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019<br><i>As PER-04/MBU/2014, as amended several times last by PER-01/MBU/05/2019</i>                                                                                                                                                                                                                              |
| Tantiem<br>Bonus                                   | Tidak dilakukan pembayaran Tantiem kepada Dewan Komisaris dan Direksi atas kinerja tahun 2018<br><i>There is no bonus payment to the BOC and the BOD for the performance of 2018</i>                                                                                                                                                                                                       | Tidak dilakukan pembayaran Tantiem kepada Dewan Komisaris dan Direksi atas kinerja tahun 2018<br><i>There is no bonus payment to the BOC and the BOD for the performance of 2018</i>                                                                                                                                                                                                                                        |



## Sekretaris Perusahaan

### Corporate Secretary

Berdasarkan SK Direksi Nomor SK-024/KCI/DIR-HRD/X/2018 tentang Struktur Organisasi dan Tata Laksana di Lingkungan PT Kereta Commuter Indonesia, VP Sekretaris Perusahaan mempunyai tugas pokok menjalankan hubungan dengan *stakeholder*, dekomentasi Perusahaan, Implementasi pelaksanaan Good Corporate Governance (GCG), General Affair/Umum, dan Kesehatan pegawai mengkoordinasikan dan mengintegrasikan unit – unit organisasi di bawahnya.

Fungsi Sekretaris Perusahaan di Perseroan yaitu sebagai penghubung (*liaison officer*) antara Perseroan dengan berbagai pemangku kepentingan (*stakeholders*) baik regulator, investor maupun masyarakat. Sekretaris Perusahaan juga bertanggung jawab atas berbagai fungsi terkait dengan kepatuhan Perusahaan terhadap peraturan perundang-undangan dan pengungkapan informasi serta memastikan terbentuknya reputasi Perusahaan yang baik.

Berdasarkan Tentang Pengangkatan Pegawai Tetap di Lingkungan PT Kereta Commuter Indonesia, bahwa Gatut Sutiyatmoko diangkat sebagai Sekretaris Perusahaan pada tanggal 5 Desember 2018 melalui Surat Keputusan Direksi Nomor: SK.U/KH.608/XII/8/SAP/KA-2018.

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Keputusan Direksi dengan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris.

*Based on the Board of Directors ' Decree No. SK-024/KCI/DIR-HRD/X/2018 on organizational structure and governance in PT Kereta Commuter Indonesia VP of Corporate Secretary has the main duty of maintain the relationship with stakeholders, corporate valuation, implementation of Good Corporate Governance (GCG), General Affair/general, and Health officer coordinate and integrate the organizational units under it.*

*Function of Corporate Secretary in the Company as liaison officer between the Company with various stakeholders (stakeholders) both regulators, investors and the public. The Corporate Secretary is also responsible for various functions related to the Company's compliance with legislation and information disclosure and ensuring a good corporate reputation.*

*Based on the appointment of permanent officers in the environment of PT Kereta Commuter Indonesia, that Gatut Sutiyatmoko was appointed as the Corporate Secretary on December 5, 2018 through decree of the Board of Directors number: SK. U/KH. 608/XII/8/SAP/KA-2018.*

*The Corporate Secretary shall be directly responsible to the Board of Directors and appointed and dismissed under the Board of Directors' decision with the Company's internal mechanisms with the approval of the Board of Commissioners.*



## PROFIL SEKRETARIS PERUSAHAAN PROFILE OF CORPORATE SECRETARY



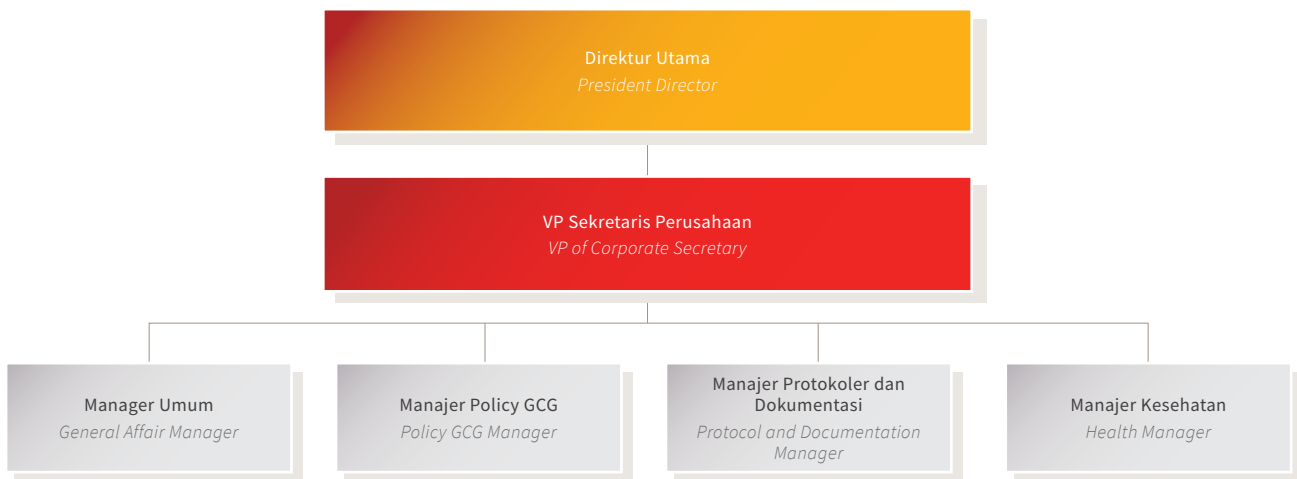
**Gatut Sutiyatmoko**

Sekretaris Perusahaan  
Corporate Secretary

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Nationality</i>                       | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Usia, Tempat & Tanggal Lahir<br><i>Age, Place &amp; DOB</i> | Nganjuk 26 / 04 / 1964                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Riwayat Pendidikan<br><i>Education History</i>              | SLTA - SMA Negeri 8 Surabaya - IPA 28/04/1983                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Riwayat Jabatan<br><i>Position History</i>                  | VP Sekretaris Perusahaan November 2018 – Sekarang<br><i>VP of Corporate Secretary November 2018 - Present</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Dasar Hukum Penunjukan<br><i>Appointment Decree</i>         | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/XII/8/SAP/KA-2018 Tanggal 5 Desember 2018<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/XII/8/SAP/KA-2018 dated December 5, 2018</i>                                                                                                                                                                                                                                                                                                                                 |
| Pengalaman Kerja<br><i>Working Experiences</i>              | <ul style="list-style-type: none"> <li>Vice President Sekretaris Perusahaan (Desember 2018 - Sekarang)</li> <li>Manager Hubungan Masyarakat Daerah Daerah Operasi 8 Surabaya (Agustus 2016 – Desember 2018)</li> <li>Manager Humasda Daerah Operasi 4 Semarang (Desember 2015 – Agustus 2016)</li> <li><i>Vice President of Corporate Secretary (December 2018 – Present)</i></li> <li><i>Community Relations Manager of Operating Area 8 Surabaya (August 2016 – December 2018)</i></li> <li><i>Manager Humasda Area Operation 4 Semarang (December 2015 – August 2016)</i></li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                        | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Hubungan Afiliasi<br><i>Affiliation</i>                     | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                 | Jember, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



## Struktur Organisasi Sekretaris Perusahaan Corporate Secretary Organizational Structure



## TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN CORPORATE SECRETARY DUTIES AND RESPONSIBILITIES

KCI sebagai Perusahaan Jasa Transportasi Publik berbasis Kereta Rel Listrik (KRL) yang menjadi tulang punggung transportasi Urban di Indonesia dan statusnya menjadi Anak Perusahaan BUMN maka Perseroan wajib mempunyai Sekretaris Perusahaan yang berfungsi sebagai penghubung antara Perseroan dengan Pemegang Saham serta Pemangku Kepentingan lainnya.

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Surat Keputusan Direksi dengan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris.

Berdasarkan Surat Keputusan Direksi Nomor SK-024/KCI/DIR-HRD/X/2018 mengenai Struktur Organisasi dan Tata Laksana di Lingkungan PT Kereta Commuter Indonesia, Sekretaris Perusahaan memiliki beberapa tugas dan tanggung jawab di Perseroan, di antaranya sebagai berikut:

*KCI as a public transportation service Company based on Electric Rail (KRL) which becomes the backbone of Urban transportation in Indonesia and its status to become a subsidiary of SOE, the Company must have a Corporate Secretary that serves as a liaison between the Company and other stakeholders.*

*The Corporate Secretary is directly responsible to the Board of Directors and appointed and discharged based on the Board of Directors decree with the Company's internal mechanisms with the approval of the Board of Commissioners.*

*Based on the decree of the Board of Directors No. SK-024/KCI/DIR-HRD/X/2018 on organizational structure and governance in PT Kereta Commuter Indonesia, the Corporate Secretary has several duties and responsibilities in the Company, including the following:*

1. Merumuskan, mengkoordinasikan, mengendalikan dan mengevaluasi pelaksanaan tugas operasional Perseroan, termasuk menjaga hubungan dengan *stakeholder*.
2. Menjalankan fungsi dokumentasi Perusahaan, *general affairs/umum*, kesehatan pegawai.
3. Menjalankan fungsi pengawasan dan implementasi pelaksanaan GCG di lingkungan Perusahaan, termasuk pelaksanaan *assessment* dan GCG Perusahaan.
4. Mengkoordinasikan, dan mengintegrasikan unit-unit organisasi di bawahnya.
5. Melakukan koordinasi dalam hal pelaksanaan dan implementasi sistem ISO Perusahaan.
6. Menjalankan fungsi koordinasi dalam hal hubungan dengan Pemegang Saham Perusahaan, Dewan Komisaris Perusahaan dan perangkat Dewan Komisaris Perusahaan.

1. *Formulating, coordinate, control and evaluate the implementation of the Company's operational tasks, including maintaining the relationship with the stakeholders.*
2. *Running the Company's documentation functions, general affair/general, employee health.*
3. *Implementing the supervisory function and implementation of GCG in the Company's environment, including the implementation of Assessment and the Company GCG.*
4. *Coordinating, and integrate organizational units under it.*
5. *Coordinating in terms of implementation and implementation of the Company's ISO system.*
6. *Performing coordination function in relation with the shareholders of the Company, the Board of Commissioners of the Company and the device of the Board of Commissioners.*

## **LAPORAN PELAKSANAAN TUGAS** **TASK IMPLEMENTATION REPORT**

Sepanjang tahun 2019, Sekretaris Perusahaan telah melaksanakan tugas pokok antara lain menjalankan hubungan dengan *stakeholder*, melaksanakan Good Corporate Governance, bertanggung jawab pada dokumentasi Perusahaan dan *general affairs/umum*, memantau kesehatan pegawai, serta berkoordinasi dengan unit-unit organisasi di bawahnya.

Selama tahun 2019, tugas-tugas Sekretaris Perusahaan yang bersinggungan dengan *stakeholder* Perseroan yang telah dilakukan dapat dilihat pada tabel-tabel berikut ini:

*Throughout 2019, the Corporate Secretary has carried out a principal task, among others, conducting relationships with stakeholders, implementing Good Corporate Governance, responsible for the Company's documentation and general affair/general affairs, monitoring employee health, and coordinating with organizational units underneath.*

*During 2019, the duties of Corporate Secretary in contact with the Company's stakeholders can be seen in the following tables:*



## 1. Unit Umum

### General Affair

Realisasi kinerja unit umum tahun 2019 adalah sebagai berikut:

Realization of the general unit performance in 2019 is as follows:

| No | Uraian<br>Description                                                                        | Revisi<br>RKAP<br>2019 | Triwulan I |      | Triwulan II |      | Triwulan III |      | Triwulan IV |      | Kehadiran Rapat (%)<br>Meeting Attendance (%)                                                                                                                                                                                                                                                                  |
|----|----------------------------------------------------------------------------------------------|------------------------|------------|------|-------------|------|--------------|------|-------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                                              |                        | Prog       | Real | Prog        | Real | Prog         | Real | Prog        | Real |                                                                                                                                                                                                                                                                                                                |
| 1. | Pakaian Dinas Karyawan<br>Employees' Official Clothes                                        | √                      |            |      |             |      | √            | √    |             |      | Selesai, 23 Juli 2019<br>Completed, July 23, 2019                                                                                                                                                                                                                                                              |
| 2. | Pengadaan Inventaris Kantor dan griya karya<br>Inventory procurement Offices and work houses | √                      | √          | √    | √           | √    | √            | √    | √           | √    | Selesai, 02 April 2019, 03 September 2019 dan 31 Desember 2019<br>Completed, April 02, 2019, September 03, 2019 and December 31, 2019                                                                                                                                                                          |
| 3. | Sewa Lahan Parkir Kantor<br>Rent of Office Parking Lot                                       | √                      |            |      |             |      | √            | √    |             |      | Selesai, 02 Mei 2019<br>Completed, May 02, 2019                                                                                                                                                                                                                                                                |
| 4. | Sewa Mess untuk petugas loket<br>Rent Mess for officers counters                             | √                      |            |      |             |      | √            |      |             |      | Dibatalkan, sebagian besar petugas loket sudah di outsourcing dan bukan pegawai PT KCI<br>Canceled, most of the counter officers had already been outsourced and were not PT KCI employees                                                                                                                     |
| 5. | Renovasi Klinik<br>Clinic renovation                                                         | √                      |            |      |             |      | √            |      |             |      | Dibatalkan, unit kesehatan PT KCI masih menginduk di Daop serta belum menemukan lokasi yang sesuai untuk pendirian bangunan klinik Perusahaan tersebut.<br>Canceled, PT KCI's health unit is still based in Daop and has not found a suitable location for the establishment of the Company's clinic building. |

## 2. Unit Kesehatan

### Health Unit

Berikut ini realisasi kinerja unit kesehatan terhadap program pada tahun 2019:

Following is realization of the health unit's performance towards the program in 2019:

| No | Uraian Program<br>Program Description                                                      | RKAP<br>2019 | Revisi RKAP Tahun 2019<br>Revised RKAP 2019 | 2019        |               |                 |               |
|----|--------------------------------------------------------------------------------------------|--------------|---------------------------------------------|-------------|---------------|-----------------|---------------|
|    |                                                                                            |              |                                             | TW I<br>Q I | TW II<br>Q II | TW III<br>Q III | TW IV<br>Q IV |
| I. | Pakaian Dinas Karyawan<br>Employees Uniform                                                |              |                                             |             |               |                 |               |
| 1. | Asuransi Kesehatan<br>Health Insurance                                                     | √            | √                                           | √           | √             | √               | √             |
| 2. | Pelayanan Kesehatan<br>Health Service                                                      | √            | √                                           | √           | √             | √               | √             |
| 3. | Pelayanan Klinik<br>Clinique Service                                                       | √            | √                                           | √           |               |                 |               |
| 4. | Medical Check Up, Pendalaman Tes kesehatan lainnya<br>Medical Check Up, other Medical Test | √            | √                                           |             |               |                 |               |

| No                                                             | Uraian Program<br>Program Description                                        | RKAP<br>2019 | Revisi RKAP Tahun 2019<br>Revised RKAP 2019 | 2019        |               |                 |               |
|----------------------------------------------------------------|------------------------------------------------------------------------------|--------------|---------------------------------------------|-------------|---------------|-----------------|---------------|
|                                                                |                                                                              |              |                                             | TW I<br>Q I | TW II<br>Q II | TW III<br>Q III | TW IV<br>Q IV |
| II. Pelayanan Kesehatan Penumpang<br>Passengers Health Service |                                                                              |              |                                             |             |               |                 |               |
| 1.                                                             | Alat Kesehatan Penunjang Pelayanan Penumpang<br>Medical Tools for Passengers | √            | √                                           |             |               |                 | √             |
| 2.                                                             | P3K dan Perlengkapan<br>First Aid Tools                                      | √            | √                                           |             | √             |                 |               |
| 3.                                                             | Angkutan Lebaran dan Natal<br>Eid and Christmast Transportation              | √            | √                                           |             | √             |                 | √             |
| 4.                                                             | Operasional<br>Operational                                                   | √            | √                                           | √           | √             | √               | √             |
| 5.                                                             | Gawat Darurat<br>Emergency                                                   | √            | √                                           | √           | √             | √               | √             |
| 6.                                                             | Pos Kesehatan<br>Medical Pos                                                 | √            | √                                           |             |               |                 |               |
| 7.                                                             | Obat, BHP dan Bahan Medis<br>Medicines, BHP, Medical Tools                   | √            | √                                           | √           | √             | √               | √             |
| 8.                                                             | Alat Kesehatan Poskes/Rikes dan Kalibrasi<br>Medical Tools and Calibration   | √            | √                                           | √           | √             | √               | √             |
| 9.                                                             | PMI<br>Indonesian Red Cross                                                  | √            | √                                           | √           | √             | √               | √             |
| 10.                                                            | Penyuluhan Kesehatan Penumpang<br>Medical Extension for Passengers           | √            | √                                           |             |               |                 | √             |
| 11.                                                            | AED                                                                          | √            | √                                           |             | √             |                 |               |
| 12.                                                            | Pembukaan Pos Kesehatan Baru<br>New Medical Pos                              | √            | √                                           |             | √             |                 |               |

### 3. Unit Kebijakan Tata Kelola Perusahaan *Corporate Governance Policy Unit*

Skor hasil *self assesment* GCG pada tahun 2019 yang dilaksanakan oleh BPKP adalah sebagai berikut:

*The results of Self-assessment GCG in 2019 conducted by BPKP are as follows:*

| Penjelasan Kriteria<br>Criteria Description                                                                                                                            | Bobot Indikator<br>Value Indicator | Capaian Tahun 2019<br>2019 Achievement |                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------|-----------------------------|
|                                                                                                                                                                        |                                    | Skor<br>Score                          | % Capaian<br>% Achievements |
| I. Komitmen terhadap penerapan tata kelola Perusahaan yang baik secara berkelanjutan<br><i>A commitment to sustainable implementation of good corporate governance</i> | 7.00                               | 6.40                                   | 91.48                       |
| II. Pemegang Saham dan RUPS/Pemilik Modal<br><i>Shareholders and GMS/Capital Holders</i>                                                                               | 9.00                               | 6.98                                   | 77.56                       |
| III. Dewan Komisaris/Dewan Pengawas<br><i>Board of Commissioners/Monitoring Board</i>                                                                                  | 35.00                              | 29.76                                  | 85.04                       |
| IV. Direksi<br><i>Board of Directors</i>                                                                                                                               | 35.00                              | 29.13                                  | 83.23                       |
| V. Pengungkapan Informasi dan Transparansi<br><i>Disclosure of Information and Transparency</i>                                                                        | 9.00                               | 8.30                                   | 92.21                       |



| Penjelasan Kriteria<br>Criteria Description                                                | Bobot Indikator<br>Value Indicator | Capaian Tahun 2019<br>2019 Achievement |                             |
|--------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------|-----------------------------|
|                                                                                            |                                    | Skor<br>Score                          | % Capaian<br>% Achievements |
| VI. Aspek Lainnya<br>Other Aspects                                                         | 5.00                               | 0.00                                   | 0.00                        |
| <b>Skor Keseluruhan<br/>Total Score</b>                                                    | <b>100.00</b>                      | <b>80.58</b>                           |                             |
| <b>Klasifikasi Kualitas Penerapan GCG<br/>Classification of GCG Implementation Quality</b> |                                    | <b>BAIK<br/>Good</b>                   |                             |

Sumber Unit Sekper PT KCI  
Source: PT KCI Corporate Secretary Unit

Pada program GCG tahun 2019 terealisasi sebesar 80,58 dari program 78,00 atau tercapai sebesar 103%.

*In the GCG program in 2019 was 80.58 from the program 78.00 or achieved at 103%.*

Realisasi dari program kerja GCG tahun 2019 adalah sebagai berikut:

*Realization from GCG Program in 2019 are:*

## Laporan Kegiatan Unit GCG

### GCG Unit Activity Report

| No     | Program                                                                                        | Revisi<br>RKAP 2019<br><i>Revised<br/>RKAP 2019</i> | Triwulan I<br>Quarter I |      | Triwulan II<br>Quarter II |      | Triwulan III<br>Quarter III |      | Triwulan IV<br>Quarter IV |      | Keterangan<br><i>Description</i>                                                                                                                                           |
|--------|------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------|------|---------------------------|------|-----------------------------|------|---------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        |                                                                                                |                                                     | Prog                    | Real | Prog                      | Real | Prog                        | Real | Prog                      | Real |                                                                                                                                                                            |
| 1. GCG |                                                                                                |                                                     |                         |      |                           |      |                             |      |                           |      |                                                                                                                                                                            |
|        | Lanjutan Assessment GCG dengan BPKP<br><i>Continuation of GCG Assessment with BPKP</i>         |                                                     | √                       | √    |                           |      |                             |      |                           |      | Closing Assessment GCG Tahun 2018<br><i>GCG Closing Assessment 2018</i>                                                                                                    |
|        | Self Assessment GCG 2019<br><i>2019 GCG Self Assessment</i>                                    | √                                                   |                         |      |                           |      |                             |      | √                         | √    | Self Assessment bekerja sama dengan BPKP Provinsi DKI Jakarta hingga Maret 2020<br><i>Self Assessment in collaboration with BPKP DKI Jakarta Province until March 2020</i> |
|        | FGD GCG (Gratifikasi, WBS, LHKPN)<br><i>GCG FGD (Gratuities, WBS, LHKPN)</i>                   | √                                                   | √                       |      |                           |      |                             |      |                           |      | Telah dilaksanakan pada tanggal 13 Februari 2019<br><i>It was held on February 13, 2019</i>                                                                                |
|        | Sosialisasi GCG (Gratifikasi, WBS, LHKPN)<br><i>GCG Socialization (Gratuities, WBS, LHKPN)</i> | √                                                   | √                       | √    | √                         | √    | √                           | √    | √                         | √    | Dilakukan setiap 2 (dua) minggu<br><i>Conducted every 2 (two) weeks</i>                                                                                                    |
|        | Pembuatan Annual Report<br><i>Preparation of an Annual Report</i>                              | √                                                   | √                       | √    | √                         | √    | √                           | √    |                           |      | Selesai pada akhir Juli 2019<br><i>Completed at the end of July 2019</i>                                                                                                   |



| No                                                                                        | Program                                                                                                                                                                                      | Revisi<br>RKAP 2019<br><i>Revised<br/>RKAP 2019</i> | Triwulan I<br><i>Quarter I</i> |      | Triwulan II<br><i>Quarter II</i> |      | Triwulan III<br><i>Quarter III</i> |      | Triwulan IV<br><i>Quarter IV</i> |      | Keterangan<br><i>Description</i>                                                                                                                                                |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------|------|----------------------------------|------|------------------------------------|------|----------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                           |                                                                                                                                                                                              |                                                     | Prog                           | Real | Prog                             | Real | Prog                               | Real | Prog                             | Real |                                                                                                                                                                                 |
| 2. ISO 9001:2015 Sistem Manajemen Mutu<br><i>ISO 9001: 2015 Quality Management System</i> |                                                                                                                                                                                              |                                                     |                                |      |                                  |      |                                    |      |                                  |      |                                                                                                                                                                                 |
|                                                                                           | Audit Internal 9001:2015                                                                                                                                                                     | √                                                   | √                              | √    | √                                | √    | √                                  | √    | √                                |      | Dilakukan sampai dengan proses audit eksternal dilakukan<br><i>Performed until the external audit process is carried out</i>                                                    |
|                                                                                           | Surveillance Audit Internal 9001:2015                                                                                                                                                        | √                                                   |                                |      |                                  |      |                                    | √    | √                                |      | Surveillance dijadwalkan pada 26-29 Agustus 2019<br><i>Surveillance is scheduled for August 26-29, 2019</i>                                                                     |
|                                                                                           | ISO Award                                                                                                                                                                                    | √                                                   |                                |      |                                  |      |                                    |      |                                  |      | Program dibatalkan untuk efisiensi<br><i>Program canceled for efficiency</i>                                                                                                    |
|                                                                                           | ISO Awareness                                                                                                                                                                                | √                                                   | √                              | √    |                                  |      |                                    |      |                                  |      | ISO Awareness telah dilaksanakan pada tanggal 16-17 April 2019<br><i>ISO Awareness was held on April 16-17, 2019</i>                                                            |
|                                                                                           | ISO FGD                                                                                                                                                                                      | √                                                   |                                |      |                                  |      |                                    |      |                                  |      | Tidak jadi dilaksanakan karena faktor efisiensi program<br><i>Not implemented because of the efficiency of the program</i>                                                      |
|                                                                                           | SNI Award                                                                                                                                                                                    | √                                                   |                                |      |                                  |      |                                    |      | √                                | √    | Peringkat Silver SNI Award 2019<br><i>SNI Award 2019 Silver Rank</i>                                                                                                            |
| 3. Pembuatan ID Card<br><i>ID Card Making</i>                                             |                                                                                                                                                                                              |                                                     |                                |      |                                  |      |                                    |      |                                  |      |                                                                                                                                                                                 |
|                                                                                           | Cetak ID Card<br><i>Print ID Card</i>                                                                                                                                                        | √                                                   |                                |      | √                                | √    |                                    |      |                                  |      |                                                                                                                                                                                 |
| 4. Award Perusahaan<br><i>Company Award</i>                                               |                                                                                                                                                                                              |                                                     |                                |      |                                  |      |                                    |      |                                  |      |                                                                                                                                                                                 |
|                                                                                           | Innovation and Improvement Award (IIA 2019) PT KAI                                                                                                                                           | √                                                   |                                |      | √                                | √    |                                    |      |                                  |      | Peringkat 1 dan 2 dalam ajang IIA 2019 dilaksanakan di Bandung pada 03-06 September 2019<br><i>Rank 1 and 2 in 2019 IIA event were held in Bandung on September 03-06, 2019</i> |
|                                                                                           | Temu Karya Mutu dan International Quality and Productivity Convention (TKMPN dan IQPC)<br><i>Quality Work Meeting and International Quality and Productivity Convention (TKMPN and IQPC)</i> | √                                                   |                                |      | √                                | √    |                                    |      |                                  |      | PT KCI mendapatkan 2 Silver dan 1 Bronze<br><i>PT KCI received 2 Silver and 1 Bronze</i>                                                                                        |

Sumber Unit Sekper PT KCI  
Source: PT KCI Corporate Secretary Unit



1. Laporan pengendalian gratifikasi dan WBS yang dipantau melalui akun e-mail laporgcg@krl.co.id pada tahun 2019 di antaranya parcel dalam bentuk makanan dan bunga yang dibagikan ke OB/cleaning service.
2. Sebagai upaya sosialisasi dan diseminasi kebijakan terkait GCG, Whistleblowing System, Visi Misi, Budaya Perusahaan serta Sistem Manajemen Mutu, unit GCG telah melakukan:
  - a. Broadcast e-mail kepada setiap insan Perusahaan secara berkala.
  - b. Penempatan standing banner larangan gratifikasi di beberapa tempat strategis kantor dan seluruh Stasiun, Dipo dan Overhaul.
  - c. Kebijakan mengenai gratifikasi dan WBS telah ditampilkan dalam website Perusahaan.
3. Pada kegiatan review kebijakan Governance yang telah diperbaharui maupun dilengkapi kebijakan tentang Kode Etik, Sistem Manajemen Mutu dan Gerakan Sadar Mutu serta Instruksi Direksi Tentang Kebijakan Sistem Manajemen Mutu.

1. Gratification control report and WBS monitored through e-mail account laporgcg@krl.co.id in the year 2019 including parcel in the form of food and interest distributed to OB/cleaning service.
2. As an effort to socialize and disseminate policies related to GCG, Whistleblowing System, Vision Mission, corporate culture and quality management system, the GCG unit has done:
  - a. Broadcast e-mails to every individual Company periodically.
  - b. The placement of standing banner prohibition of gratification in several strategic places of office and all stations, Dipo and Overhaul.
  - c. The policy on gratification and WBS has been displayed on the Company's website.
3. In the review of the policy on Governance policies that have been renewed and equipped with policies on the code of Ethics, quality management system and quality aware movement and instructions on the Management of Quality Systems Policy.

| No                                | Uraian Kegiatan<br>Activities Description                                                                             | TW I<br>Q I |     |     | TW II<br>Q II |           |     | TW III<br>Q III |     |     | TW IV<br>Q IV |     |     | Keterangan<br>Description                                                                                                                                                                                |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------|-----|-----|---------------|-----------|-----|-----------------|-----|-----|---------------|-----|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   |                                                                                                                       | Jan         | Feb | Mar | Apr           | May       | Jun | Jul             | Aug | Sep | Oct           | Nov | Dec |                                                                                                                                                                                                          |
| 1. Commuter Document System (CDS) |                                                                                                                       |             |     |     |               |           |     |                 |     |     |               |     |     |                                                                                                                                                                                                          |
|                                   | a. Melakukan/ <i>Conduct</i><br>UAT (User Acceptance<br>Test) Aplikasi CDS                                            |             |     |     |               |           |     | 2               |     |     |               |     |     | Permohonan IT <i>Change Request</i> pada<br>Aplikasi CDS kepada unit IT sudah<br>diselesaikan sebanyak 11 poin (11/17)<br><i>IT Change Request in CDS app to IT<br/>Head Unit were 11 points (11/17)</i> |
| 2. Pelatihan<br><i>Training</i>   |                                                                                                                       |             |     |     |               |           |     |                 |     |     |               |     |     |                                                                                                                                                                                                          |
|                                   | a. Pelatihan Teknis Dasar-<br>Dasar Kearsipan di ANRI<br>Bogor<br><i>Basic Training of<br/>Archival in ANRI Bogor</i> |             |     |     |               | 8 -<br>12 |     |                 |     |     |               |     |     | 2 Peserta: Assistant Manager & Staf<br><i>2 Attendant: Assistant Manager &amp; Staff</i>                                                                                                                 |

| No                                                                                                              | Uraian Kegiatan<br>Activities Description                                                        | TW I<br>Q I |     |     | TW II<br>Q II |     |     | TW III<br>Q III |     |     | TW IV<br>Q IV |     |     | Keterangan<br>Description                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------|-----|-----|---------------|-----|-----|-----------------|-----|-----|---------------|-----|-----|-------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                 |                                                                                                  | Jan         | Feb | Mar | Apr           | May | Jun | Jul             | Aug | Sep | Oct           | Nov | Dec |                                                                                                                                                 |
| 3. Dokumen ISO 9001:2015 PT Kereta Commuter Indonesia<br>ISO 9001:2015 Document of PT Kereta Commuter Indonesia |                                                                                                  |             |     |     |               |     |     |                 |     |     |               |     |     |                                                                                                                                                 |
| a.                                                                                                              | Konfirmasi file dari unit terkait<br>Confirmed files from related unit                           |             |     | 15  |               |     |     |                 |     |     |               |     |     | Sudah mengirimkan e-mail konfirmasi dokumen ke unit terkait<br>E-mail sent to related unit                                                      |
| b.                                                                                                              | Pengumpulan file ISO (SOP, Form, Instruksi Kerja)<br>ISO File Collection (SOP, Form, Work Order) |             |     |     |               |     |     |                 |     |     |               |     |     | Beberapa file sudah terkumpul dari seluruh unit<br>Few files have been collected                                                                |
| c.                                                                                                              | Surveillance Audit Eksternal ISO 9001:2015                                                       |             |     |     |               |     |     |                 |     |     |               |     |     | Unit dokumentasi standby untuk menyerahkan dokumen ISO PT KCI ke auditor<br>Documentation unit ready to submit ISO document to PT KCI's Auditor |

## PROGRAM PELATIHAN SEKRETARIS PERUSAHAAN CORPORATE SECRETARY TRAINING PROGRAM

Untuk mengembangkan potensi demi mencapai tujuan serta kinerja pada Perseroan secara maksimal, Sekretaris Perusahaan dan pegawai di unit Sekretaris Perusahaan perlu mengikuti berbagai program pelatihan. Adapun pelatihan-pelatihan yang telah diikuti oleh Sekretaris Perusahaan dan pegawai di Unit Sekretaris Perusahaan selama tahun 2019, secara rinci akan dijabarkan dalam tabel sebagai berikut:

*To develop the potential to achieve objectives and performance in the Company to the fullest, Corporate Secretary and employees in the Corporate Secretary unit need to attend various training programs. As for the training that has been followed by the Corporate Secretary and officers at the Corporate Secretary Unit during the year 2019, in detail will be spelled out in the table as follows:*

### Program Pelatihan dan Pengembangan Kompetensi Pegawai Sekretaris Perusahaan Corporate Secretary Employee Competency Training and Development Program

| No | Jumlah Peserta<br>Pelatihan<br>Number of<br>Training<br>Participants | Nama Pelatihan<br>Training Name                                                                                                                                                                                     | Tanggal Pelatihan<br>Training Date                   | Penyelenggara<br>Pelatihan<br>Training Organizer | Lokasi<br>Pelatihan<br>Training Location |
|----|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------|------------------------------------------|
| 1  | 3                                                                    | Induction Program Januari<br><i>Induction Program January</i>                                                                                                                                                       | 14 - 18 Januari 2019<br><i>January 14 - 18, 2019</i> | PT KCI                                           | Jakarta                                  |
| 2  | 2                                                                    | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D<br>Sertifikasi Kemnaker RI Batch I<br><i>Training of Fire Role Officers (DAMKAR) Level D of the<br/>Indonesian Ministry of Manpower Batch I Certification</i>   | 15 - 17 Januari 2019<br><i>January 15 - 17, 2019</i> | Formasi Sistem<br>Internasional                  | Jakarta                                  |
| 3  | 1                                                                    | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D<br>Sertifikasi Kemnaker RI Batch II<br><i>Training of Fire Role Officers (DAMKAR) Level D of the<br/>Indonesian Ministry of Manpower Batch II Certification</i> | 22 - 24 Januari 2019<br><i>January 22 - 24, 2019</i> | Formasi Sistem<br>Internasional                  | Jakarta                                  |



| No | Jumlah Peserta Pelatihan<br>Number of Training Participants | Nama Pelatihan<br>Training Name                                                                                                                                                                                | Tanggal Pelatihan<br>Training Date                     | Penyelenggaraan Pelatihan<br>Training Organizer                           | Lokasi Pelatihan<br>Training Location |
|----|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------|
| 4  | 11                                                          | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Ministry of Manpower Certification P3k Officer Training RI</i>                                                                                             | 28 - 30 Januari 2019<br><i>January 28 - 30, 2019</i>   | Formasi Sistem Internasional                                              | Jakarta                               |
| 5  | 1                                                           | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch III<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Manpower Batch III Certification</i> | 19 - 21 Februari 2019<br><i>February 19 - 21, 2019</i> | Formasi Sistem Internasional                                              | Jakarta                               |
| 6  | 2                                                           | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch IV<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Manpower Batch IV Certification</i>   | 26 - 28 Februari 2019<br><i>February 26 - 28, 2019</i> | Formasi Sistem Internasional                                              | Jakarta                               |
| 7  | 2                                                           | Pelatihan Sertifikasi QRMA<br><i>QRMA Certification Training</i>                                                                                                                                               | 18 - 21 Februari 2019<br><i>February 18 - 21, 2019</i> | CRMS Indonesia                                                            | Jakarta                               |
| 8  | 10                                                          | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br><i>Hyperkes Certification Training for Paramedics</i>                                                                                                         | 18 - 22 Februari 2019<br><i>February 18 - 22, 2019</i> | Amira Medika                                                              | Jakarta                               |
| 9  | 2                                                           | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch V<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Manpower Batch V Certification</i>     | 12 - 14 Maret 2019<br><i>March 12 - 14, 2019</i>       | Formasi Sistem Internasional                                              | Jakarta                               |
| 10 | 1                                                           | Training Petugas Peran Kebakaran (DAMKAR) Tingkat D Sertifikasi Kemnaker RI Batch VI<br><i>Training of Fire Role Officers (DAMKAR) Level D of the Indonesian Ministry of Manpower Batch VI Certification</i>   | 19 - 21 Maret 2019<br><i>March 19 - 21, 2019</i>       | Formasi Sistem Internasional                                              | Jakarta                               |
| 11 | 2                                                           | Pelatihan Defensive Driving<br><i>Defensive Driving Training</i>                                                                                                                                               | 19 - 21 Maret 2019<br><i>March 19 - 21, 2019</i>       | Pemprov DKI Jakarta Dinas Kesehatan Unit Pelayanan Ambulans Gawat Darurat | Jakarta                               |
| 12 | 1                                                           | Workshop GCG, Risk Management dan Compliance (GRC) Strategy<br><i>GCG Workshop, Risk Management and Compliance (GRC) Strategy</i>                                                                              | 28 - 29 Maret 2019<br><i>March 28 - 29, 2019</i>       | JSM Management Consultant                                                 | Bandung                               |
| 13 | 2                                                           | Diklat Teknik Dasar - Dasar Kearsipan Angkatan II (PNBP)<br><i>Basic Engineering Training - Basic Archives Batch II (PNBP)</i>                                                                                 | 08 - 12 April 2019<br><i>April 08 - 12, 2019</i>       | Arsip Nasional Republik Indonesia                                         | Bogor                                 |
| 14 | 3                                                           | Workshop Teknik Penyusunan Proses Bisnis dan Struktur Organisasi<br><i>Workshop on Business Process Arrangement and Organizational Structure Techniques</i>                                                    | 10 Desember 2019<br><i>December 10, 2019</i>           | PT KCI                                                                    | Jakarta                               |
| 15 | 1                                                           | Pelatihan dan Sertifikasi QRMO<br><i>QRMO Training and Certification</i>                                                                                                                                       | 24 - 25 April 2019<br><i>April 24 - 25, 2019</i>       | CRMS Indonesia                                                            | Jakarta                               |
| 16 | 4                                                           | Induction Program Bulan Mei Angkatan I<br><i>May Induction Program Batch I</i>                                                                                                                                 | 6 - 10 Mei 2019<br><i>May 6 - 10, 2019</i>             | PT KCI                                                                    | Jakarta                               |
| 17 | 2                                                           | Workshop Slide Presentasi Profesional Amazing Slide Presentation<br><i>Amazing Slide Presentation Professional Slide Workshop</i>                                                                              | 9 - 10 Mei 2019<br><i>May 6 - 10, 2019</i>             | Kreasi Presentasi                                                         | Jakarta                               |
| 18 | 3                                                           | Induction Program Bulan Mei Angkatan II<br><i>May Induction Program Batch II</i>                                                                                                                               | 13 - 17 Mei 2019<br><i>May 13 - 17, 2019</i>           | PT KCI                                                                    | Jakarta                               |
| 19 | 5                                                           | Induction Program Bulan Mei Angkatan III<br><i>May Induction Program Batch III</i>                                                                                                                             | 20 - 24 Mei 2019<br><i>May 20 - 24, 2019</i>           | PT KCI                                                                    | Jakarta                               |

| No | Jumlah Peserta<br>Pelatihan<br>Number of<br>Training<br>Participants | Nama Pelatihan<br>Training Name                                                                                                                                                                            | Tanggal Pelatihan<br>Training Date                           | Penyelenggaraan<br>Pelatihan<br>Training Organizer | Lokasi<br>Pelatihan<br>Training<br>Location |
|----|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------|---------------------------------------------|
| 20 | 3                                                                    | Induction Program Bulan Juni<br><i>Induction Program in June</i>                                                                                                                                           | 10 - 14 Juni 2019<br><i>June 10 – 14, 2019</i>               | PT KCI                                             | Jakarta                                     |
| 21 | 1                                                                    | Workshop Penulisan Annual Report Berbasis Annual<br>Report Award<br><i>Annual Report Writing Workshop based on Annual Report<br/>Award</i>                                                                 | 26 - 27 Juni 2019<br><i>June 26 – 27, 2019</i>               | Komite Nasional Kebijakan<br>Governance            | Jakarta                                     |
| 22 | 15                                                                   | Pendidikan dan Pelatihan PPE Angkatan II Tahun 2019<br>dengan KAI (Basic Development Program {BDP})<br><i>PPE Education and Training Batch II of 2019 with KAI<br/>(Basic Development Program {BDP})</i>   | 17 - 27 Juni 2019<br><i>June 17 – 27, 2019</i>               | PUSDIKHUB                                          | Bandung                                     |
| 23 | 20                                                                   | Pelatihan Sertifikasi Hiperkes bagi Paramedis<br>Hyperkes Certification Training for Paramedics                                                                                                            | 29 Juli - 02 Agustus 2019<br><i>July 29 - August 2, 2019</i> | Amira Medika                                       | Jakarta                                     |
| 24 | 1                                                                    | Training Awareness & Internal Audit ISO 9001 2015<br><i>ISO 9001 2015 Training Awareness &amp; Internal Audit</i>                                                                                          | 17 - 18 Juli 2019<br><i>July 17 – 18, 2019</i>               | TUV SUD                                            | Jakarta                                     |
| 25 | 20                                                                   | Pelatihan Petugas P3k Sertifikasi Kemnaker RI<br><i>Ministry of Manpower Certification P3k Officer Training RI</i>                                                                                         | 24 - 26 September 2019<br><i>September 24 - 26, 2019</i>     | Formasi Sistem<br>Internasional                    | Jakarta                                     |
| 26 | 1                                                                    | Training Hospitality & Service Seminar Batch 2 Tahun<br>2019<br><i>Hospitality Training &amp; Service Seminar Batch 2 Year 2019</i>                                                                        | 02 - 07 Setember 2019<br><i>September 02 – 07, 2019</i>      | JR EAST                                            | Tokyo, Jepang                               |
| 27 | 2                                                                    | Diklap Komunikasi<br><i>Diklap Communication</i>                                                                                                                                                           | 11 Oktober 2019<br><i>October 11, 2019</i>                   | PT KCI                                             | Jakarta                                     |
| 28 | 5                                                                    | Pendidikan dan Pelatihan PPE Angkatan III Tahun 2019<br>dengan KAI (Basic Development Program {BDP})<br><i>PPE Education and Training Batch III of 2019 with KAI<br/>(Basic Development Program {BDP})</i> | 01 - 12 Oktober 2019<br><i>October 01 – 12, 2019</i>         | PUSDIKHUB                                          | Bandung                                     |
| 29 | 3                                                                    | Workshop Penyusunan Proses Bisnis - Batch 1<br><i>Business Process Preparation Workshop - Batch 1</i>                                                                                                      | 3 Desember 2019<br><i>December 3, 2019</i>                   | PT KCI                                             | Jakarta                                     |
| 30 | 2                                                                    | Workshop Penyusunan Proses Bisnis - Batch 2<br><i>Business Process Preparation Workshop - Batch 2</i>                                                                                                      | 10 Desember 2019<br><i>December 10, 2019</i>                 | PT KCI                                             | Jakarta                                     |
| 31 | 2                                                                    | Pendidikan dan Pelatihan Good Corporate Governance<br><i>Good Corporate Governance Education and Training</i>                                                                                              | 07 - 11 Oktober 2019<br><i>October 07 – 11, 2019</i>         | PT KAI                                             | Bandung                                     |

### Evaluasi Kinerja Sekretaris Perusahaan

Sekretaris Perusahaan dilakukan penilaian yang diukur dari pencapaian Key Performance Indicator secara tahunan dan merupakan bentuk kontrak manajemen antara Vice President Sekretaris Perusahaan dengan Direktur Utama Perseroan.

### Performance Evaluation of the Corporate Secretary

Corporate Secretary carried out the assessment measured from achievement of annual Key Performance Indicator and is a form of contract management between Vice President of Corporate Secretary and the Company's President Director.



| No | Indikator<br>Indicators                                                                                                                                       | Keterangan<br>Description                                                                                                                                                          | Formula                                                                                                                                                                                                                                            | Satuan<br>Unit | Target | Prioritas<br>Priority | Bobot<br>Value | Realisasi<br>Realization | Score |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------|-----------------------|----------------|--------------------------|-------|
| 1  | Ketersediaan perlengkapan kantor dan barang inventaris<br><i>Availability of office supplies and inventory items</i>                                          | Melakukan Proses Pengadaan dari Awal Hingga Diterima Oleh Pegawai Internal<br><i>Conducting procurement process from scratch until accepted by Internal Officers</i>               | Jumlah pengadaan terlaksana/target jumlah pengadaan sesuai RKAP x Bobot<br><i>Number of procurement carried out/target procurement amount per RKAP x Value</i>                                                                                     | %              | 100    | High                  | 19,23          | 100                      | 19,23 |
| 2  | Efisiensi penggunaan dana kerumahtanggaan untuk pelaksanaan seluruh program<br><i>Efficient use of household funds for the implementation of all Programs</i> | Melakukan Efisiensi Kegiatan Kerumahtanggaan Kantor Sesuai Prosedur dan Dana<br><i>To perform the efficiency of Office homemaking in accordance with procedures and funds</i>      | Penggunaan Dana<br><i>Fund Usage:</i><br>81 - 85% = 12<br>86 - 90% = 11.4<br>91 - 95% = 10.8<br>96 - 100% = 10.2<br>>100% = 9.6                                                                                                                    | %              | 100    | Medium                | 11,54          | 92,67                    | 10,80 |
|    | Penyerapan dana kerumahtanggaan sesuai RKAP<br><i>Absorption of household funds in accordance with RKAP</i>                                                   | Jumlah penyerapan dana kerumahtanggaan sesuai RKAP<br><i>Total absorption of household funds as per RKAP</i>                                                                       | Penyerapan anggaran/ program anggaran sesuai RKAP x Bobot<br><i>Budget/Budget Absorption program according to RKAP x Value</i>                                                                                                                     | %              | 100    | High                  | 19,23          | 93,32                    | 17,95 |
| 3  | Terlaksananya kegiatan sistem pengelolaan dokumen<br><i>Implementation of document management system activities</i>                                           | Terlaksananya kegiatan sistem pengelolaan dokumen sesuai SOP Perusahaan<br><i>The implementation of documents management system according to Company SOP</i>                       | Pelaksanaan pengelolaan dokumen sesuai SOP/ total dokumen yang sudah diserahkan ke dokumentasi x Bobot<br><i>Implementation of document management according to the SOP/ total documents that have been submitted to the documentation x value</i> | %              | 100    | Medium                | 11,54          | 100                      | 11,54 |
| 4  | Waktu Penanganan Restitusi Pegawai<br><i>Employee Restitution Handling Time</i>                                                                               | Ketepatan waktu penanganan restitusi pegawai (Maksimal 80 hari dari tanggal kuitansi)<br><i>Timely handling of employee restitution (Maximum 80 days from the date of receipt)</i> | Jumlah realisasi restitusi tepat waktu/ jumlah restitusi x Bobot<br><i>Total realization of restitution on time/ restitution amount x value</i>                                                                                                    | %              | 100    | High                  | 19,23          | 98,80                    | 19,00 |
| 5  | Tercapainya Skor GCG<br><i>GCG Score Achievement</i>                                                                                                          | Tercapai skor sesuai program<br><i>Achieved score according to program</i>                                                                                                         | Realisasi Skor / target skor sesuai RKAP x bobot<br><i>Realization score/target score according to RKAP x value</i>                                                                                                                                | %              | 100    | High                  | 19,23          | 100                      | 19,23 |
|    |                                                                                                                                                               |                                                                                                                                                                                    |                                                                                                                                                                                                                                                    |                |        |                       | 100            | 97                       | 97,75 |



## Audit Internal

### Internal Audit



Satuan Pengawasan Intern yang selanjutnya disebut SPI adalah satuan di bawah Direktur Utama yang melaksanakan kegiatan *assurance* dan konsultasi secara independen dan objektif guna memberi nilai tambah dan meningkatkan pelaksanaan operasi organisasi.

#### Dasar Penyelenggaraan Satuan Audit Internal (SPI) pada PT Kereta Commuter Indonesia (KCI)

Keputusan Menteri BUMN nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara;

- Keputusan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang perubahan atas PER-01/MBU/2011;
- Surat Keputusan Direksi Nomor SK.031/CU/KCJ/IX/2017 tanggal 11 September 2017 tentang Penetapan Audit Charter PT KAI Commuter Jabodetabek;

*An internal supervision unit hereinafter referred to as SPI is a unit under the President Director who conducts assurance and consulting activities independently and objectively to provide added value and improve the implementation of organizational operations.*

#### Policy of Internal Audit Unit (SPI) at PT Kereta Commuter Indonesia (KCI)

*Decree of the Minister of BUMN No.: PER-01/MBU/2011 dated August 1, 2011 on the implementation of Good Corporate Governance in state-owned enterprises;*

- Decree of the Minister of SOE number: PER-09/MBU/2012 dated July 6, 2012 concerning changes over PER-01/MBU/2011;*
- Decree of the Board of Directors number SK. 031/CU/KCJ/IX/2017 dated September 11, 2017 concerning the establishment of Charter Audit of PT KAI Commuter Jabodetabek;*



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>c. Surat Keputusan Direksi Nomor: SK.032/CU/KCJ/IX/2017 tanggal 11 September 2017 tentang Penetapan Pedoman Penerapan Sistem Pengendalian Internal (Internal Control System) di Lingkungan PT KAI Commuter Jabodetabek; dan</p> <p>d. Surat Keputusan Direksi Nomor: SK.033/CU/KCJ/IX/2017 tanggal 11 September 2017 tentang Penetapan Pedoman Monitoring Tindak Lanjut Rekomendasi Hasil Audit Internal dan Pemeriksaan serta Arahan Pemegang Saham PT KAI Commuter Jabodetabek.</p> <p>e. Surat Keputusan Direksi Nomor: SK.006/CU/KCI/II/2019 tanggal 14 Februari 2019 tentang Penetapan Piagam Pengawasan Internal (Internal Audit Charter) Satuan Pengawasan Intern (SPI) PT Kereta Commuter Indonesia;</p> <p>f. Surat Keputusan Direksi Nomor: SK.002/KCI/DIR-HRD/I/2018 tanggal 15 Januari 2018 tentang Pembentukan Struktur Organisasi dan Tata Laksana PT KAI Commuter Jabodetabek;</p> <p>g. Surat Keputusan Direksi Nomor SK-002/KCI/DIR-HRD/X/2018 tentang Pembentukan Struktur Organisasi dan Tata Laksana PT Kereta Commuter Indonesia;</p> <p>h. Surat Keputusan Direksi Nomor: SK.007/CU/KCI/II/2019 tentang Pedoman Audit Operasional di Lingkungan PT Kereta Commuter Indonesia;</p> <p>i. Surat Keputusan Direksi Nomor: SK.015/CU/KCI/IV/2019 tentang pedoman Audit Investigatif Satuan Pengawas Intern PT Kereta Commuter Indonesia.</p> | <p>c. Decree of the Board of Directors number: SK. 032/CU/KCJ/IX/2017 dated September 11, 2017 concerning the determination of the implementation guidelines of Internal Control system in PT KAI Commuter Jabodetabek area; and</p> <p>d. Decree of the Board of Directors number: SK. 033/CU/KCJ/IX/2017 dated September 11, 2017 concerning the determination of the follow-up Monitoring guidelines on the results of Internal Audit recommendations and the examination and direction of shareholders of PT KAI Commuter Jabodetabek.</p> <p>e. Decree of the Board of Directors number: SK. 006/CU/KCI/II/2019 dated February 14, 2019 concerning the establishment of internal Audit Charter (SPI) of the internal control unit of PT Kereta Commuter Indonesia;</p> <p>f. Decree of the Board of Directors number: SK. 002/KCI/DIR-HRD/I/2018 dated January 15, 2018 concerning Establishment of organizational structure and governance of PT KAI Commuter Jabodetabek;</p> <p>g. Decree of the Board of Directors No. SK-002/KCI/DIR-HRD/X/2018 on the establishment of organizational structure and governance of PT Kereta Commuter Indonesia;</p> <p>h. Decree of the Board of Directors number: SK. 007/CU/KCI/II/2019 on Operational Audit guideline in PT Kereta Commuter Indonesia;</p> <p>i. Decree of the Board of Directors number: SK. 015/CU/KCI/IV/2019 on investigative Audit Guideline of Internal supervisory unit of PT Kereta Commuter Indonesia.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## STANDAR INTERNASIONAL PRAKTIK PROFESIONAL AUDIT INTERNAL INTERNATIONAL STANDARD OF PROFESSIONAL INTERNAL AUDIT PRACTICES

Unit Satuan Pengawasan Intern mengatur Prinsip Internasional Praktik Profesional Audit Internal, Kode Etik, Standar Internasional untuk Profesional Praktik Audit Internal (standar), dan Definisi Audit Internal dengan mematuhi unsur-unsur wajib Kerangka Kerja Praktik Profesional Internasional The Institute of Internal Auditors.

The Intern Monitoring Unit Unit regulates The Internal International Audit Professional Principles, Code of Conduct, International Standard for Professionals of Internal Audit Practices (standards), and the definition of Internal Audit by complying with the mandatory elements of The Institute of Internal Auditors International Professional Practice framework.

Vice President Satuan Pengawasan Intern (VP SPI) melakukan pelaporan secara berkala mengenai kesesuaian praktik Unit SPI dengan Kode Etik dan standar-standar yang diatur dalam Piagam Pengawasan Internal kepada Direksi/ Komisaris/Komite Audit.

*Vice President of Internal Monitoring Unit (VP SPI) conducts periodic reporting on the suitability of the practice of SPI units with the Code of Ethics and the standards set out in the Internal supervision Charter to the BOD/BOC/Audit committee.*

### **VISI, MISI, DAN TUJUAN SPI** **VISION, MISSION, AND SPI OBJECTIVES**

#### **Visi**

Menjadi unit audit yang bersih, berintegritas, profesional dan independen untuk memenuhi harapan *stakeholders*.

#### **Vision**

*To be a clean, integrity, professional and independent audit unit to meet stakeholders' expectations.*

#### **Misi**

Menyelenggarakan fungsi audit, konsultasi dan katalisator dengan menerapkan prinsip-prinsip GCG untuk mewujudkan pencapaian tujuan Perusahaan, meningkatkan dan melindungi nilai organisasi.

#### **Mission**

*Conducting audit function, consultation and catalyst by implementing GCG principles to realize the achievement of Company objectives, improving and protecting the organizational value.*

#### **Tujuan**

- Membantu Direksi untuk memberikan keyakinan yang memadai (*reasonable assurance*) bahwa operasi Perusahaan telah berjalan sesuai tata kelola yang baik (*good governance*) dan berpedoman pada manajemen risiko serta sistem pengendalian Intern yang telah ditetapkan; dan
- Memberi masukan kepada manajemen untuk meningkatkan tata kelola, manajemen risiko, dan pengendalian internal.

#### **Objectives**

- Assisting the Board of Directors to give reasonable assurance that the Company's operations have been in accordance with good governance and guidance on risk management as well as established internal control system; and*
- Provide input to management to improve governance, risk management, and internal control.*

### **FUNGSI SPI** **SPI FUNCTION**

Dalam menjalankan tugasnya, Unit SPI memiliki fungsi sebagai berikut:

- Membantu Direksi dalam menerapkan Good Governance, baik melalui kegiatan *assurance* maupun konsultasi melalui rekomendasi yang dihasilkan; dan
- Sebagai mitra strategis manajemen untuk meningkatkan efisiensi dan efektivitas operasional, pengendalian intern, manajemen risiko dan tata kelola Perusahaan.

*In carrying out its duties, the SPI Unit has the following functions:*

- Assisting the Board of Directors in implementing Good Governance through both assurance and consultation activities through the resulting recommendations; and*
- As strategic partner of management to improve the efficiency and effectiveness of operational, internal control, risk management and corporate governance.*



## RUANG LINGKUP SPI

### SPI SCOPE

- a. Ruang lingkup audit internal antara lain termasuk namun tidak terbatas pada pengujian objektif atas bukti dengan maksud untuk memberikan penilaian yang independen atas kecukupan dan efektivitas tata kelola, manajemen risiko, dan pengendalian PT KCI. Penilaian audit internal termasuk mengevaluasi:
  - 1) Risiko yang berkaitan dengan pencapaian sasaran strategis PT KCI diidentifikasi dan dikelola dengan tepat;
  - 2) Tindakan para pejabat, Direktur, pegawai, dan rekanan PT KCI patuh pada kebijakan, prosedur, hukum, peraturan, dan standar tata kelola yang berlaku;
  - 3) Hasil kegiatan atau program konsisten dengan tujuan dan sasaran yang telah ditetapkan;
  - 4) Kegiatan atau program dilakukan secara efektif dan efisien;
  - 5) Proses dan sistem yang mapan patuh pada kebijakan, prosedur undang-undang dan peraturan yang dapat berdampak signifikan pada PT KCI;
  - 6) Informasi yang digunakan untuk mengidentifikasi, mengukur, menganalisis, mengklasifikasikan, dan melaporkan adalah andal serta memiliki integritas;
  - 7) Sumber daya dan aset diperoleh secara ekonomis, digunakan secara efisien, dan dilindungi secara memadai.
- a. *Internal audit scope includes but not limited to objective testing of evidence with the intent to provide an independent assessment of the adequacy and effectiveness of governance, risk management, and control of PT KCI. Internal audit assessments include evaluating:*
  - 1) *The risks associated with achieving the strategic objectives of PT KCI are identified and administered appropriately;*
  - 2) *The actions of the officers, Directors, employees, and associates of PT KCI comply with the applicable policies, procedures, laws, regulations and governance standards;*
  - 3) *Results of activities or programmes consistent with defined objectives and objectives;*
  - 4) *Activities or programs conducted effectively and efficiently;*
  - 5) *Processes and established systems comply with policies, legal procedures and regulations that can have a significant impact on PT KCI;*
  - 6) *The information used to identify, measure, analyse, classify and report is reliable and has integrity;*
  - 7) *Resources and assets are obtained economically, used efficiently, and adequately protected.*



- b. Pelaporan hasil penilaian dan evaluasi atas kecukupan dan efektivitas tata kelola, manajemen risiko dan pengendalian kepada Direksi/Dewan Komisaris/Komite Audit/Manajemen, termasuk pihak luar yang berkepentingan.
  - c. VP SPI akan melaporkan secara berkala kepada Direksi/Komisaris/Komite Audit mengenai:
    - 1). Tujuan, wewenang, dan tanggung jawab SPI;
    - 2). Rencana dan realisasi kinerja SPI;
    - 3). Kesesuaian SPI dengan Kode Etik dan Standar IIA, dan rencana aksi untuk menunjukkan kesesuaian yang signifikan;
    - 4). Eksposur risiko yang signifikan dan pengendalian, termasuk risiko *fraud*, masalah tata kelola, dan hal-hal lain yang memerlukan perhatian, atau sesuai permintaan Direksi Komisaris/Komite Audit;
    - 5). Hasil audit atau kegiatan lainnya;
    - 6). Persyaratan sumber daya; dan
    - 7). Segala respon manajemen terhadap risiko yang mungkin tidak dapat diterima oleh PT KCI.
  - d. Jika memungkinkan, VP SPI mengkoordinasikan kegiatan dengan mempertimbangkan hasil audit dan hasil konsultasi pihak internal dan eksternal seperlunya.
  - e. SPI dapat memberikan saran dan jasa konsultasi klien terkait, sifat dan ruang lingkup yang akan disepakati dengan klien, namun SPI tidak memikul tanggung jawab manajemen.
  - f. Peluang untuk meningkatkan efisiensi tata kelola, manajemen risiko, dan pengendalian dapat diidentifikasi selama penugasan. Peluang ini akan dikomunikasikan ke tingkat manajemen.
- b. *Reporting the assessment and evaluation of the adequacy and effectiveness of governance, risk management and control of to the BOD/BOC/Audit Committee/Management, including the relevant outside parties.*
  - c. *VP SPI will periodically report to the Board of Directors/Commissioners/Audit Committee to identify:*
    - 1). *The purpose, authority, and responsibility of SPI;*
    - 2). *Plan and realization of SPI performance;*
    - 3). *SPI conformance with the IIA Code of Ethics and standards, and action plans to demonstrate significant conformity;*
    - 4). *Significant risk exposure and control, including fraud risk, governance issues, and other matters requiring attention, or the appropriate request of the BOD Commissioner/Audit Committee;*
    - 5). *Audit results or other activities;*
    - 6). *Resource requirements; Dan*
    - 7). *Any management response to risks that may not acceptable by PT KCI.*
  - d. *Where possible, the VP of SPI coordinates the activity by considering the audit results and the results of consultation of internal and external parties as necessary.*
  - e. *SPI may provide advice and related client consulting services, properties and scope to be agreed with the client, but SPI assumes no responsibility for management.*
  - f. *Opportunities to improve governance efficiency, risk management, and control can be identified during assignments. These opportunities will be communicated to the management level.*

## PROFIL KEPALA SATUAN PENGAWAS INTERNAL THE HEAD OF THE INTERNAL AUDIT UNIT PROFILE



**Wismarus Adam**

Pengawas Internal  
Internal Audit Unit

|                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                         | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                              |
| Usia / Tempat & Tanggal Lahir<br><i>Age / Place &amp; DOB</i> | Yogyakarta 19 / 04 / 1969<br><i>Yogyakarta 19 / 04 / 1969</i>                                                                                                                                                                                                                                                                                                                                                          |
| Riwayat Pendidikan<br><i>Education History</i>                | S2 - Universitas Persada Indonesia Y.A.I - Manajemen 02/09/2007<br><i>Master Degree - Universitas Persada Indonesia Y.A.I - Management 02/09/2007</i>                                                                                                                                                                                                                                                                  |
| Riwayat Jabatan<br><i>Position History</i>                    | VP SPI April 2019 – Sekarang<br><i>VP SPI April 2019 - Present</i>                                                                                                                                                                                                                                                                                                                                                     |
| Dasar Hukum Penunjukan<br><i>Legal Appointment</i>            | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/180/IV/2019 Tanggal 25 April 2019<br><i>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/180/IV/2019 dated April 25, 2019</i>                                                                                                                                                       |
| Pengalaman Kerja<br><i>Work Experience</i>                    | <ul style="list-style-type: none"> <li>Vice President SPI (25 April 2019 – Sekarang)</li> <li>Vice President Logistik September (2015 – April 2019)</li> <li>Diperbantukan Di PT KCJ</li> </ul> <ul style="list-style-type: none"> <li><i>Vice President of SPI (April 25, 2019 – Present)</i></li> <li><i>Vice President of Logistics September (2015 – April 2019)</i></li> <li><i>Deployed at PT KCJ</i></li> </ul> |
| Jabatan Rangkap<br><i>Concurrent</i>                          | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                                                               |
| Afiliasi<br><i>Affiliation</i>                                | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                                                              |
| Domisili<br><i>Domicile</i>                                   | Bogor, Indonesia                                                                                                                                                                                                                                                                                                                                                                                                       |



## TUGAS DAN TANGGUNG JAWAB VP SPI VP SPI DUTIES AND RESPONSIBILITIES

Menurut Surat Keputusan Direksi Nomor SK-024/KCI/DIR-HRD/X/2018, tanggal 3 Oktober 2018 mengenai Struktur Organisasi dan Tata Laksana di Lingkungan PT Kereta Commuter Indonesia, berikut tugas dan tanggung jawab dari VP SPI.

VP SPI bertanggung jawab kepada Direktur Utama mempunyai tugas pokok menjalankan fungsi:

1. *Assurance* yaitu kegiatan penilaian bukti objektif oleh auditor internal untuk memberikan pendapat atau simpulan mengenai suatu entitas, operasi, fungsi, proses sistem, atau subjek lainnya) mencakup Audit Finansial, Operasional, Compliance Audit dan/atau hal-hal yang bersifat insidental.
2. *Consulting/konsultasi* yaitu jasa yang bersifat pemberian nasihat/saran perbaikan diselenggarakan berdasarkan permintaan spesifik unit dalam Perusahaan dengan tetap mempertahankan objektivitas independensi serta tidak menerima/mengambil alih tanggung jawab manajemen sebagai pemutus kebijakan dalam Perusahaan.
3. *Counterpart* untuk External Auditor dan Komite Audit Perusahaan.
4. Mengkoordinasikan dan mengintegrasikan unit-unit organisasi di bawahnya.

Tanggungjawab sehubungan dengan tugasnya, VP SPI bertanggungjawab:

1. Melaksanakan penilaian/pengujian yang objektif dan independen atas laporan hasil pemeriksaan seluruh kegiatan dalam Perusahaan menyangkut efisiensi dan efektivitas serta taat asas dalam kegiatan manajemen pada seluruh satuan organisasi Perusahaan.
2. Melaksanakan pemeriksaan dan penilaian yang berkaitan dengan masalah yang bersifat khusus (insidental) termasuk audit/pemeriksaan investigatif.

*According to the decree of the Board of Directors No. SK-024/KCI/DIR-HRD/X/2018, dated October 3, 2018 concerning organizational structure and governance in PT Kereta Commuter Indonesia, the following duties and responsibilities of the VP of SPI.*

*The VP of SPI is responsible to the President Director having the main task of performing the functions:*

1. *Assurance is an objective proof assessment by an internal auditor to provide an opinion or summary of an entity, operation, function, system process, or other subject matter) including financial Audit, operations, Compliance Audit and/or incidental matters.*
2. *Consultant services that can advise/advice on improvements are conducted based on the specific request of the firm in the Company while maintaining independent objectivity and does not accept/take over management responsibilities as a policy breaker within the Company.*
3. *Counterpart for External Auditor and corporate Audit committee.*
4. *Coordinate and integrate organizational units underneath.*

*Responsibility with respect to its duties, the VP of SPI responsible:*

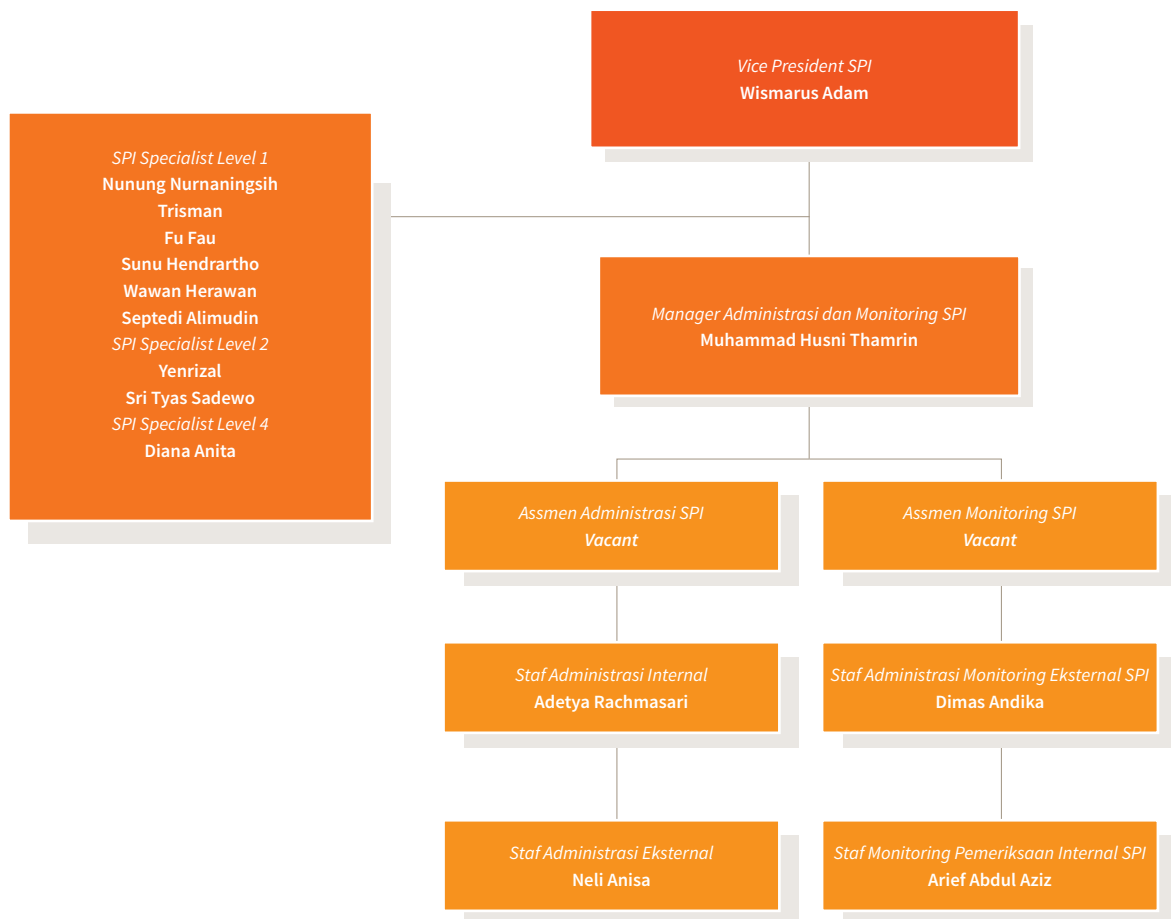
1. *To implement an objective and independent assessment/testing of the report on the results of all the effectiveness in the Company concerning efficiency and effectiveness and adhere to the principles in management activities in all organizational units of the Company.*
2. *Perform the examination and assessment relating to specific problems (incidental) including audit/investigative examination.*



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>3. Melaksanakan evaluasi terhadap hasil pengawasan penyelenggaraan infrastruktur, sistem aplikasi dan hasil audit kepatuhan kartu uang elektronik.</li> <li>4. Menjalankan fungsi katalis dan <i>consulting</i> sesuai standar profesi yang berlaku dan mendorong percepatan tindak lanjut hasil pengawasan intern dan ekstern.</li> <li>5. Menandatangani Program Kerja Tahunan (PKT) dan Anggaran serta melaporkan untuk mendapat persetujuan Direktur Utama dan/atau Dewan Komisaris melalui Komite Audit.</li> <li>6. <i>Monitoring</i>, evaluasi dan memberikan masukan/usul/opini atas regulasi dan kebijakan/keputusan Direksi.</li> <li>7. Melaksanakan administrasi dan/atau evaluasi terhadap seluruh laporan dan dokumen bahan pemeriksaan yang dilakukan oleh auditor/pemeriksa dari luar Perusahaan.</li> <li>8. Melakukan pendampingan dan memberikan pertimbangan selama dilaksanakannya proses pemeriksaan oleh pihak auditor eksternal.</li> <li>9. Bertanggungjawab terhadap setiap Laporan Hasil Pengawasan/Penilaian dan melaporkannya kepada Direktur Utama dan/atau Dewan Komisaris melalui Komite Audit.</li> <li>10. Melaksanakan koordinasi dengan Direktur Utama dan/atau Dewan Komisaris melalui Komite Audit.</li> <li>11. Mengintegrasikan unit-unit organisasi di bawahnya.</li> </ol> | <ol style="list-style-type: none"> <li>3. <i>Conducting evaluation on the surveillance results of infrastructure maintenance, application system and the results of electronic money card compliance audit.</i></li> <li>4. <i>Perform the catalyst and consulting functions in compliance with the prevailing profession standards and encourage follow-up acceleration of internal and external surveillance results.</i></li> <li>5. <i>Sign the Annual Work Program (PKT) and budget and report to the approval of the President Director and/or the Board of Commissioners through the Audit Committee.</i></li> <li>6. <i>Monitoring, evaluation and providing input/proposal/opinion on the regulations and policies/decisions of the Board of Directors.</i></li> <li>7. <i>Implementing the administration and/or evaluation of all the reports and documents of inspection materials conducted by auditors/inspectors from outside the Company.</i></li> <li>8. <i>Mentoring and providing consideration during the implementation of the audit process by external auditors.</i></li> <li>9. <i>Responsibility of the report on the results of the supervision/assessment and reports to the President Director and/or the Board of Commissioners through the Audit Committee.</i></li> <li>10. <i>Conducting coordination with the President Director and/or Board of Commissioners through the Audit Committee.</i></li> <li>11. <i>Integrate the unit-onit organization underneath.</i></li> </ol> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## STRUKTUR DAN KEDUDUKAN SPI

### STRUCTURE AND POSITION OF INTERNAL AUDIT UNIT



## KOMPOSISI UNIT AUDIT INTERNAL

### INTERNAL AUDIT UNIT COMPOSITION

Susunan dan komposisi SDM Unit SPI sebanyak 15 (Lima belas) orang, dengan rincian sebagai berikut:

*The arrangement and composition of the human resources SPI Unit as much as 15 (fifteen), with the following details:*

| No | Nama<br>Name           | NIPP/NIK<br>Employee Number | Jabatan<br>Position                                                                          |
|----|------------------------|-----------------------------|----------------------------------------------------------------------------------------------|
| 1  | Wismarus Adam          | 64829                       | Vice President SPI                                                                           |
| 2  | Muhammad Husni Thamrin | 48617                       | Manager Administrasi dan Monitoring SPI<br><i>Administration Manager and Monitoring SPI</i>  |
| 3  | Nunung Nurnaningsih    | 42526                       | SPI Specialist Level 1.1                                                                     |
| 4  | Trisman                | 45584                       | SPI Specialist Level 1.2                                                                     |
| 5  | Fu Fau                 | 63597                       | SPI Specialist Level 1.3                                                                     |
| 6  | Sunu Hendrartho        | 50542                       | SPI Specialist Level 1.4                                                                     |
| 7  | Wawan Herawan          | 41994                       | SPI Specialist Level 1.5                                                                     |
| 8  | Septedi Alimudin       | 1013                        | SPI Specialist Level 1.6                                                                     |
| 9  | Yenrizal               | 39394                       | SPI Specialist Level 2.1                                                                     |
| 10 | Sri Tyas Sadewo        | 58233                       | SPI Specialist Level 2.2                                                                     |
| 11 | Diana Anita            | 1359                        | SPI Specialist Level 4                                                                       |
| 12 | Dimas Andika           | 1948                        | Staf Monitoring Pemeriksaan Intern SPI<br><i>Monitoring Staff of SPI Internal Inspection</i> |
| 13 | Arief Abdul Aziz       | 1947                        | Staf Administrasi Internal SPI<br><i>SPI Internal Administration Staff</i>                   |
| 14 | Adetya Rachmasari      | 2359                        | Staf Administrasi Internal SPI<br><i>SPI Internal Administration Staff</i>                   |
| 15 | Neli Anisa             | 73709                       | Staf Administrasi Eksternal SPI<br><i>SPI Internal Administration Staff</i>                  |

## PELATIHAN DAN SERTIFIKASI INTERNAL AUDIT 2019

### INTERNAL AUDIT TRAINING AND CERTIFICATION 2019

Pengembangan kompetensi meliputi antara lain program pendidikan dan pelatihan, *in house training* & penambahan wawasan. Program pendidikan dan pelatihan akan dilakukan melalui program pendidikan dan pelatihan atau sertifikasi audit yang diselenggarakan oleh Yayasan Pendidikan Intern Audit (YPIA), Institute of Internal Audit (IIA), Lembaga Pendidikan Fraud Auditing dan Lembaga pendidikan lainnya yang relevan dengan pelaksanaan pekerjaan. Sedangkan *in house training* antara lain mengikuti seminar, lokakarya yang dilaksanakan oleh lembaga-lembaga/yayasan/konsultan yang memadai. Program pendidikan & pelatihan, *in house training* & penambahan wawasan pegawai di unit SPI tahun 2019.

*Competency development includes education and training programs, in house training & added Insight. Education and training programs will be conducted through education and training programs or audit certifications which are held by the Foundation education Intern Audit (YPIA), Institute of Internal Audit (IIA), Fraud Auditing institutions and other educational institutions that are relevant to the implementation of the work. While in house training, among others, seminars, workshops carried out by adequate institutions/foundations/consultants. Education Program & Training, in house Training & addition of employee insight in the SPI unit in 2019.*

## PROGRAM PENGEMBANGAN UNIT SPI TAHUN 2019

### 2019 SPI UNIT DEVELOPMENT PROGRAM

| Nama<br>Name   | Sertifikasi/Pelatihan/Workshop/Seminar<br>Certification/Training/Workshop/Seminar                                     | Program                  | Penyelenggara<br>Organizer            |
|----------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------|
| Santoswana     | Pelatihan Pengenalan Sistem Kendali Kecurangan<br><i>Training Introduction to Fraud Control System</i>                | TW I<br>Q I              | YPIA                                  |
|                | Audit Khusus Pengungkapan Kecurangan Internal (Internal Fraud)<br><i>Special Audit of Internal Fraud Disclosure</i>   | TW II<br>Q II            | LPFA                                  |
|                | Internal Auditor dan Peran Consulting<br><i>Internal Auditor and Consulting Role</i>                                  | TW III<br>Q III          | LPFA                                  |
|                | Seminar/Lokakarya/Workshop lainnya<br><i>Other Seminar/Workshop/Workshop</i>                                          | TW I-TW IV<br>Q I-Q IV   | Lembaga Lainnya<br>Other Institutions |
| Trisman        | Mengaudit Proses Manajemen Risiko<br><i>Auditing the Risk Management Process</i>                                      | TW I<br>Q I              | YPIA                                  |
|                | Audit Khusus Pengungkapan Kecurangan Internal (Internal Fraud)<br><i>Special Audit of Internal Fraud Disclosure</i>   | TW III<br>Q III          | LPFA                                  |
|                | Identifikasi Titik Kritis Kecurangan (Fraud) dalam PBJ<br><i>Identification of the Critical Point of Fraud in PBJ</i> | TW II<br>Q II            | LPFA                                  |
|                | Internal Auditor dan Peran Consulting<br><i>Internal Auditor and Consulting Role</i>                                  | TW III<br>Q III          | YPIA                                  |
|                | Psikologi dan Komunikasi dalam Audit<br><i>Psychology and Communication in Audit</i>                                  | TW II<br>Q II            | YPIA                                  |
|                | Pelatihan Fraud Auditing 1<br><i>Fraud Auditing Training 1</i>                                                        | TW I<br>Q I              | LPFA                                  |
|                | Seminar/Lokakarya/ Workshop lainnya<br><i>Other Seminar/Workshop</i>                                                  | TW I-IV<br>Q I- Q IV     | Lembaga Lainnya<br>Other Institutions |
| Risdyanti Puri | Sertifikasi Tingkat Lanjutan I<br><i>Advanced Certification I</i>                                                     | TW I<br>Q I              | YPIA                                  |
|                | Sertifikasi Tingkat Lanjutan II<br><i>Advanced Certification II</i>                                                   | TW II<br>Q II            | YPIA                                  |
|                | Continues Auditing/Monitoring                                                                                         | TW I<br>Q I              | YPIA                                  |
|                | Seminar/Lokakarya/Workshop lainnya<br><i>Other Seminar/Workshop</i>                                                   | TW I- TW IV<br>Q I- Q IV | Lembaga Lainnya<br>Other Institutions |
| Fu Fau         | Sertifikasi Tingkat Lanjutan I<br><i>Advanced Certification I</i>                                                     | TW I<br>Q I              | YPIA                                  |
|                | Analyzing and Improving Business Process                                                                              | TW II<br>Q II            | IIA                                   |
|                | Sertifikasi Tingkat Lanjutan II<br><i>Advanced Certification II</i>                                                   | TW II<br>Q II            | YPIA                                  |
|                | Leadership Skills for Auditor                                                                                         | TW III<br>Q III          | IIA                                   |
|                | Audit Khusus Pengungkapan Kecurangan Internal (Internal Fraud)<br><i>Special Audit of Internal Fraud Disclosure</i>   | TW III<br>Q III          | LPFA                                  |
|                | Internal Auditor dan Peran Consulting<br><i>Internal Auditor and Consulting Role</i>                                  | TW III<br>Q III          | YPIA                                  |
|                | Seminar/ Lokakarya/ Workshop lainnya<br><i>Other Seminar/Workshop</i>                                                 | TW I-IV<br>Q I- Q IV     | Lembaga Lainnya<br>Other Institutions |



| Nama<br>Name    | Sertifikasi/Pelatihan/Workshop/Seminar<br>Certification/Training/Workshop/Seminar                                     | Program                 | Penyelenggara<br>Organizer                   |
|-----------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------|
| Sunu            | Sertifikasi Tingkat Lanjutan I<br><i>Advanced Certification I</i>                                                     | TW I<br>Q I             | YPIA                                         |
|                 | Identifikasi Titik Kritis Kecurangan (Fraud) dalam PBJ<br><i>Identification of the Critical Point Of Fraud in PBJ</i> | TW II<br>Q II           | LPFA                                         |
|                 | Mengaudit dengan Program Excel<br><i>Audit with Excel Program</i>                                                     | TW II<br>Q II           | YPIA                                         |
|                 | Psikologi dan Komunikasi dalam Audit<br><i>Psychology and Communication in Audit</i>                                  | TW III<br>Q III         | YPIA                                         |
|                 | Sertifikasi Tingkat Lanjutan II<br><i>Advanced Certification II</i>                                                   | TW III<br>Q III         | YPIA                                         |
|                 | Mengaudit Proses Manajemen Risiko<br><i>Auditing the Risk Management Process</i>                                      | TW III<br>Q III         | YPIA                                         |
|                 | Seminar/Lokakarya /Workshop lainnya<br><i>Other Seminar/Workshop</i>                                                  | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br><i>Other Institutions</i> |
| Sri Tyas Sadewo | Sertifikasi Tingkat Lanjutan II<br><i>Advanced Certification II</i>                                                   | TW I<br>Q I             | YPIA                                         |
|                 | Identifikasi Titik Kritis Kecurangan (Fraud) dalam PBJ<br><i>Identification of the Critical Point Of Fraud in PBJ</i> | TW II<br>Q II           | LPFA                                         |
|                 | Mengaudit dengan Program Excel<br><i>Audit with Excel Program</i>                                                     | TW II<br>Q II           | YPIA                                         |
|                 | Psikologi dan Komunikasi dalam Audit<br><i>Psychology and Communication in Audit</i>                                  | TW III<br>Q III         | YPIA                                         |
|                 | Sertifikasi Tingkat Managerial<br><i>Managerial Level Certification</i>                                               | TW III<br>Q III         | YPIA                                         |
|                 | Mengaudit Proses Manajemen Risiko<br><i>Auditing the Risk Management Process</i>                                      | TW III<br>Q III         | YPIA                                         |
|                 | Seminar/Lokakarya /Workshop Lainnya<br><i>Other Seminar/Workshop</i>                                                  | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br><i>Other Institutions</i> |
| Yenrizal        | Identifikasi Titik Kritis Kecurangan (Fraud) dalam PBJ<br><i>Identification of the Critical Point Of Fraud in PBJ</i> | TW II<br>Q II           | LPFA                                         |
|                 | Seminar/Lokakarya/Workshop Lainnya<br><i>Other Seminar/Workshop</i>                                                   | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br><i>Other Institutions</i> |
| Diana Anita     | Sertifikasi Tingkat Lanjutan II<br><i>Advanced Certification II</i>                                                   | TW I<br>Q I             | YPIA                                         |
|                 | Identifikasi Titik Kritis Kecurangan (Fraud) dalam PBJ<br><i>Identification of the Critical Point Of Fraud in PBJ</i> | TW II<br>Q II           | LPFA                                         |
|                 | Pelatihan Fraud Audit 1<br><i>Audit Fraud Training 1</i>                                                              | TW II<br>Q II           | YPIA                                         |
|                 | Mengaudit dengan Program Excel<br><i>Audit with Excel Program</i>                                                     | TW I<br>Q I             | YPIA                                         |
|                 | Workshop Audit IT                                                                                                     | TW IV<br>Q IV           | ITG.ID                                       |
|                 | Seminar/Lokakarya/Workshop Lainnya<br><i>Other Seminar/Workshop</i>                                                   | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br><i>Other Institutions</i> |



| Nama<br>Name     | Sertifikasi/Pelatihan/Workshop/Seminar<br>Certification/Training/Workshop/Seminar                    | Program                 | Penyelenggara<br>Organizer            |
|------------------|------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------|
| Arief Abdul Aziz | Sertifikasi Tingkat Dasar II<br><i>Basic Level Certification II</i>                                  | TW I<br>Q I             | YPIA                                  |
|                  | Sertifikasi Tingkat Lanjutan I<br><i>Advanced Certification I</i>                                    | TW III<br>Q III         | YPIA                                  |
|                  | Teknik Penulisan Laporan Audit yang Efektif<br><i>Writing Techniques for Effective Audit Reports</i> | TW II<br>Q II           | LPFA                                  |
|                  | Workshop IT Audit<br><i>IT Audit Workshop</i>                                                        | TW II<br>Q II           | ITG.ID                                |
|                  | Mengaudit dengan Program Excel<br><i>Audit with Excel Program</i>                                    | TW I<br>Q I             | YPIA                                  |
|                  | Seminar/Lokakarya/Workshop lainnya<br><i>Other Seminar/Workshop</i>                                  | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br>Other Institutions |
| Dimas Andika     | Sertifikasi Tingkat Dasar II<br><i>Basic Level Certification II</i>                                  | TW I<br>Q I             | YPIA                                  |
|                  | Sertifikasi Tingkat Lanjutan I<br><i>Advanced Certification I</i>                                    | TW III<br>Q III         | YPIA                                  |
|                  | Teknik Penulisan Laporan Audit yang Efektif<br><i>Writing Techniques for Effective Audit Reports</i> | TW II<br>Q II           | LPFA                                  |
|                  | Mengaudit dengan Program Excel<br><i>Auditing with Excel Programs</i>                                | TW I<br>Q I             | YPIA                                  |
|                  | Continues Auditing/Monitoring                                                                        | TW IV<br>Q IV           | YPIA                                  |
|                  | Seminar/Lokakarya/Workshop lainnya<br><i>Other Seminar/Workshop</i>                                  | TW I-TW IV<br>Q I- Q IV | Lembaga Lainnya<br>Other Institutions |

## SERTIFIKASI UNIT SPI SPI UNIT CERTIFICATION

| Nama Sertifikasi<br>Certification Name                                                                                                                               | Dikeluarkan Oleh<br>Issued By                                                                         | Jumlah Personil Internal Audit<br>yang Memiliki Kompetensi<br>Competent Internal Audit<br>Personnel |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Pelatihan Pengantar Akuntansi Keuangan<br><i>Introductory Financial Accounting Training</i>                                                                          | Pusat Pengembangan Akuntansi<br>(PPA) FEB UI<br><i>Accounting Development Center<br/>(PPA) FEB UI</i> | Sri Tyas Sadewo                                                                                     |
| Pelatihan Economic Outlook 2019: Provisioning Toward Challenging Year of 2019<br><i>Economic Outlook 2019 Training: Provisioning Toward Challenging Year of 2019</i> | YPIA                                                                                                  | Trisman<br>Fu Fau<br>Santswana                                                                      |
| Sertifikasi QIA Tingkat Lanjutan<br><i>Advanced QIA Certification</i>                                                                                                | YPIA                                                                                                  | Sunu Hendrarto                                                                                      |
| Sertifikasi QIA Tingkat Lanjutan II<br><i>QIA Advanced Level II Certification</i>                                                                                    | YPIA                                                                                                  | Sri Tyas Sadewo                                                                                     |



| Nama Sertifikasi<br><i>Certification Name</i>                                                                                                           | Dikeluarkan Oleh<br><i>Issued By</i> | Jumlah Personil Internal Audit<br>yang Memiliki Kompetensi<br><i>Competent Internal Audit<br/>Personnel</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Pelatihan Pengendalian Internal Korporasi dan Three Lines of Defense<br><i>Training on Corporate Internal Control and Three Lines of Defense</i>        | JSM Management Consultant            | Sunu Hendratho                                                                                              |
| Pelatihan CISA Overview Course<br><i>CISA Overview Course Training</i>                                                                                  | Pusilkom UI                          | Arief Abdul Aziz                                                                                            |
| Ujian Sertifikasi CIA<br><i>CIA Certification Exam</i>                                                                                                  | IIA                                  | Fu Fau                                                                                                      |
| Workshop Standar Audit & Kode Etik Profesi<br><i>Audit Standard &amp; Professional Code of Conduct Workshop</i>                                         | IIA                                  | Fu Fau                                                                                                      |
| Pelatihan & Sertifikasi Qualified Risk Management Officer (QRMO)<br><i>Qualified Risk Management Officer (QRMO) Training &amp; Certification</i>        | TUV QRMO                             | Dimas Andika                                                                                                |
| Forensic Accounting & Fraud Investigation                                                                                                               | PPM Management                       | Trisman                                                                                                     |
| Business Process Mapping                                                                                                                                | PPM Management                       | Nunung Nurnaningsih                                                                                         |
| Amazing Slide Persentation                                                                                                                              | Kreasi Presentasi                    | Diana Anita Kristianti                                                                                      |
| Procurement Fraud                                                                                                                                       | Asia Anti-Fraud                      | Arief Abdul Aziz                                                                                            |
| Pemahaman Komprehensif Internal Control, Risk & Compliance (GRC)<br><i>Comprehensive Understanding of Internal Control, Risk &amp; Compliance (GRC)</i> | Wismarus Adam                        | Muhammad Husni Thamrin                                                                                      |
| Teknik Identifikasi Risiko Strategik Korporasi<br><i>Corporate Strategic Risk Identification Technique</i>                                              | Dimas Andika                         | JSM Management Consultant                                                                                   |
|                                                                                                                                                         | Wismarus Adam                        |                                                                                                             |

## PENGANGKATAN DAN PEMBERHENTIAN KEPALA SATUAN PENGAWAS INTERNAL APPOINTMENT AND DISMISSAL OF THE HEAD OF THE INTERNAL AUDIT UNIT

Unit Audit Internal dipimpin oleh seorang Kepala Unit Audit Internal atau Vice President (VP) yang bertanggung jawab kepada Direktur Utama. Unit Audit Internal juga diangkat dan diberhentikan oleh Direktur Utama. Auditor yang bertugas dalam Satuan Pengawasan Intern bertanggung jawab secara langsung kepada VP Internal Audit.

*The Internal Audit unit is governed by a head of Internal Audit or Vice President (VP) responsible to the President Director. The Internal Audit Unit was also appointed and dismissed by the President Director. The auditors in charge of the internal supervision Unit are directly responsible to the VP of Internal Audit.*

## PIAGAM SPI INTERNAL AUDIT UNIT CHARTER

Perusahaan telah memiliki Piagam Audit SPI yang telah ditandatangani oleh Dewan Komisaris, Direktur Utama dan VP SPI sesuai dengan Surat Keputusan Direksi Nomor SK.031/CU/KCJ/IX/2017 Tanggal 11 September 2017,

*The Company has had the charter of SPI Audit which has been signed by the Board of Commissioners, President Director and VP of SPI pursuant to the Decree of the Board of Directors number SK. 031/CU/KCJ/IX/2017 dated September*

piagam ini merupakan pembaharuan dari Internal Audit Charter tahun 2016.

Hal-hal yang dimuat dalam Internal Audit Charter adalah:

- a. Bab I Pendahuluan berisi latar belakang pembuatan Internal Audit Charter dan dasar peraturan pembuatan Internal Audit Charter.
- b. Bab II Isi berisi tentang Visi & Misi, Tujuan, Definisi, Struktur dan Kedudukan, Fungsi, Ruang Lingkup, Tugas dan Tanggung Jawab, Wewenang, Akuntabilitas, Independensi dan Objektifitas, Persyaratan Auditor, Kecakapan dan Kecermatan Profesional, Jaminan Kualitas, Pola Hubungan, Larangan Perangkapan Tugas, Standar Pelaksanaan SPI, Kode Etik.
- c. Bab III Penutup berisi tentang ketentuan pemberlakuan dan evaluasi atas Internal Audit Charter.

*11, 2017, this charter is an update of the Internal Audit Charter year 2016.*

*The things contained in the Internal Audit Charter are:*

- a. *Chapter I introduction contains the background of the creation of Internal Audit Charter and the basis of regulatory Internal Audit Charter.*
- b. *Chapter II the contents are about the Vision & Mission, Objectives, Definitions, Structure and Position, Function, Scope, Duties and Responsibilities, Authority, Accountability, Interdiction and Objectivity, Requirements of Auditors, Skills and Professional Accuracy, Quality Assurance, Relationship Patterns, Duty Prohibitions, SPI Implementation Standards, Code of Conduct.*
- c. *Chapter III cover is about the provisions of the application and evaluation of Internal Audit Charter.*

## **TUGAS DAN TANGGUNG JAWAB** **DUTIES AND RESPONSIBILITIES**

- a. Menyusun dan menyampaikan Program Kerja Tahunan berbasis risiko kepada Direksi Komisaris/Komite Audit untuk dilakukan review dan disetujui;
- b. Berkomunikasi dengan manajemen Direksi/Komisaris/Komite Audit terkait dampak keterbatasan sumber daya pada rencana audit;
- c. Menelaah dan menyesuaikan rencana audit internal seperlunya, sebagai tanggapan atas perubahan bisnis, risiko, kegiatan, sistem, program dan pengendalian di PT KCI;
- d. Berkomunikasi dengan Direksi/Komisaris/Komite Audit setiap terjadi perubahan sementara yang signifikan terhadap rencana Audit Internal;
- e. Memastikan setiap penugasan dari rencana audit dijalankan, termasuk penetapan tujuan dan ruang lingkup, penugasan sumber daya yang tepat dan diawasi secara memadai, dokumentasi program kerja dan hasil pengujian, komunikasi hasil audit beserta kesimpulan dan rekomendasi yang tepat kepada pihak terkait;

- a. *To compile and submit a risk-based annual work Program to the Board of Directors/Audit Committee for Review and approval;*
- b. *Communicating with the management of BOD/BOC/Audit Committee regarding the impact of resource limitations on the audit plan;*
- c. *To study and adapt internal audit plans as necessary, in response to business changes, risks, activities, systems, programs and controls at PT KCI;*
- d. *Communicating with the Board of Directors/Commissioners/Audit Committee any significant temporary changes to the Internal Audit plan;*
- e. *Ensure that each assignment of the audit plan is executed, including the goal setting and scope, appropriate resource assignment and the monitored supervision, work program documentation and test results, audit communications, and appropriate conclusions and recommendations to the relevant parties;*



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>f. Menindaklanjuti temuan audit dan tindakan korektif, dan melaporkan secara berkala kepada manajemen Direksi/Komisaris/Komite Audit setiap tindakan korektif yang tidak dilaksanakan secara efektif;</p> <p>g. Memastikan prinsip integritas, objektivitas, kerahasiaan, dan kompetensi diterapkan dan ditegakkan;</p> <p>h. Memastikan SPI secara kolektif memiliki atau memperoleh pengetahuan, keterampilan, dan kompetensi lain yang diperlukan untuk memenuhi syarat di Piagam Pengawasan Internal;</p> <p>i. Memastikan tren dan masalah yang muncul yang dapat berdampak pada PT KCI dipertimbangkan dan dikomunikasikan kepada Direksi/Komisaris/Komite Audit;</p> <p>j. Memastikan tren dan praktik yang berhasil dalam audit internal dipertimbangkan;</p> <p>k. Menetapkan dan memastikan kepatuhan terhadap kebijakan dan prosedur yang dirancang sebagai pedoman SPI;</p> <p>l. Memastikan kepatuhan terhadap kebijakan dan prosedur PT KCI, kecuali jika kebijakan dan prosedur tersebut bertentangan dengan Piagam Pengawasan Internal. Konflik semacam itu akan diselesaikan atau dikomunikasikan kepada Direksi/Komisaris/Komite Audit;</p> <p>m. Memastikan kesesuaian aktivitas SPI dengan Standar, dengan kualifikasi berikut:</p> <ol style="list-style-type: none"> <li>1. Dalam hal aktivitas SPI dilarang oleh hukum atau peraturan perundang - undangan untuk mematuhi bagian tertentu dari Standar, maka kesesuaian terhadap seluruh bagian lain dari standar dan pengungkapan penjelasan secukupnya sangat diperlukan;</li> <li>2. Jika Standar dipergunakan bersama dengan ketentuan yang diterbitkan oleh badan lain yang memiliki kewenangan, komunikasi Audit Internal dapat menyebutkan juga penggunaan ketentuan lain jika diperlukan. Dalam kasus ketika aktivitas Audit Internal menunjukkan kesesuaian dengan Standar dan terdapat inkonsistensi</li> </ol> | <p>f. <i>To follow up on audit findings and corrective actions, and periodically report to the management of BOD/ BOC/Audit Committee of any corrective action that is not executed effectively;</i></p> <p>g. <i>Ensure the principle of integrity, objectivity, confidentiality, and competence applied and enforced;</i></p> <p>h. <i>Ensure that SPI collectively owns or acquires any other knowledge, skills, and competencies necessary to qualify for the Internal Supervisory Charter;</i></p> <p>i. <i>Ensure that the emerging trends and problems that can affect PT KCI are considered and communicated to the Board of Directors/Commissioners/Audit Committee;</i></p> <p>j. <i>Ensuring successful trends and practices in an criteria audit are considered;</i></p> <p>k. <i>Establish and ensure adherence to policies and procedures designed as SPI guidelines;</i></p> <p>l. <i>Ensure compliance with the policies and procedures of PT KCI, unless such policies and procedures conflict with the Internal supervision Charter. Such conflicts will be resolved or communicated to the Board of Directors/ Commissioners/Audit Committee:</i></p> <p>m. <i>Ensure the suitability of SPI activities with the standard, with the following qualifications:</i></p> <ol style="list-style-type: none"> <li>1. <i>In the event that SPI activity is prohibited by law or the statutory regulations to comply with certain portions of the standard, conformity to all other parts of the standard and disclosure of explanations is strictly necessary;</i></li> <li>2. <i>If the standard is shared with provisions issued by other authorities, Internal Audit communications may also mention the use of other provisions if necessary. In cases where the Internal Audit activity demonstrates compliance with the standards and there is an inconsistency between the standard and other provisions, the internal auditor and the</i></li> </ol> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

antara standar dan ketentuan - ketentuan lain, Auditor Internal dan aktivitas Audit Internal harus memenuhi standar dan dapat mematuhi ketentuan lain tersebut jika ketentuan itu lebih mengikat.

*Internal Audit activity must meet the standards and be able to comply with the other provisions if the provision is more binding.*

## WEWENANG AUTHORITIES

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>a. Mengakses seluruh informasi yang relevan tentang Perusahaan antara lain terhadap catatan, karyawan, sumber daya dan dana, serta aset Perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/pekerja yang berkaitan dengan pelaksanaan tugas dan fungsi SPI tanpa pembatasan;</li> <li>b. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris dan/atau Komite Audit serta anggota dari Direksi/Komisaris/Komite Audit;</li> <li>c. Menetapkan ruang lingkup audit dan menerapkan teknik-teknik audit yang diperlukan untuk mencapai tujuan audit;</li> <li>d. Meminta atau mendapatkan bantuan tenaga ahli/profesional, jika dianggap perlu, baik dari dalam maupun dari luar Perusahaan;</li> <li>e. Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Komisaris dan/atau Komite Audit;</li> <li>f. Melakukan koordinasi dengan auditor eksternal dan institusi pengawasan lainnya;</li> <li>g. Melaksanakan kegiatan investigasi terhadap masalah yang menimbulkan kerugian Perusahaan;</li> <li>h. SPI tidak mempunyai kewenangan pelaksanaan atau bertanggung jawab atas aktivitas yang direviu/diaudit. Tanggung jawab SPI terbatas pada pendapatnya terhadap aktivitas yang direviu/diaudit; dan</li> <li>i. VP SPI harus menolak penugasan konsultasi, memberikan saran, maupun penugasan jika tidak ada auditor yang memiliki pengetahuan, keterampilan, atau kompetensi yang dibutuhkan dalam melaksanakan seluruh atau sebagian penugasan tersebut.</li> </ul> | <ul style="list-style-type: none"> <li>a. Access all relevant information about the Company, among others, the records, employees, resources and funds, as well as other Company assets including requesting information or explanations on all officers/workers relating to the performance of the duties and functions of SPI without limitation;</li> <li>b. Communicate directly with the Board of Directors, Board of Commissioners and/or Audit Committee and members of the Board of Directors/Commissioners/Audit Committee;</li> <li>c. Establish the scope of audit and implement the audit techniques required to achieve the audit objectives;</li> <li>d. Soliciting or obtaining assistance from experts/professionals, if deemed necessary, both from within and outside the Company;</li> <li>e. Conduct meetings periodically and incidental to the Board of Directors, BOC and/or the Audit Committee;</li> <li>f. Coordinate with external auditors and other supervisory institutions;</li> <li>g. Conduct investigative activities against problems that cause Company losses;</li> <li>h. SPI does not have the authority to implement or be responsible for the activities that are reviewed/audited. SPI's liability is limited to his or her opinion on the activity being reviewed/audited; and</li> <li>i. VP SPI must reject the assignment of consultation, advise, or assignment if there is no auditor who has the knowledge, skills, or competence required in carrying out all or part of the assignment.</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



## KODE ETIK AUDITOR INTERNAL

### INTERNAL AUDITOR CODE OF ETHICS

Kode Etik SPI mengadopsi Code of Ethics yang diterbitkan oleh Institute of Internal Auditors (IIA), yang berlaku secara internasional, meliputi empat prinsip yaitu:

#### a. Prinsip Integritas

SPI harus membangun kepercayaan dari pihak-pihak yang berkepentingan terhadap hasil pengawasan agar *output* SPI dapat diandalkan untuk mengambil keputusan, untuk mewujudkan hal tersebut, Auditor wajib:

- 1) Melaksanakan tugasnya secara jujur, cermat, dan bertanggungjawab;
- 2) Mempelajari dan menarik simpulan hasil pengawasan berdasarkan peraturan perundangan yang berlaku;
- 3) Tidak terlibat dalam kegiatan yang melawan hukum atau terlibat dalam tindakan yang dapat menjatuhkan nama profesi dan Perusahaan; dan
- 4) Taat dan memberi kontribusi pada pencapaian tujuan Perusahaan.

#### b. Prinsip Objektivitas

SPI harus menempatkan objektivitas profesional pada tempat tertinggi dalam mengumpulkan, mengevaluasi, dan melaporkan kegiatan yang sedang dikerjakan. Auditor harus melakukan penilaian secara berimbang dengan mempertimbangkan berbagai faktor yang relevan tanpa dipengaruhi oleh kepentingan pribadi maupun orang lain. Untuk mewujudkan hal tersebut, auditor:

- 1) Tidak berpartisipasi atau memiliki hubungan yang dapat mempengaruhi atau dinilai dapat mempengaruhi penilaian auditor, termasuk partisipasi atau hubungan yang dapat menimbulkan *conflict of interest*;
- 2) Tidak menerima apapun yang dapat mempengaruhi atau dinilai dapat mempengaruhi pertimbangan profesional; dan
- 3) Harus mengungkapkan semua fakta material yang diketahuinya, yang apabila tidak diungkapkan, dapat mendistorsi laporan atas kegiatan yang dikaji.

*The SPI code of conduct adopts the Code of Ethics issued by the Institute of Internal Auditors (IIA), which is applicable internationally, including the following four principles:*

#### a. Principles of Integrity

*SPI must build trust from interested parties on surveillance results in order for the output of SPI to be relied upon to make the decision, in order to achieve this, the Auditor shall:*

- 1) *Carry out its duties honestly, thoughtfully, and responsibly;*
- 2) *To learn and withdraw the results of supervision based on the prevailing laws and regulations;*
- 3) *Not engage in activities that are against the law or engage in acts that may impose a profession and Company name; and*
- 4) *Obey and contribute to the achievement of the Company objectives.*

#### b. Principle Objectivity

*SPI must place professional objectivity at the highest place in collecting, evaluating, and reporting the activities in progress. Auditors should make assessments in a balanced sense by taking into consideration various relevant factors without being influenced by personal interests or others. To achieve this, auditors:*

- 1) *Not participating or having any relationship that may affect or be assessed may affect the auditor's judgment, including any participation or relationship that may result in a conflict of interest;*
- 2) *Not accepting any that may affect or be assessed may affect professional consideration; and*
- 3) *Must disclose all the facts of the material he knows, which if not disclosed, may distort the report on the activity being studied.*



#### c. Prinsip Kerahasiaan

SPI dilarang menyebarkan informasi tanpa persetujuan pemilik informasi, kecuali apabila ada peraturan perundangan dan kewajiban profesional yang mengharuskannya. Untuk mewujudkan hal tersebut, Auditor:

- 1) Harus bijaksana dalam menggunakan dan mengamankan informasi yang diperoleh dalam penugasan, dan
- 2) Tidak menggunakan informasi untuk kepentingan pribadi atau cara apapun yang bertentangan dengan peraturan yang berlaku atau merugikan pencapaian tujuan Perseroan.

#### d. Prinsip Kompetensi

Auditor harus menerapkan pengetahuan, keahlian, dan pengalaman yang diperlukan dalam melaksanakan penugasan. Untuk mewujudkan hal tersebut:

- 1) Penugasan hanya diberikan kepada Auditor yang memiliki pengetahuan, keahlian, dan pengalaman yang sesuai;
- 2) Auditor melaksanakan penugasan sesuai standar audit yang berlaku; dan
- 3) Auditor senantiasa mengembangkan kemampuan untuk meningkatkan efektivitas dan kualitas hasil penugasan.

#### c. Confidentiality Principles

*SPI is prohibited from spreading information without the consent of the owner of the information, except where applicable legislation and professional obligations require it. To achieve this, Auditors:*

- 1) Should be prudent in using and securing the information obtained in the assignment, and*
- 2) Not use the information for personal interests or any means contrary to the prevailing regulations or harm the achievement of the Company's objectives.*

#### d. Competency Principles

*Auditors must implement the necessary knowledge, expertise, and experience in carrying out assignments. To achieve this:*

- 1) Assignments are given only to Auditors with appropriate knowledge, expertise, and experience;*
- 2) Auditors perform assignments in accordance with applicable audit standards; and*
- 3) Auditors continuously develop the ability to improve the effectiveness and quality of the assignment results.*

### PROGRAM KERJA SATUAN PENGAWASAN INTERN SPI UNIT PROGRAMS

Berdasarkan Standar Internasional Praktik Profesional Audit Internal nomor 2010 tentang Perencanaan menyatakan bahwa:

1. Kepala Audit Internal harus mengelola aktivitas Audit Internal secara efektif untuk meyakinkan bahwa aktivitas tersebut memberikan nilai tambah bagi organisasi.
2. Kepala Audit Internal harus menyusun perencanaan berbasis risiko (*risk-based plan*) untuk menetapkan prioritas kegiatan aktivitas audit internal sesuai dengan tujuan organisasi.

*Based on the Professional Practice of Internal Audit International Standards number 2010 on planning states that:*

- 1. The head of Internal Audit should effectively manage Internal Audit activities to ensure that such activities provide added value to the organization.*
- 2. The head of Internal Audit should develop risk-based plan to establish priority activities of internal audit activities in accordance with the objectives of the organization.*



3. Perencanaan penugasan sebagai aktivitas audit internal harus didasarkan atas penilaian risiko yang terdokumentasikan, yang dilakukan sekurang-kurangnya setahun sekali.
4. Masukan dari Dewan Direksi dan Dewan Komisaris harus diperhatikan dalam proses tersebut. Kepala Audit Internal harus mengidentifikasi dan mempertimbangkan harapan Dewan Direksi, Dewan Komisaris dan pemangku kepentingan lain untuk menyusun opini dan kesimpulan lain Audit Internal.
5. Kepala Audit Internal harus mempertimbangkan penerimaan rencana penugasan konsultasi berdasarkan potensi peningkatan pengelolaan risiko, nilai tambah, dan peningkatan kegiatan operasional yang dapat diberikan dari penugasan tersebut. Penugasan yang diterima harus tercakup dalam perencanaan.

Sehubungan dengan hal tersebut di atas disusun program kerja unit SPI PT KCI tahun 2019 yang meliputi program audit dan program non audit.

### Program Audit

Perencanaan kegiatan audit untuk tahun anggaran 2019 disusun dengan fokus pada sasaran audit yang mempunyai risiko signifikan dan berdampak negatif terhadap pencapaian tujuan Perusahaan.

Tahun 2019 program audit disusun berdasarkan hasil prediksi dan identifikasi risiko-risiko serta pengalaman audit sebelumnya yang terkait dengan pencapaian program strategis Perusahaan yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2019 dan menginventarisir hasil audit eksternal (BPK, KAP, SPI PT KAI) tahun sebelumnya yang kemudian menentukan Objek Audit.

Dengan demikian diharapkan penerapannya akan lebih efektif dan efisien serta memberi nilai tambah bagi pencapaian tujuan Perusahaan.

#### 1. Sasaran Audit Tahun 2019

Sasaran Audit yang ditetapkan mengacu pada:

3. *The assignment planning as an internal audit activity shall be based on the documented risk assessment, conducted at least once a year.*
4. *Input from the Board of Directors and Board of Commissioners must be considered in the process. The head of Internal Audit must identify and consider the expectations of the Board of Directors, the Board of Commissioners and other stakeholders to arrange the opinions and other conclusions of Internal Auditors.*
5. *The head of Internal Audit should consider the acceptance of a consultation assignment plan based on potential increased risk management, value added, and increased operational activities that can be given from the assignment. Accepted assignments must be covered in planning.*

*In relation with the above, the working program of PT KCI SPI unit in 2019 which includes audit program and non-audit program.*

### Audit Program

*Planning audit activities for the fiscal year 2019 is structured with a focus on audit objectives that have a significant risk and negatively impact the achievement of the Company's objectives.*

*In 2019 the audit program structured based on the results of the predictions and identification risks and previous audit experience related to the achievement of strategic program of the Company contained in the work plan and Company budget (RKAP) year 2019 and to audit the results of external audits (BPK, KAP, SPI PT KAI) in the previous year which then determine the Audit object.*

*Those expected application will be more effective and efficient and provide added value for the achievement of the Company's objectives.*

#### 1. Audit Objectives in 2019

*The specified Audit objective refers to:*

Maksud dan Tujuan Perusahaan, yaitu:

- Melakukan usaha di bidang transportasi pada umumnya, khususnya di bidang perkeretaapian dengan menyediakan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat di wilayah Jabodetabek yang meliputi usaha pengangkutan orang dengan kereta api dan usaha non angkutan penumpang dengan menerapkan prinsip-prinsip Perseroan terbatas;
- Hasil temuan audit eksternal, yaitu temuan-temuan BPK, KAP dan SPI PT KAI; dan
- Hasil pengalaman audit di tahun sebelumnya.

## 2. Fokus Audit Tahun 2019

Dari hasil prediksi dan identifikasi Program RKAP tahun 2019 PT KCI dan temuan-temuan hasil audit internal dan eksternal tahun sebelumnya maka pada tahun 2019 ditetapkan 3 (tiga) fokus audit, yaitu:

- Tata Kelola Administrasi & SDM.
- Pengelolaan Pendapatan Angkutan Penumpang & PSO.
- Pengadaan Barang & Jasa Prasarana.

Rincian materi audit dari masing-masing fokus audit ditetapkan sebagai berikut:

*The Company's Target and Objectives, namely:*

- Conducting business in the field of transportation in general, especially in the field of railways by providing high quality goods and/or services and strong competitiveness in the greater Jakarta area which includes transporting people with trains and non passenger transport business by applying the principles of limited liability Company;*
- Findings of external audit, namely findings of BPK, KAP and SPI PT KAI; and*
- Results of audit experience in the previous year.*

## 2. Audit Focus in 2019

*From the results of the prediction and identification of the RKAP Program of 2019 PT KCI and the findings of internal and external audit of the previous year then in year 2019 set 3 (three) audit focus, namely:*

- Governance & HR Administration.*
- Passenger transport revenue Management & PSO.*
- Procurement of goods & infrastructure services.*

*The details of the audit material of each audit focus are set as follows:*

| No | Nama<br>Name                                                                                               | Jabatan<br>Position                                                                                                                                                                                                                                                  |
|----|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Tata Kelola Administrasi SDM<br><i>Governance of HR Administration</i>                                     | <ol style="list-style-type: none"> <li>Menilai kesesuaian tunjangan tetap dan tidak tetap pegawai</li> <li>Menilai kesesuaian Pemberian kompensasi pegawai (asuransi, TPP, dll)</li> <li>Menilai kesesuaian proses penempatan, mutasi dan promosi pegawai</li> </ol> |
| 2  | Pengadaan Barang dan Jasa Prasarana<br><i>Procurement of goods and infrastructure services</i>             | <ol style="list-style-type: none"> <li>Menilai proses perencanaan PBJ;</li> <li>Menilai pelaksanaan PBJ;</li> </ol>                                                                                                                                                  |
| 3  | Pengelolaan pendapatan angkutan penumpang dan PSO<br><i>Revenue Management Passenger transport and PSO</i> | <ol style="list-style-type: none"> <li>Menilai Keandalan data volume angkutan penumpang.</li> <li>Menilai keakuratan nilai Floating Money KMT.</li> </ol>                                                                                                            |
| 4  | NON PKT                                                                                                    | Sesuai Permintaan Direksi<br><i>As requested by the Board of Directors</i>                                                                                                                                                                                           |



### Program non-Audit

Program non audit meliputi kegiatan konsultasi, monitoring tindak lanjut, pengembangan kompetensi pegawai, *continuous auditing*, pendampingan auditor eksternal, penugasan non audit atas permintaan Direksi, dan penilaian atas efektivitas manajemen risiko dan sistem pengendalian intern.

#### 1. Konsultasi

Kegiatan pemberian advis (nasihat) dan jasa lain yang dibutuhkan klien, yang sifat dan ruang lingkup penugasannya telah disepakati dengan klien, ditujukan untuk menambah nilai dan meningkatkan proses tata kelola organisasi, pengelolaan risiko, dan pengendalian, tanpa adanya pengalihan tanggung jawab dari manajemen kepada auditor internal. Contohnya termasuk: pemberian nasihat, fasilitasi, dan pelatihan. Konsultasi dapat bersifat permintaan dari manajemen (*on call*).

#### 2. Monitoring Tindak Lanjut

*Monitoring* tindak lanjut dilaksanakan untuk temuan yang berasal dari auditor eksternal maupun auditor internal. Penyusunan program pelaksanaan *monitoring* tindak lanjut disusun berdasarkan:

- Laporan hasil audit SPI PT KAI, BPK, dan KAP; dan
- Laporan Hasil Audit Internal SPI PT KCI.

#### 3. Continuous Auditing

Continuous Auditing adalah metode yang digunakan oleh auditor untuk melakukan kegiatan-kegiatan terkait audit secara lebih berkelanjutan atau terus-menerus. Rezaee et al. (2001) mendefinisikan Continuous Auditing sebagai “proses yang sistematis dari pengumpulan bukti audit elektronik sebagai dasar yang *reasonable* untuk mengeluarkan opini tentang kewajaran pelaporan keuangan yang disiapkan dengan Realtime Accounting System dan *paperless*.” Ruang lingkup CA akan diterapkan pada transaksi yang dicatat dalam sistem SAP antara lain pencatatan PR, PO, & GR yang terkait proses

### Non-Audit Program

*Non-audit programs include consulting activities, follow-up monitoring, employee competency development, continuous auditing, External Auditor mentoring, non-audit assignments on the Board of Directors ‘ requests, and assessment of the effectiveness of risk management and internal control systems.*

#### 1. Consultation

*The activities of advising (advice) and other services required by the client, whose nature and scope of his assignment have been agreed with the client, aimed at adding value and improving the process of organizational governance, risk management, and control, without the transfer of responsibility from management to internal auditors. Examples include: providing advice, facilitation, and training. Consultation can be request by management (on call).*

#### 2. Follow-up Monitoring

*Follow-up Monitoring is implemented for findings derived from external auditors as well as internal auditors. The implementation of follow-up monitoring program is compiled based on:*

- Reports of the audit results of PT KAI, BPK, and KAP; and*
- Report on the results of SPI Internal Audit PT KCI.*

#### 3. Continuous Auditing

*Continuous Auditing is a method used by auditors to conduct activities related to auditing in a more sustainable or continuous manner. Rezaee et al. (2001) defines continuous auditing as a “systematic process of collecting electronic proof of audit as a reasonable basis to issue opinions on the fairness of financial reporting prepared with realtime accounting system and paperless.” The scope of CA will be applied to transactions recorded in the SAP system, among others, registration of PR, PO, & GR related to procurement process, management of spare parts, maintenance of facilities and others. Output CA is a report that contains*

pengadaan, pengelolaan suku cadang, perawatan sarana dan lain-lain. Output CA adalah laporan yang memuat penyimpangan, anomali, & verifikasi user serta rekomendasi perbaikan.

#### 4. Counterpart Auditor Eksternal

Sebagai pendamping dalam pelaksanaan audit yang dilakukan oleh pihak eksternal, yaitu: BPK, KAP, SPI PT KAI dan pihak lainnya. SPI melakukan pendampingan dalam pelaksanaan Audit dimaksud baik di lingkungan kerja PT KCI dalam hal sebagai berikut:

- a. Membantu pengumpulan dan kelengkapan data Audit; dan
- b. Membantu kelancaran kegiatan pembahasan dan pelaksanaan audit dengan auditee serta manajemen.

#### 5. Penugasan Non-Audit atas Permintaan Direksi

Pelaksanaan penugasan khusus ini dimaksud yaitu penugasan non audit atas permintaan Direksi sebagai contoh *monitoring* penyerapan anggaran, rapat-rapat terkait dengan peraturan undang-undang, rapat terkait dengan Public Service Obligation (PSO)/Track Access Charge (TAC) dan sebagainya. Untuk program atas penugasan non audit tersebut disesuaikan dengan permintaan Direksi.

#### 6. Penilaian atas Efektivitas Manajemen Risiko dan Sistem Pengendalian Intern

Penilaian atas efektivitas manajemen risiko akan dikoordinasikan dengan unit manajemen risiko dan disesuaikan dengan program kerja serta rencana kerja anggaran Perusahaan. Sedangkan untuk penilaian efektivitas sistem pengendalian intern akan berkoordinasi dengan unit GCG dalam hal hasil penilaian GCG oleh BPKP. Penilaian atas efektivitas manajemen risiko dan sistem pengendalian intern dapat mempergunakan jasa pihak eksternal yang memiliki kompetensi di bidang manajemen risiko dan sistem pengendalian.

*deviations, anomalies, & user verification as well as repair recommendations.*

#### 4. Counterpart External Auditor

*As a companion in the implementation of audits conducted by external parties, namely: BPK, KAP, SPI PT KAI and other parties. SPI conducts assistance in the implementation of the Audit referred to both in the working environment of PT KCI in the following cases:*

- a. Assisting the collection and completeness of Audit data; Dan*
- b. Assisting the smooth discussion and audit activities with auditee and management.*

#### 5. Non-Audit Assignment on the Board of Directors Demand

*The implementation of this special assignment is a non-audit assignment at the request of the Board of Directors as an example of monitoring of budget absorption, meetings related to legislation, meetings related to Public Service Obligation (PSO)/Track access Charge (TAC) and so on. The program for the non-audit assignment is adjusted to the Directors ' request.*

#### 6. Assessment of the Effectiveness of Risk Management and Internal Control System

*Assessment of the effectiveness of risk management will be coordinated with the risk Management unit and tailored to the working program as well as the Company's budget work plan. As for the effectiveness assessment of internal control system will coordinate with GCG unit in the result of GCG valuation by BPKP. Assessment of the effectiveness of risk management and internal control system can use the services of external parties that have competence in the areas of risk management and control systems.*



**Tabel Program Kegiatan Unit SPI Tahun 2018 (Program Audit)**
**Table of SPI Unit Activities Program in 2018 (Audit Program)**

| Program                                                                                                              | Realisasi<br>Realization                                                                                           |                                   | Keterangan<br>Description        |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------|
|                                                                                                                      | Kegiatan<br>Activities                                                                                             | Waktu<br>Time                     |                                  |
| Audit                                                                                                                |                                                                                                                    |                                   |                                  |
| Pemeriksaan terkait pengadaan barang dan jasa<br><i>Examination related to procurement of goods and services</i>     | Audit Pengadaan Barang dan Jasa Unit Prasarana<br><i>Audit of goods and services procurement Unit</i>              | TW I - TW IV<br><i>QI - QIV</i>   | Selesai<br><i>Done</i>           |
| Pemeriksaan terkait pengadaan barang dan jasa<br><i>Examination related to procurement of goods and services</i>     | Audit Pengadaan Barang dan Jasa Non Prasarana<br><i>Audit procurement of Non-infrastructure goods and services</i> | TW I - TW IV<br><i>QI - QIV</i>   | Selesai<br><i>Done</i>           |
| Pemeriksaan terkait tata kelola pengelolaan pendapatan<br><i>Assessment related to revenue management governance</i> | Audit Tata Kelola Pendapatan Angkutan Penumpang<br><i>Corporate Transport revenue governance Audit</i>             | TW III - TW IV<br><i>QIII-QIV</i> | Konsep LHA<br><i>LHA Concept</i> |
| Pemeriksaan terkait tata kelola administrasi SDM<br><i>Examination related to HR administration governance</i>       | Audit Tata Kelola Administrasi SDM<br><i>Governance Audit of HR administration</i>                                 | TW III - TW IV<br><i>QIII-QIV</i> | Konsep LHA<br><i>LHA Concept</i> |

**Tabel Program Kegiatan Unit SPI Tahun 2018 (Program Non-Audit)**
**Table of SPI Unit Activities Program in 2018 (Non-Audit Program)**

| Program                                       | Realisasi<br>Realization                                                                                                                                                    |                                 | Keterangan<br>Description                                         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------|
|                                               | Kegiatan<br>Activities                                                                                                                                                      | Waktu<br>Time                   |                                                                   |
| Non-Audit                                     |                                                                                                                                                                             |                                 |                                                                   |
| Seminar/ Workshop/ Lokakarya/<br>Diklat, dll. | Pelatihan Pengantar Akuntansi Keuangan<br><i>Introduction to Financial Accounting training</i>                                                                              | TW I - TW II<br><i>Q I-Q II</i> | 1 Orang Spesialis II<br><i>1 Specialist II</i>                    |
|                                               | Pelatihan Economic Outlook 2019: Provisioning<br>Toward Challenging Year of 2019<br><i>Economic Outlook Training 2019: Provisioning Toward<br/>Challenging Year of 2019</i> | TW I<br><i>Q I</i>              | 1 VP & 2 SPI Specialist I<br><i>2 VP &amp; 2 SPI Specialist I</i> |
|                                               | Sertifikasi QIA Tingkat Lanjutan<br><i>QIA Advance Certification</i>                                                                                                        | TW I<br><i>Q I</i>              | 1 Orang SPI Specialist I<br><i>1 Specialist II</i>                |
|                                               | Pelatihan Pengendalian Internal Korporasi dan Three<br>Lines of Defense<br><i>Corporate Internal Control Training and Three Lines<br/>of Defense</i>                        | TW I<br><i>Q I</i>              | 1 Orang SPI Specialist I<br><i>1 Specialist I</i>                 |
|                                               | Pelatihan CISA Overview Course<br><i>CISA Overview Course Training</i>                                                                                                      | TW I<br><i>Q I</i>              | 1 Orang Staff<br><i>1 Staff</i>                                   |
|                                               | Sertifikasi CIA<br><i>CIA Certification</i>                                                                                                                                 | TW I<br><i>Q I</i>              | 1 Orang SPI Specialist I<br><i>1 Specialist I</i>                 |
|                                               |                                                                                                                                                                             |                                 |                                                                   |
|                                               |                                                                                                                                                                             |                                 |                                                                   |
|                                               |                                                                                                                                                                             |                                 |                                                                   |



| Program | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                                                   |                            | Keterangan<br>Description                              |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------|
|         | Kegiatan<br>Activities                                                                                                                                                                                                                                                                                                                                                                     | Waktu<br>Time              |                                                        |
|         | Workshop Standar Audit & Kode Etik Profesi                                                                                                                                                                                                                                                                                                                                                 | TW II<br>Q II              | 1 Orang SPI Specialist I<br>1 Specialist I             |
|         | Pelatihan & Sertifikasi Qualified Risk Management Officer (QRMO)<br><i>Training &amp; Qualified Risk Management Officer (QRMO) certification</i>                                                                                                                                                                                                                                           | TW II<br>Q II              | 1 Orang Staff<br>1 Staff                               |
|         | Forensic Accounting & Fraud Investigation                                                                                                                                                                                                                                                                                                                                                  | TW II<br>Q II              | 1 Orang Spe 1<br>1 Spe 1                               |
|         | Business Process Mapping                                                                                                                                                                                                                                                                                                                                                                   | TW II<br>Q II              | 1 Orang SPI Spe IV<br>1 SPI Spe IV                     |
|         | Amazing Slide Persentation                                                                                                                                                                                                                                                                                                                                                                 | TW II<br>Q II              | 1 Orang Staff<br>1 Staff                               |
|         | Procurement Fraud                                                                                                                                                                                                                                                                                                                                                                          | TW III<br>Q III            | 1 Orang VP<br>1 VP                                     |
|         | Pemahaman Komprehensif Internal Control, Risk & Compliance (GRC)<br><i>Comprehensive understanding of Internal Control, Risk &amp; Compliance (GRC)</i>                                                                                                                                                                                                                                    | TW III<br>Q III            | 1 Orang Manager & 1 Orang Staff<br>1 Manager & 1 Staff |
|         | Teknik Identifikasi Risiko Strategik Korporasi<br><i>Corporate Strategic Risk Identification Techniques</i>                                                                                                                                                                                                                                                                                | TW IV<br>Q IV              | 1 Orang VP<br>1 VP                                     |
|         | Counterpart Audit Eksternal<br><i>External Audit Counterpart</i>                                                                                                                                                                                                                                                                                                                           | TW I<br>Q I                | Selesai<br>Done                                        |
|         | Counterpart Audit KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Surat Tugas KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan No. 0481018/RHP/113 tanggal 08 Oktober 2018)<br><i>Counterpart KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (Letter of Task KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan No. 0481018/RHP/113 dated October 08, 2018)</i>                  | TW I - TW II<br>Q I - Q II | Selesai<br>Done                                        |
|         | Counterpart Audit BPK RI (Surat BPK No: 01/PDPT-PSOKAI/01/2019 tanggal 21 Februari 2019)<br><i>Counterpart Audit of BPK RI (Letter of BPK No: 01/PDPT-PSOKAI/01/2019 dated February 21, 2019)</i>                                                                                                                                                                                          | TW I - TW II<br>Q I - Q II | Selesai<br>Done                                        |
|         | Counterpart Audit KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Surat Tugas KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan No. 1590719/RHP/1111)<br><i>Counterpart KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (Letter of Task KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan No. 1590719/RHP/1111)</i>                                                               | TW III<br>Q III            | Selesai<br>Done                                        |
|         | Counterpart SPI PT KAI (Persero)                                                                                                                                                                                                                                                                                                                                                           | TW III<br>Q III            | Selesai<br>Done                                        |
|         | a. Surat Perintah Tugas Audit No: 42/UI/OP/VII/KA-2019 tanggal 30 Juli 2019<br>b. Perpanjangan Surat Perintah Tugas Audit No: 48/UI/OP/IX/KA-2019 tanggal 9 September 2019<br><i>Counterpart of SPI PT KAI (Persero)</i><br>a. Warrant Audit Task No: 42/UI/OP/VII/KA-2019 dated July 30, 2019<br>b. Extension of the letter of Audit duty No: 48/UI/OP/IX/KA-2019 dated September 9, 2019 | TW III<br>Q III            | Selesai<br>Done                                        |



| Program                                         | Realisasi<br>Realization                                                                                                                                                                                                                                                                                                                                              |                                | Keterangan<br>Description                                                                                                                                       |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | Kegiatan<br>Activities                                                                                                                                                                                                                                                                                                                                                | Waktu<br>Time                  |                                                                                                                                                                 |
|                                                 | Counterpart KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan (Surat Tugas KAP RSM Amir Abadi Jusuf, Aryanto, Mawar & Rekan No. 1451019/RHP/1113 tanggal 14 Oktober 2019)<br><i>Counterpart KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan (Letter of Task KAP RSM Amir Abadi Jusuf, Aryanto, Mawar &amp; Rekan No. 1451019/RHP/1113 dated October 14, 2019)</i> | TW III - TW IV<br>Q III - Q IV | Counterpart Audit Sedang Berjalan<br><i>On-going Audit Counterpart</i>                                                                                          |
|                                                 | Counterpart Audit BPK RI (Surat BPK No: 63/ST/IX-XX.2/10/2019 tanggal 16 Oktober 2019)<br><i>Counterpart Audit of BPK RI (Letter of BPK No: 63/ST/IX-XX. 2/10/2019 dated October 16, 2019)</i>                                                                                                                                                                        | TW IV<br>Q IV                  | Counterpart Audit Sedang Berjalan<br><i>On-going Audit Counterpart</i>                                                                                          |
| Penyerapan Anggaran<br><i>Budget Absorption</i> | Posisi bulan Desember 2019 laporan realisasi penyerapan anggaran unit SPI sebesar 100%<br><i>December 2019 position of Realization Report of SPI Unit budget of 100%</i>                                                                                                                                                                                              | TW IV<br>Q IV                  | Realisasi atas penyerapan anggaran bulan Desember 2019 sebesar Rp119.772.234<br><i>Realization of Budget Absorption in December 2019 amounted Rp119,772,234</i> |

## REALISASI MONITORING TINDAK LANJUT HASIL TEMUAN AUDIT EKSTERNAL DAN INTERNAL 2019

### REALIZATION OF FOLLOW-UP MONITORING ON THE FINDINGS OF EXTERNAL AND INTERNAL AUDIT 2019

| No. LHA<br>LHA Number |     |                   |                                     |                                                   |                                       |                               | Desember<br>December                                                              |     |     |    |    | Keterangan<br>Description                                                                                                                              |
|-----------------------|-----|-------------------|-------------------------------------|---------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------------------------------------------------------|-----|-----|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| No                    | LHA | Periode<br>Period | No. LHA<br>LHA Number               | Objek/<br>Sasaran<br>Audit<br>Audit<br>Objectives | Jumlah<br>Temuan<br>Total<br>Findings | Rekomendasi<br>Recommendation | Realisasi Rekomendasi Tindak<br>Lanjut<br>Recommendation Realization<br>Follow-up |     |     |    |    |                                                                                                                                                        |
|                       |     |                   |                                     |                                                   |                                       |                               | BD                                                                                | MDP | TDD | DS | SR |                                                                                                                                                        |
|                       |     |                   |                                     |                                                   | 1                                     | 2                             |                                                                                   |     |     |    |    |                                                                                                                                                        |
| A    BPK RI           |     |                   |                                     |                                                   |                                       |                               |                                                                                   |     |     |    |    |                                                                                                                                                        |
| 1                     | BPK | 2017              | 01/PDTT/<br>PSOKAI/<br>TP/03/2018   | Audit<br>Keuangan<br>Financial<br>Audit           | 5                                     | 7                             | -                                                                                 | -   | -   | 7  | -  | - 7<br>Rekomendasi Diusulkan<br>Selesai (DS)<br>Recommendations Proposed<br>Completed (DS)<br>- 0<br>Belum Ditindaklanjuti<br>Has not been followed up |
| 2                     | BPK | 2018              | 45/AUDITAMA<br>VII/<br>PDTT/05/2019 | Audit<br>Keuangan<br>Financial<br>Audit           | 1                                     | 2                             | -                                                                                 | -   | -   | 2  | -  | - 2<br>Rekomendasi Diusulkan<br>Selesai (DS)<br>Recommendations Proposed<br>Completed (DS)<br>- 0<br>Belum Ditindaklanjuti<br>Has not been followed up |

| No. LHA<br>LHA Number      |            |                   |                            |                                                   |                                       |                               | Desember<br>December                                                              |     |     |    |    | Keterangan<br>Description                                                                                                                                                                                                                                                                                       |
|----------------------------|------------|-------------------|----------------------------|---------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------------------------------------------------------|-----|-----|----|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No                         | LHA        | Periode<br>Period | No. LHA<br>LHA Number      | Objek/<br>Sasaran<br>Audit<br>Audit<br>Objectives | Jumlah<br>Temuan<br>Total<br>Findings | Rekomendasi<br>Recommendation | Realisasi Rekomendasi Tindak<br>Lanjut<br>Recommendation Realization<br>Follow-up |     |     |    |    |                                                                                                                                                                                                                                                                                                                 |
|                            |            |                   |                            |                                                   |                                       |                               | BD                                                                                | MDP | TDD | DS | SR |                                                                                                                                                                                                                                                                                                                 |
| B     SPI PT KAI (Persero) |            |                   |                            |                                                   |                                       |                               |                                                                                   |     |     |    |    |                                                                                                                                                                                                                                                                                                                 |
| 1                          | SPI PT KAI | 2019              | 42/UI/LHA/<br>UI.2/XI/2019 | Audit<br>Operasional<br>Operational<br>Audit      | 5                                     | 12                            | -                                                                                 | 12  | -   | -  | -  | -12<br>Rekomendasi Masih Dalam<br>Proses (MDP)<br>In-Process Recommendation<br>(MDP)<br>- 0<br>Belum Ditindaklanjuti<br>Has not been followed up                                                                                                                                                                |
| 2                          | SPI PT KAI | 2018              | 07/UI/LHA/<br>UI.1/II/2019 | Audit<br>Operasional<br>Operational<br>Audit      | 5                                     | 12                            | -                                                                                 | 2   | -   | -  | 10 | - 2<br>Rekomendasi Masih Dalam<br>Proses (MDP)<br>In-Process Recommendation<br>(MDP)<br>- 10<br>Sesuai Rekomendasi (SR)<br>As per Recommendation (SR)<br>- 0<br>Belum Ditindaklanjuti (BD)<br>Has not been followed up (BD)                                                                                     |
| 3                          | SPI PT KAI | 2017              | 27/UI/LHA/<br>UI.1/X/2017  | Audit<br>Operasional<br>Operational<br>Audit      | 12                                    | 23                            | -                                                                                 | 3   | -   | 6  | 14 | - 3<br>Rekomendasi Masih Dalam<br>Proses (MDP)<br>In-Process Recommendation<br>(MDP)<br>- 6<br>Rekomendasi Diusulkan<br>Selesai (DS)<br>Recommendations Proposed<br>Completed (DS)<br>- 14<br>Sesuai Rekomendasi (SR)<br>As per Recommendation (SR)<br>- 0<br>Belum Ditindaklanjuti<br>Has not been followed up |

Keterangan

Description

BD : Belum Ditindaklanjuti  
Not Followed Up yet

MDP : Masih Dalam Proses  
Still in process

DS : Diusulkan Selesai  
Proposed Done

SR : Sesuai Rekomendasi  
As recommended

TDD : Tidak Dapat Ditindaklanjuti  
Not Followed Up



## EVALUASI ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM EFFECTIVITY ASSESSMENT

Pada tahun 2019 Perseroan telah melakukan evaluasi pengendalian internal yang diimplementasikan di Perusahaan. Evaluasi dilakukan atas kecukupan penerapan pengendalian internal sesuai dengan program kerja yang telah ditetapkan.

*In 2019 the Company conducted an evaluation of internal controls implemented in the Company. Evaluation is done on the adequacy of the implementation of internal control in accordance with the established work program.*



Hal ini dilakukan karena Perseroan bertanggung jawab dan konsisten untuk menerapkan dan melaksanakan Sistem Pengendalian Internal secara memadai sehingga dapat memberikan keyakinan atas penyajian laporan keuangan dan laporan kegiatan. Pelaksanaan evaluasi atas efektivitas sistem pengendalian internal dilakukan oleh Unit SPI berdasarkan pada 5 (lima) aspek pengendalian yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, sistem informasi dan komunikasi serta pemantauan. Di samping itu, KAP dalam pemeriksaannya juga melakukan audit dan memberikan pendapat atas kepatuhan terhadap sistem pengendalian internal.

*This is done due to the Company is responsible and consistent to implement and implement the Internal Control System adequately so as to provide confidence in the presentation of financial statements and activity reports. Implementation of evaluation of the effectiveness of internal control system conducted by SPI Unit based on 5 (five) control aspect, namely control environment, risk assessment, control activity, information and communication system and monitoring. In addition, the KAP in its audit also conducts audits and gives opinions on adherence to internal control systems.*

Hasil evaluasi atas pelaksanaan sistem pengendalian menjadi salah satu pertimbangan manajemen untuk melakukan perbaikan dan penyempurnaan sistem pengendalian internal secara berkelanjutan.

*The evaluation of the implementation of control system is one of management considerations to improve and improve the internal control system continuously.*

## Akuntan Publik

Public Accountant

Fungsi pengawasan independen terhadap aspek keuangan Perusahaan dilakukan dengan melaksanakan audit eksternal yang dilakukan oleh Kantor Akuntan Publik. Berdasarkan hasil Rapat Umum Pemegang Saham (RUPS) pada tanggal 4 April 2019 yang menghasilkan keputusan bahwa KAP untuk melakukan audit Laporan Keuangan Tahun 2019 adalah KAP yang sama dengan PT KAI dan pemilihan dilakukan oleh PT KAI. Berdasarkan hasil RUPS PT KAI pada tanggal 14 Mei 2019 Kantor Akuntan Publik (KAP) Amir Abadi Jusuf Aryanto Mawar dan Rekan ditunjuk sebagai Auditor Eksternal yang melakukan audit independen terhadap laporan Keuangan Perusahaan. KAP Amir Abadi Jusuf Aryanto Mawar dan Rekan telah memiliki izin dari Menteri Keuangan RI No 477/KM.1/2015. Penunjukan tersebut telah sesuai dengan Peraturan Menteri Keuangan No.17/PMK.01/2008 tanggal 5 Februari 2008 pasal 3 ayat 1 yang menyebutkan bahwa pemberian jasa audit umum atas laporan keuangan dari suatu entitas dilakukan oleh KAP paling lama untuk 6 (enam) tahun buku berturut-turut dan oleh seorang Akuntan Publik paling lama untuk 3 (tiga) tahun buku berturut-turut. Penunjukan Akuntan Publik telah melalui serangkaian proses pengadaan jasa di Perusahaan yang dilakukan PT KAI, mulai dari mengundang beberapa KAP yang telah terdaftar di BPK dan berpengalaman dalam mengaudit untuk ikut dalam proses pengadaan jasa KAP sampai dengan proses persetujuan Dewan Komisaris dan Pelaporan Kepada Pemegang Saham. Kantor Akuntan Publik (KAP) Amir Abadi Jusuf Aryanto Mawar dan Rekan telah mengaudit Laporan Posisi Keuangan Perusahaan tanggal 31 Desember 2019:

- Laporan Rugi Laba komprehensif, Laporan Perubahan Ekuitas dan Laporan Arus Kas untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2019; serta
- Melakukan pengujian atas kepatuhan Perusahaan terhadap peraturan perundang-undangan tertentu dan pengendalian intern.

Kantor Akuntan Publik (KAP) Amir Abadi Jusuf Aryanto Mawar dan Rekan melaksanakan audit berdasarkan standar auditing yang ditetapkan oleh Institusi Akuntan Publik Indonesia dan standar pemeriksaan keuangan negara yang diterbitkan Badan Pemeriksaan Keuangan Republik Indonesia.

*The supervisory function of the Company's financial aspect external audit is conducted by Public Accountant. Based on the results of the general Meeting of Shareholders (GMS) on April 4, 2019 which resulted in the decision that the KAP to audit the financial statement year 2019 is the same KAP with PT KAI and the election is conducted by PT KAI. Based on the results of the GMS of PT KAI on May 14, 2019 Public Accountants Firm KAP Amir Abadi Jusuf Aryanto Mawar dan Rekan were appointed as external auditors who conduct independent audits of the Company's financial statements. KAP Amir Abadi Jusuf Aryanto Mawar dan Rekan have had permission from the Minister of Finance RI No 477/KM. 1/2015. The appointment has been in accordance with regulation of the Minister of Finance No. 17/PMK. 01/2008 dated February 5, 2008 article 3 paragraph 1 which mentions that the provision of general audit services of the financial statements of an entity is carried out by the longest KAP for 6 (six) consecutive books and by a Public Accountant longest for 3 (three) consecutive books. The appointment of Public Accountant has been through a series of services procurement process in the Company conducted by PT KAI, starting from inviting several KAP that has been registered in BPK and experienced in auditing to participate in the process of procurement of the KAP until the approval process of the Board of Commissioners and reporting to Shareholders. Public Accountant Firm (KAP) Amir Abadi Jusuf Aryanto Mawar dan Rekan has audited the financial position report of the Company on December 31, 2019:*

- Comprehensive profit loss report, equity change report and cash flow statement for the years ended December 31, 2019; and*
- Conduct tests on the Company's compliance to certain statutory regulations and internal controls.*

*Public Accountant Firm (KAP) Amir Abadi Jusuf Aryanto Mawar dan Rekan conducted audits based on the standards of auditing established by the Institusi Akuntan Publik Indonesia and the standard of State financial examination issued by the Badan Pemeriksaan Keuangan Republik Indonesia.*



## MEKANISME PENUNJUKKAN AKUNTAN PUBLIK PUBLIC ACCOUNTANT APPOINTMENT MECHANISMS

Berikut adalah tahapan dalam menentukan Akuntan Publik dan Kantor Akuntan Publik (KAP) Perusahaan yang dilakukan oleh PT KAI selaku induk Perusahaan:

1. Pengadaan auditor independen dimulai dengan penyusunan KAK oleh Unit SPI PT KAI dan Unit Keuangan PT KAI sebagai syarat utama administrasi pengadaan agar mendapat persetujuan dari komite audit PT KAI.
2. Unit Logistik PT KAI melakukan pengadaan auditor independen berdasarkan KAK yang disetujui Direktur Utama PT KAI, arahan Komite Audit PT KAI, dan ketentuan yg berlaku.
3. Unit Logistik PT KAI mengajukan tiga calon auditor independen yg terpilih kepada Direktur Utama dan kemudian diserahkan kepada Komite Audit PT KAI.
4. Komite Audit PT KAI dan unit keuangan PT KAI melakukan telaah dan evaluasi untuk selanjutnya disampaikan kepada Dewan Komisaris.
5. Dewan Komisaris PT KAI membahas pada Rapat Dewan Komisaris PT KAI.
6. Dewan Komisaris PT KAI mengirimkan surat kepada Pemegang Saham mengenai usulan Penunjukan Kantor Akuntan Publik (KAP).
7. Penunjukan Akuntan Publik dan Kantor Akuntan Publik (KAP) menjadi salah satu agenda pada RUPS LPT PT KAI.
8. Unit Keuangan PT KAI menginformasikan kepada Unit Keuangan PT KCI perihal hasil penunjukan Kantor Akuntan Publik serta waktu pelaksanaan auditnya.

*Here are the steps in determining Public Accountant and Public Accountant Firm (KAP) Company conducted by PT KAI as the holding Company:*

1. *The procurement of independent auditors began with the preparation of KAK by PT KAI SPI Unit and PT KAI Finance Unit as the main requirement of procurement administration in order to get approval from PT KAI Audit committee.*
2. *Logistic Unit of PT KAI conducting independent auditor based on KAK approved by President Director of PT KAI, the Audit Committee directive of PT KAI, and the applicable provisions.*
3. *Logistics Unit of PT KAI shall propose three independent auditors who are elected to the President Director and then handed over to the Audit Committee of PT KAI.*
4. *PT KAI Audit Committee and PT KAI's financial unit perform the study and evaluation to be submitted to the Board of Commissioners.*
5. *Board of Commissioners of PT KAI discussed at the Board of Commissioners meeting of PT KAI.*
6. *Board of Commissioners of PT KAI sent a letter to the shareholders regarding the proposed appointment of Public Accountant Firm (KAP).*
7. *Appointment of public accountant and Public Accountant Firm (KAP) to be one of the agenda at the LPT Meeting of PT KAI.*
8. *PT KAI Financial unit informs the PT KCI Financial unit regarding the results of the appointment of Public Accountant and the audit event.*

## RUANG LINGKUP PEKERJAAN AKUNTAN PUBLIK PUBLIC ACCOUNTANT WORK SCOPE

1. Melaksanakan Audit Umum atas Laporan Keuangan Konsolidasian Perusahaan dan entitas anak Tahun Buku 2019 yang mencakup *review* Konsolidasian atas Laporan Keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia.
1. *Conducting general Audit of the Company's consolidated financial statements and Subsidiaries fiscal year 2019 which includes the consolidated review of the financial statements in accordance with the Financial Accounting Standards in Indonesia.*



2. Melakukan *review* atas Laporan Hasil Kinerja Perusahaan untuk Tahun Buku 2019 sesuai dengan Salinan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-04/MBU/2011 tanggal 19 Agustus 2011 (atau sesuai dengan ketentuan yang baru bila ada perubahan).

2. *Conducting review of the Company's performance results Report for 2019 in accordance with the copy regulation of the State-Owned Enterprises Minister No. PER-04/MBU/2011 Dated August 19, 2011 (or in accordance with the new provisions when there is a change).*

Berikut adalah daftar Kantor Akuntan Publik yang 5 (lima) tahun terakhir melakukan audit di KAI Group termasuk PT KCI, adapun segala biaya audit yang ada dibayarkan oleh PT KAI selaku induk Perusahaan.

*Below is a list of Public Accountant offices of the last 5 (five) years conducting an audit at KAI Group including PT KCI, as for all audit costs paid by PT KAI as the parent of the Company.*

#### PERIODE AUDIT DAN BIAYA AUDIT AUDIT PERIOD AND AUDIT FEES

| No | Tahun<br>Year | Nama Kantor Akuntan Publik<br>Public Accountant Firm | Akuntan Publik<br>Public Accountant | Biaya Audit Keseluruhan<br>PT KAI dan Anak Peru-<br>sahaan<br>PT KAI and Subsidiaries<br>Audit Cost | Hasil Opini Audit<br>Auditor Opinion             | Jasa Lain Yang Diberikan<br>Other Services |
|----|---------------|------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------------------------|
| 1  | 2019          | Amir Abadi Jusuf, Aryanto,<br>Mawar dan Rekan        | Rudi Hartono<br>Purba               | Rp3,908 Miliar/Billion                                                                              | Wajar Dalam Segala<br>Hal Material<br>Reasonable | Tidak Ada<br>None                          |
| 2  | 2018          | Amir Abadi Jusuf, Aryanto,<br>Mawar dan Rekan        | Benny Andria                        | Rp4,22 Miliar/Billion                                                                               | Wajar Dalam Segala<br>Hal Material<br>Reasonable | Tidak Ada<br>None                          |
| 3  | 2017          | Rama Wendra                                          | Rama Gautama                        | Rp1,937 Miliar/Billion                                                                              | Wajar Dalam Segala<br>Hal Material<br>Reasonable | Tidak Ada<br>None                          |
| 4  | 2016          | Hadori Sugianto Adi dan Rekan                        | Theodorus<br>Hirijanto              | Rp2,91 Miliar/Billion                                                                               | Wajar Dalam Segala<br>Hal Material<br>Reasonable | Tidak Ada<br>None                          |
| 5  | 2015          | Hadori Sugianto Adi dan Rekan                        | Theodorus<br>Hirijanto              | Rp2,71 Miliar/Billion                                                                               | Wajar Dalam Segala<br>Hal Material<br>Reasonable | Tidak Ada<br>None                          |

#### JASA LAIN YANG DIBERIKAN AKUNTAN PUBLIK OTHER SERVICES PROVIDED BY PUBLIC ACCOUNTANTS

Pihak yang ditunjuk oleh PT Kereta Api Indonesia kepada PT Kereta Commuter Indonesia sebagai Akuntan Publik tidak memberikan jasa lain selain lingkup audit tersebut di atas.

*The party appointed by PT Kereta Api Indonesia to PT Kereta Commuter Indonesia as Public Accountant did not provide services other than the scope of the above audit.*



## EFEKTIVITAS PELAKSANAAN AUDIT EKSTERNAL

### EXTERNAL AUDIT IMPLEMENTATION EFFECTIVENESS

Direksi secara aktif melakukan pemantauan tindak lanjut temuan-temuan pemeriksaan audit eksternal dalam setiap rapat koordinasi antara Direksi dengan satuan-satuan kerja terkait sehingga diharapkan di masa yang akan datang temuan serupa tidak akan terulang kembali. Selain itu, Direksi juga senantiasa aktif melakukan koordinasi dan komunikasi dengan auditor eksternal agar pelaksanaan audit berjalan dengan efektif dan apabila terjadi kendala dalam objek pemeriksaan dapat segera dicari solusi dalam mengatasi setiap permasalahan yang ada. Komite Audit melakukan kajian atas efektivitas pelaksanaan audit eksternal untuk memastikan pelaksanaan audit tidak menemui hambatan dan seluruh temuan dapat ditindaklanjuti sesuai dengan kewenangan yang ditetapkan.

*The Board of Directors actively conducts monitoring of the findings of external audit checks in each coordination meeting between the Board of Directors and the related units that are expected in the future similar findings will not be repeated. In addition, the Board of Directors actively conducting coordination and communication with external auditors in order to implement the audit effectively and if there is an obstacle in the examination object can be immediately sought solution in addressing any existing problems. The Audit Committee conducts an assessment of the effectiveness of external audits to ensure that the audit does not meet barriers and all findings are actionable according to the stipulated authority.*

## TINDAK LANJUT TEMUAN AUDIT KAP

### FOLLOW-UP ON PUBLIC ACCOUNTANTS AUDIT FINDINGS

Tindak lanjut temuan audit KAP senantiasa dimonitoring untuk memastikan bahwa seluruh temuan tersebut telah ditindaklanjuti seluruhnya dan memberikan nilai tambah bagi Perusahaan. Jumlah temuan audit oleh KAP untuk tahun 2017 berjumlah 4 temuan. Dan untuk temuan audit KAP tahun 2018 tidak ada temuan dalam periode General Audit Tahun Buku 2018 sedangkan untuk tahun 2019 tidak terdapat temuan. Tindak lanjut temuan audit KAP terkait jasa audit yang diberikan tahun 2017, 2018 dan 2019 adalah sebagai berikut:

*The findings of the Public Accountant Firm audit are continuously monitored to ensure that all such findings have been followed up entirely and provide added value to the Company. The number of audit findings by KAP for the year 2017 amounted to 4 findings. And for the findings of the audit KAP year 2018 no findings in the period of the General Audit of the year 2018 while for the year 2019 there is no findings. The follow-up of KAP audit findings related to the audit services provided in 2017, 2018 and 2019 are as follows:*

| No | LHA | Keterangan<br>Description | Tahun<br>Year | Temuan<br>Findings | Rekomendasi<br>Recommendation | Tindak Lanjut<br>Follow-Up | Status |
|----|-----|---------------------------|---------------|--------------------|-------------------------------|----------------------------|--------|
| 1  | KAP | Kepatuhan<br>Compliance   | 2017          | 4                  | 4                             | 4                          | Close  |
| 2  | KAP | Kepatuhan<br>Compliance   | 2018          | 0                  | 0                             | 0                          | Close  |
| 3  | KAP | Kepatuhan<br>Compliance   | 2019          | 0                  | 0                             | 0                          | Close  |

## Sistem Pengendalian Internal

### Internal Control System

Sistem Pengendalian Internal yang dilakukan oleh Perusahaan dilakukan berdasarkan aturan PT KCI SK.032/CU/KCJ/IX/2017 Tentang Penetapan Pedoman Penerapan Sistem Pengendalian Internal (Internal Control System). Dan Peraturan Menteri BUMN Nomor PER-09/MBU/2012 Tanggal 24 Agustus 2012 perihal Penerapan Praktik Good Corporate Governance pada BUMN. Penerapan tersebut dilakukan oleh Perusahaan secara khusus pada aspek-aspek penting yang ada misalnya aspek Sumber Daya Manusia (SDM), Keuangan, Operasional, Pengadaan Barang dan Jasa (PBJ) serta kepatuhan terhadap peraturan perundangundangan yang berlaku. Penerapan sistem pengendalian internal; sendiri dilakukan agar dapat mengurangi potensi risiko yang mungkin terjadi atas seluruh kegiatan yang dilakukan di Perusahaan.

Perusahaan menerapkan sistem pengendalian internal dalam lingkup Perusahaan berdasarkan pedoman-pedoman yang telah ditetapkan oleh Perusahaan dan peraturan-peraturan lainnya yang berlaku di Perusahaan mulai dari Dewan Komisaris, Direksi, Manajemen sampai dengan tingkat Staf. Setiap Perusahaan dapat dikatakan memiliki sistem pengendalian internal yang efektif apabila tujuan Perusahaan dapat tercapai dengan baik sesuai dengan program yang telah ditetapkan. Sistem Pengendalian Internal wajib diterapkan agar kepatuhan terhadap peraturan-peraturan yang berlaku dapat meningkat secara berkesinambungan, selain adanya pengendalian internal dapat menjamin tersedianya data laporan manajemen secara umum maupun keuangan secara cepat, tepat, lengkap dan sistematis serta memiliki tingkat efektivitas dan efisiensi yang tinggi dari seluruh kegiatan usaha Perusahaan. Komitmen Perusahaan ini tertuang dalam kebijakan Sistem Pengendalian Internal yang disahkan oleh Direktur Utama dan Komisaris Utama PT KCI.

*Internal control systems conducted by the Company are conducted under the rules of PT KCI SK. 032/CU/KCJ/IX/2017 on the establishment of Internal Control system Implementation Guidelines. and Regulation of the Minister of SOE number PER-09/MBU/2012 dated August 24, 2012 concerning the implementation of Good Corporate Governance practices in SOE. The application is carried out by the Company in particular to important aspects that exist for example human resources (HR), finance, operations, procurement of goods and services (BJP) and compliance with the prevailing rules of abuse. Application of internal control system; to reduce potential risks that may occur in all activities undertaken by the Company.*

*The Company implementing internal control system within the Company's scope based on guidelines that have been set by the Company and other regulations applicable in the Company from the Board of Commissioners, Directors, management up to the staff level. Each Company can be said to have an effective internal control system if the objectives of the Company can be achieved properly according to the program set. Internal control system must be applied so that adherence to the prevailing regulation can increase continuously, in addition to Internal control can ensure the availability of management report data in general and in a fast, precise, complete and systematic and have a high level of effectiveness and efficiency of all business activities of the Company. The Company's commitment is in the Internal control system policy passed by the President Director and President Commissioner of PT KCI.*



## KERANGKA KERJA SISTEM PENGENDALIAN INTERNAL INTERNAL CONTROL SYSTEM FRAMEWORK

Kebijakan dan pedoman sistem pengendalian internal Perusahaan mengacu kepada Internal Control Committee of Sponsoring Organizations of Treadway Commission (COSO-IC) adapun tujuan pelaksanaan dari penerapan pengendalian internal Perusahaan yaitu adanya efektivitas dan efisiensi dalam seluruh kegiatan Perusahaan, akuntabilitas atas pelaporan keuangan dan kepatuhan terhadap hukum baik yang ditetapkan oleh Perseroan, PT KAI dan peraturan perundang-undangan lain yang berlaku. Selain itu Perusahaan juga menerapkan sistem Three Lines of Defense agar pengendalian internal dan juga pengelolaan risiko dapat berjalan dengan baik.

Setiap Pimpinan unit beserta jajarannya harus bertindak selaku pemilik risiko (*Risk Owner*) dan pengendali risiko (*Risk Control*). Untuk itu setiap Unit sebagai Lini Pertahanan Pertama (*First Line Defense*) bertugas untuk merumuskan *Risk Register* di Unitnya masing-masing.

Unit Manajemen Risiko, GCG, Kepatuhan, Pengawasan Anggaran sebagai Lini Pertahanan Kedua (*Second Line Defense*) berfungsi sebagai pengawas dalam penerapan manajemen risiko secara korporasi (*Risk Oversight*) dan merumuskan *Risk Register* yang bersifat strategis (*Strategic Risk Register*).

Unit SPI sebagai Lini Pertahanan Ketiga (*Third Line Defense*) berfungsi sebagai Auditor Internal yang bersifat objektif dan independen yang melakukan pengawasan terhadap Unit-Unit Kerja pada Lini Pertahanan Pertama dan Kedua (*Risk Owner & Control* dan *Risk Oversight*).

Secara umum komponen sistem pengendalian internal Perusahaan terdiri dari:

*The Company's internal control system policies and guidelines refer to the Internal Control Committee of Sponsoring Organizations of Treadway Commission (COSO-IC) for the purpose of implementing the Company's internal control, namely the effectiveness and efficiency of all the Company's activities, accountability for financial reporting and compliance with the laws established by the Company, PT KAI and other applicable laws and regulations. In addition, the Company also implements the Three Lines of Defense system for internal control and risk management can run properly.*

*Each unit leader and its team must act as the Risk Owner and the risk Control. Therefore, each unit as a first Line Defense is tasked to formulate a Risk Register in their respective units.*

*The Risk Management Unit, GCG, Compliance, Budget Monitoring as second Line Defense serves as the supervisor in the implementation of corporate risk management (Risk Oversight) and formulates the Strategic Risk Register.*

*SPI unit as third Line Defense serves as an objective and independent Internal Auditor that supervises the work units on the first and second line of defense (Risk Owner & Control and Risk Oversight).*

*In general, components of the Company's internal control system consist of:*

**a. Lingkungan Pengendalian**

Lingkungan pengendalian merupakan susunan dari standar, proses dan struktur yang menyediakan dasar untuk terlaksananya pengendalian internal dalam organisasi.

**b. Pengendalian Risiko**

Proses mengidentifikasi, menilai, mengelola, dan mengendalikan peristiwa atau situasi untuk memberikan asuransi yang cukup untuk pencapaian tujuan organisasi. Kegiatan pengendalian dilaksanakan pada semua tingkatan organisasi pada berbagai tahap proses bisnis dan dalam konteks lingkungan teknologi.

**c. Kegiatan Pengendalian**

Mencakup tindakan-tindakan yang ditetapkan melalui kebijakan dan prosedur untuk membantu memastikan dilaksanakannya arahan manajemen dalam rangka meminimalkan risiko atas pencapaian tujuan.

**d. Informasi & Komunikasi**

Organisasi memerlukan informasi demi terselenggaranya fungsi pengendalian intern dalam mendukung pencapaian tujuan. Manajemen harus memperoleh, menghasilkan, dan menggunakan informasi yang relevan dan berkualitas, baik yang berasal dari sumber internal maupun eksternal untuk mendukung komponen-komponen pengendalian internal lainnya berfungsi sebagaimana mestinya. Komunikasi sebagaimana yang dimaksud dalam kerangka pengendalian internal COSO adalah proses *iterative* dan berkelanjutan untuk memperoleh, membagikan, dan menyediakan informasi. Komunikasi internal harus menjadi sarana diseminasi informasi di dalam organisasi, baik dari atas ke bawah, dari bawah ke atas, maupun lintas fungsi.

**a. Area Control**

*The control environment is an arrangement of standards, processes and structures that provide the basis for the implementation of internal control within the organization.*

**b. Risk Control**

*The process of identifying, assessing, managing, and controlling events or situations to provide adequate assurance for the achievement of organizational objectives. Control activities are implemented at all levels of the organization at various stages of the business process and in the context of technological environment.*

**c. Control Activities**

*Includes measures established through policies and procedures to help ensure the implementation of management directives in order to minimize the risk of achieving the objectives.*

**d. Information & Communications**

*Organizations need information for the implementation of internal control functions in support of achieving the objectives. The management must acquire, produce, and use relevant and qualified information, whether derived from internal or external sources to support other internal control components as appropriate. Communication as referred to in the COSO internal control framework is an iterative and ongoing process for obtaining, sharing, and providing information. Internal communications must be a means of dissemination of information within the organization, either from top to bottom, from the ground up, or cross functional.*



**e. Pemantauan**

Kegiatan pemantauan mencakup evaluasi berkelanjutan, evaluasi terpisah, atau kombinasi dari keduanya yang dimaksudkan untuk memastikan tiap-tiap komponen pengendalian internal ada dan berfungsi sebagaimana mestinya. Evaluasi berkelanjutan dibangun di dalam proses bisnis pada tingkat yang berbeda-beda guna menyajikan informasi tepat waktu. Evaluasi terpisah dilakukan secara periodik, bervariasi lingkup dan frekuensinya tergantung pada hasil penilaian risiko, efektivitas evaluasi berkelanjutan dan pertimbangan manajemen lainnya.

**e. Monitoring**

*Monitoring activities include ongoing evaluation, separate evaluations, or a combination of both of which are intended to ensure that each component of the internal control exists and functions accordingly. Continuous evaluation is built in the business process at different levels to provide timely information. A separate evaluation is done periodically, varying in scope and frequency depending on the outcome of risk assessment, effectiveness of ongoing evaluation and other management considerations.*

**EVALUASI ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL****EVALUATION OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM**

Selama tahun 2019, Perseroan telah melakukan evaluasi atas pelaksanaan efektivitas pengendalian internal yang telah dilakukan oleh Perseroan baik secara administratif ataupun kegiatan operasional di lapangan dengan penjelasan sebagai berikut:

*During 2019, the Company has evaluated the implementation of internal control that has been done by the Company either administrative or operational activities in the field with the following explanation:*



# Manajemen Risiko

## Risk Management



### **DASAR PELAKSANAAN SISTEM MANAJEMEN RISIKO** **RISK MANAGEMENT SYSTEM IMPLEMENTATION BASIS**

Penerapan Manajemen Risiko di PT Kereta Commuter Indonesia berlandaskan dari Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN.

Adapun penerapan Manajemen Risiko dituangkan dalam Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK.006.2/CU/KCJ/III/2017 tanggal 15 Maret 2017 tentang Penerapan Standard Operational Procedure (SOP) Manajemen Risiko Investasi di Lingkungan PT KAI Commuter Jabodetabek, di mana sistem manajemen risiko masih difokuskan kepada risiko investasi/rencana kegiatan investasi Perusahaan dan dengan demikian disebut dengan penerapan sistem manajemen risiko secara terpisah (silo).

*The implementation of risk management in PT Kereta Commuter Indonesia is based on the regulation of the Minister of State-owned enterprises number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOE.*

*The implementation of risk management is made in the decision of the Board of Directors of PT Kereta Commuter Indonesia number SK. 006.2/CU/KCJ/III/2017 dated March 15, 2017 concerning the implementation of Standard Operational Procedure (SOP) investment risk Management in PT KAI Commuter Jabodetabek Environment, where the risk management system is still focused on investment risk/ plan of investment activity of the Company and thus is called*



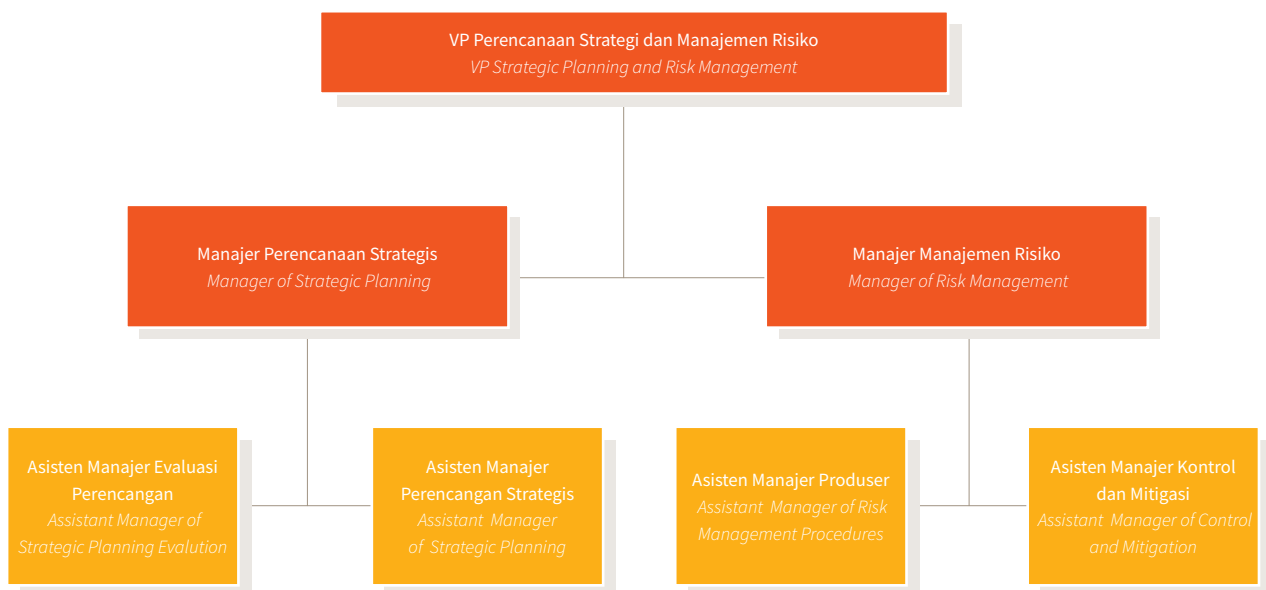
Untuk pengelolaan risiko Perseroan ke depan akan menerapkan Enterprise Risk Management (ERM) berdasarkan ISO 31000:2018. Penerapan ERM direncanakan akan diimplementasikan secara bertahap mulai tahun 2020. Dengan menerapkan Enterprise Risk Management diharapkan dapat menjamin nilai tambah Perseroan.

*For the Company's future risk management will implement Enterprise Risk Management (ERM) based on ISO 31000:2018. The ERM implementation is planned to be implemented gradually starting from 2020. By implementing Enterprise Risk Management is expected to ensure added value of the Company.*

### STRUKTUR ORGANISASI MANAJEMEN RISIKO RISK MANAGEMENT ORGANIZATIONAL STRUCTURE

Dalam menjalankan fungsi manajemen risiko berada di bawah Unit Perencanaan Strategis dan Manajemen Risiko yang dibentuk pada tahun 2017 melalui Surat Keputusan Direksi Nomor SK-002/KCJ/DIR-HRD/2/2017 tanggal 1 Februari 2017 tentang Pembentukan Struktur Organisasi dan Tata Laksana di Lingkungan Perseroan. Struktur Organisasi Unit Perencanaan Strategis dan Manajemen Risiko berada di bawah Direktorat Keuangan dan Administrasi sebagaimana pemutakhiran Struktur Organisasi dengan Nomor SK.002/KCI/DIR-HRD/I/2018 tanggal 15 Januari 2018 tercantum sebagai berikut:

*In carrying out the function of risk management are under the strategic planning and risk management Unit established in 2017 through the Board of Directors Decree No. SK-002/KCJ/DIR-HRD/2/2017 dated February 1, 2017 on the establishment of organizational structure and governance in the Company's environment. The organizational structure of the strategic planning and risk management Unit is located under the Directorate of Finance and Administration as it updates the organizational structure with number SK. 002/KCI/DIR-HRD/I/2018 dated January 15, 2018 listed as follows:*



## STRUKTUR PENGELOLAAN RISIKO RISK MANAGEMENT STRUCTURE

PT Kereta Commuter Indonesia mengimplementasikan model tiga lini pertahanan (Three Lines of Defense) sebagai model penerapan manajemen risiko korporat sebagai berikut:

*PT Kereta Commuter Indonesia implements three Lines of Defense model as the following model of corporate risk management implementation:*



1. Pertahanan Lapis Pertama dilaksanakan oleh unit bisnis/kerja yang melakukan aktivitas operasional Perusahaan sehari-hari. Dalam hal ini unit bisnis/kerja melaksanakan aktivitas sebagai berikut:
  - a. Memastikan adanya lingkungan pengendalian (*control environment*) yang kondusif dan efektif di unit bisnis mereka, sebagai bentuk pengendalian risiko.
  - b. Menerapkan kebijakan manajemen risiko yang telah ditetapkan serta berkontribusi dalam mengembangkan budaya pengelolaan risiko yang efektif.
  - c. Meminimalisir eksposur risiko dengan memastikan kendali dan mitigasi risiko dilaksanakan dengan efektif.
2. Pertahanan Lapis Kedua dilaksanakan oleh Unit Perencanaan Strategis dan Manajemen Risiko sebagai unit kerja yang mendapat mandat serta kewenangan untuk menjadi koordinator penerapan manajemen risiko korporat di lingkungan PT Kereta Commuter Indonesia. Dalam hal ini, Unit Perencanaan Strategis dan Manajemen Risiko melaksanakan aktivitas sebagai berikut:
  - a. Melaksanakan, mengkoordinasikan, mengembangkan, memantau, serta mengkaji penerapan manajemen risiko korporat secara keseluruhan.
  - b. Merumuskan, dan mengusulkan kepada Direksi untuk ditetapkan, serta memantau efektivitas dan relevansinya terhadap konteks yang berlaku pada PT Kereta Commuter Indonesia, berikut melakukan pembaruan Kebijakan, Pedoman, Prosedur, Kriteria Risiko, beserta perangkat kerja yang dibutuhkan dalam pelaksanaan proses manajemen risiko.
  - c. Melakukan komunikasi dan konsultasi demi memfasilitasi unit bisnis/kerja dan atau Direksi dalam hal pelaksanaan proses manajemen risiko, serta ikut memantau, mengkaji, dan melaporkan risiko-risiko Perusahaan kepada

1. *First Line Defense implemented by business/work units that perform operational activities of the Company daily. In this case the business unit/work carries out the following activities:*
  - a. *Ensure a conducive and effective control environment in their business units, as a form of risk control.*
  - b. *Implement predefined risk management policies and contribute to developing a culture of effective risk management.*
  - c. *Minimize risk exposure by ensuring effective control and risk mitigation is implemented.*
2. *Second Line Defense implemented by strategic planning and risk management Unit as a working Unit that has been mandated and authorized to be the coordinator of implementation of corporate risk management in PT Kereta Commuter Indonesia environment. In this case, the strategic planning and risk management Unit carries out the following activities:*
  - a. *Implement, coordinate, develop, monitor, and review the implementation of corporate risk management as a whole.*
  - b. *Formulating, and proposing to the Board of Directors to be established, as well as monitoring its effectiveness and relevance to the context prevailing at PT Kereta Commuter Indonesia, following the renewal of the policies, guidelines, procedures, risk criteria, and the working devices required in the execution of the risk management process.*
  - c. *Conducting communication and consultation to facilitate business/work unit and/or Board of Directors in the implementation of risk management process, and also to monitor, review and report the Company's risks to the Board*

Direksi (dan pihak lainnya atas sepengetahuan dan persetujuan Direksi), maupun efektivitas kerangka kerja, dan kebijakan manajemen risiko korporat, serta kriteria risiko yang digunakan.

3. Pertahanan Lapis Ketiga dilaksanakan oleh Satuan Pengawas Internal sebagai auditor internal, dan atau pihak eksternal independen/auditor/asesor eksternal. Dalam hal ini, Satuan Pengawas Internal melaksanakan aktivitas sebagai berikut:
  - a. Melakukan kajian dan verifikasi independen terhadap kesesuaian implementasi kerangka kerja, kebijakan, dan proses manajemen risiko yang dilakukan oleh unit bisnis/kerja.
  - b. Melaporkan hasil audit kepada para pihak yang berkepentingan, serta ikut dan memantau pelaksanaan rekomendasi perbaikan atas hasil audit yang dilaksanakan oleh unit bisnis/kerja.
  - c. Ikut melakukan komunikasi dan konsultasi kepada unit bisnis/kerja dalam hal mengidentifikasi peluang pengembangan dan atau perbaikan/peningkatan efektivitas pengelolaan risiko, serta ikut memantau dan mengkaji efektivitas kerangka kerja, dan kebijakan manajemen risiko korporat, serta kriteria risiko yang digunakan dalam penerapan manajemen risiko korporat, serta memberikan usulan pengembangannya kepada Unit Perencanaan Strategis dan Manajemen Risiko.

Dalam pelaksanaan manajemen risiko di lingkungan Perusahaan, peranan Dewan Komisaris melalui Komite Manajemen Risiko berada di sektor ini yang berkoordinasi dengan Unit Perencanaan Strategis dan Manajemen Risiko.

*of Directors (and other Parties to the Board of Directors ' knowledge and approval), as well as the effectiveness of the framework, and the corporate risk management policy and risk criteria.*

3. *Third Line defense implemented by Internal Monitoring Unit as internal auditor, and or external party Independent/auditor/external assessor. In this case, the Internal Monitoring Unit carries out the following activities:*
  - a. *Conducting independent review and verification of the conformity implementation of frameworks, policies and risk management processes conducted by business/work units.*
  - b. *Report the audit results to the parties concerned, and participate in and monitor the implementation of improvement recommendations on the results of audits carried out by business/work units.*
  - c. *To conduct communication and consultation to business unit/work in identifying development opportunities and or improvement/enhancement of risk management effectiveness, as well as monitoring and reviewing the effectiveness of frameworks, and corporate risk management policies, as well as the risk criteria used in implementing corporate risk management, as well as providing proposed development to strategic planning units and risk management.*

*In the implementation of risk management in the Company's environment, the role of the Board of Commissioners through the Risk Management Committee is located in this sector which coordinates with Strategic Planning and Risk Management Unit.*





## PROFIL VP MANAJEMEN RISIKO RISK MANAGEMENT VICE PRESIDENT PROFILE



### Hasyim

Perencanaan Strategis dan Manajemen Risiko  
Strategic Planning And Risk Management

|                                                    |                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Citizenship                     | Indonesia                                                                                                                                                                                                                                                                                                                                              |
| Usia / Tempat & Tanggal Lahir<br>Age / Place & DOB | Pemalang 18 / 01 / 1968<br>Pemalang 18 / 01 / 1968                                                                                                                                                                                                                                                                                                     |
| Riwayat Pendidikan<br>Education History            | S2 - Universitas Persada Indonesia Y.A.I - Magister Manajemen 31/05/2007<br>Master Degree - Universitas Persada Indonesia Y.A.I - Masters in Management 31/05/2007                                                                                                                                                                                     |
| Riwayat Jabatan<br>Position History                | VP Perencanaan Strategis dan Manajemen Risiko, April 2019 – Sekarang<br>VP Strategic Planning and Risk Management, April 2019 - Present                                                                                                                                                                                                                |
| Dasar Hukum Penunjukan<br>Legal Appointment        | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/168/IV/2019 Tanggal 25 April 2019<br>Decision Letter of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/168/IV/2019 dated April 25, 2019                                                                                              |
| Pengalaman Kerja<br>Work Experience                | <ul style="list-style-type: none"> <li>Vice President Perencanaan Strategis Dan Manajemen Risiko (April 2019 – Sekarang)</li> <li>VP Anggaran dan Akuntansi (Maret 2010 – April 2019)</li> <li>Vice President of Strategic Planning and Risk Management (April 2019 – Present)</li> <li>VP Budgets and Accounting (March 2010 – April 2019)</li> </ul> |
| Jabatan Rangkap<br>Concurrent                      | Tidak ada<br>None                                                                                                                                                                                                                                                                                                                                      |
| Afiliasi<br>Affiliation                            | Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders                                                                                                                                                                                     |
| Domisili<br>Domicile                               | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                     |

## Peran dan Tanggung Jawab VP Perencanaan Strategis Manajemen Risiko Roles and Responsibilities of VP Strategic Planning Risk Management

- Merumuskan, mengkoordinasikan dan mengevaluasi strategi dan kebijakan mengenai penyusunan dan sosialisasi RJPP (Rencana Jangka Panjang Perusahaan) dan KPI Corporate Tahunan.
- Formulating, coordinate and evaluate strategies and policies on the preparation and socialization of RJPP (long term Company plan) and annual Corporate KPI.



- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>2. Menyusun Laporan Manajemen, Laporan KPI Perusahaan dan Laporan Kinerja Perusahaan.</li> <li>3. Merumuskan, mengkoordinasikan dan mengevaluasi strategi dan kebijakan mengenai penyusunan dan sosialisasi SOP Manajemen Risiko terkait investasi.</li> <li>4. Menyelenggarakan <i>assessment</i> risiko Perusahaan seperti RJPP dan RKAP, serta <i>assessment</i> risiko investasi Perusahaan yang diajukan oleh Unit-Unit terkait.</li> <li>5. Melakukan pemantauan dan evaluasi realisasi investasi Perusahaan.</li> <li>6. Melakukan pemantauan dan membuat laporan tindak lanjut mitigasi risiko hasil asesmen risiko investasi dari Unit terkait investasi.</li> <li>7. Menyelenggarakan sosialisasi dan kegiatan <i>capacity building</i> perencanaan strategis dan manajemen risiko di Perusahaan.</li> <li>8. Menyusun dan menyampaikan laporan pekerjaan kepada atasan.</li> <li>9. Mengevaluasi rencana kerja dan laporan pekerjaan bawahan.</li> <li>10. Melakukan integrasi dan mengkoordinasikan seluruh Unit Kerja di bawah tanggung jawabnya.</li> </ol> | <ol style="list-style-type: none"> <li>2. <i>Compiling management reports, Company KPI Reports, and Company performance reports.</i></li> <li>3. <i>Formulating, coordinating and evaluating strategies and policies regarding the preparation and socialization of the investment-related risk management SOP.</i></li> <li>4. <i>Conducting risk assessment of the Company such as RJPP and RKAP, as well as the risk assessment of the Company's investments filed by the relevant units.</i></li> <li>5. <i>Monitoring and evaluation of the realization of the Company's investments.</i></li> <li>6. <i>Monitoring and creating a follow-up report on risk mitigation of investment risk assessment results from investment related units.</i></li> <li>7. <i>Conducting socialization and activities of strategic planning and risk management in the Company.</i></li> <li>8. <i>Compiling and deliver work report to superiors.</i></li> <li>9. <i>Evaluating work plans and reports of subordinate work.</i></li> <li>10. <i>Integrating and coordinate the entire Unit of work under its responsibility.</i></li> </ol> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## IMPLEMENTASI MANAJEMEN RISIKO RISK MANAGEMENT IMPLEMENTATION

### Kebijakan Manajemen Risiko

PT KCI dalam mengelola risiko mengacu pada Kebijakan Direksi Nomor SK.006.2/CU/KCJ/III/2017 tanggal 15 Maret 2017 tentang Penerapan Standard Operational Procedure (SOP) Manajemen Risiko Investasi di Lingkungan PT KAI Commuter Jabodetabek di mana di dalamnya menjabarkan mengenai Prosedur yang akan diterapkan dalam proses manajemen risiko termasuk di dalamnya mengenai asesmen risiko hingga *Monitoring* dan evaluasi.

### Risk Management Policy

PT KCI in managing risk refers to the policy of Board of Directors Number 006.2/CU/KCJ/III/2017 dated March 15, 2017 on the implementation of the Standard Operational Procedure (SOP) of investment risk management in PT KAI Commuter Jabodetabek environment where in it describes the procedures to be applied in the risk management process including the risk assessment to the Monitoring and evaluation.

## RISIKO YANG DIHADAPI PERUSAHAAN DAN UPAYA MITIGASI RISIKO RISKS ENCOUNTERED BY THE COMPANY AND RISK MITIGATION MEASURES

Sepanjang tahun 2019, Unit Manajemen Risiko telah melakukan 13 Asesmen Risiko dengan total 85 risiko.

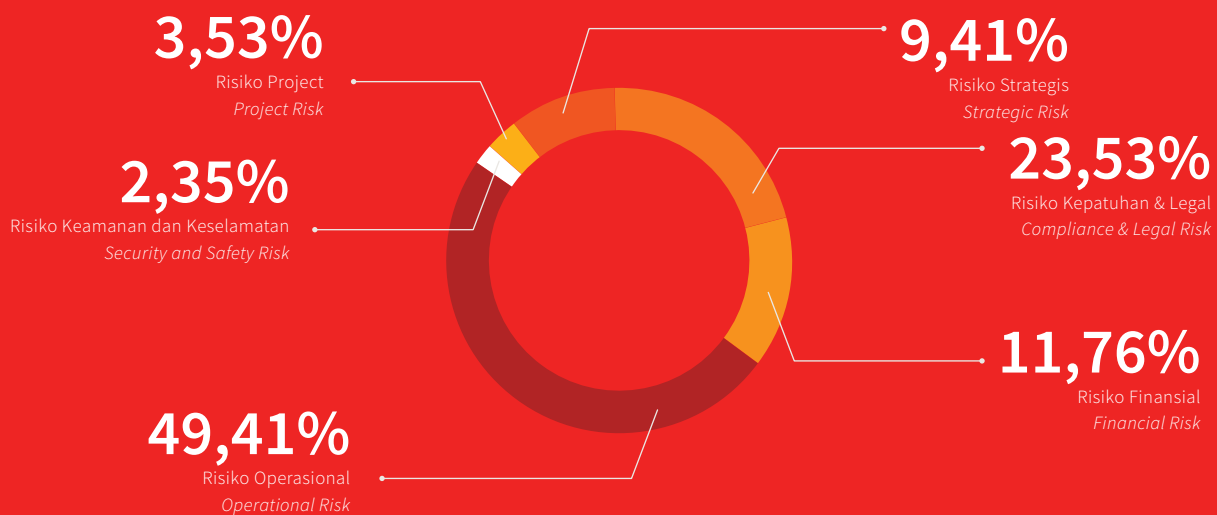
Through 2019, the risk management Unit has done 13 risk assessment with a total of 85 risks. These risks are divided



Adapun risiko-risiko tersebut dibagi menjadi beberapa kategori, berikut kategori risiko yang dihadapi Perseroan yaitu:

into categories, following the risk categories that the Company faces are:

| No                      | Kategori Risiko<br>Risk Category                                   | Persentase<br>Percentage |
|-------------------------|--------------------------------------------------------------------|--------------------------|
| 1                       | Risiko Strategis<br><i>Strategic Risk</i>                          | 9,41%                    |
| 2                       | Risiko Kepatuhan & Legal<br><i>Compliance &amp; Legal Risk</i>     | 23,53%                   |
| 3                       | Risiko Finansial<br><i>Financial Risk</i>                          | 11,76%                   |
| 4                       | Risiko Operasional<br><i>Operational Risk</i>                      | 49,41%                   |
| 5                       | Risiko Keamanan dan Keselamatan<br><i>Security and Safety Risk</i> | 2,35%                    |
| 6                       | Risiko Project<br><i>Project Risk</i>                              | 3,53%                    |
| <b>Jumlah<br/>Total</b> |                                                                    | <b>100%</b>              |



#### a. Risiko Strategis

Risiko Strategis merupakan risiko yang berhubungan dengan strategis dan tujuan Perusahaan, termasuk di dalamnya adalah aspek internal dan eksternal, peluang, ancaman, kelemahan dan kekuatan

#### a. Strategic Risk

Strategic risk is a risk related to the strategic and objectives of the Company, including internal and external aspects, opportunities, threats, weaknesses and strengths of the Company and the Company's

Perusahaan serta citra Perusahaan. Salah satu Risiko Strategis yaitu terlambatnya izin operasi atas KA Lokal.

**b. Risiko Kepatuhan & Legal**

Merupakan risiko yang berhubungan dengan kepatuhan (*Compliances*) terhadap peraturan/prosedur internal Perusahaan maupun terhadap peraturan perundangan yang berlaku serta risiko yang berhubungan dengan ketentuan hukum/perundang-undangan dan peraturan pemerintah yang berlaku secara universal, potensi risiko irigasi/tuntutan pengadilan yang timbul dari sebuah kegiatan perencanaan dan implementasi investasi, dan potensi risiko yang timbul dari penyusunan perjanjian kerja (*legal drafting*) dengan pihak ketiga/partner bisnis. Atas Risiko tersebut, terdapat risiko yang berakibat konsekuensi hukum.

**c. Risiko Finansial**

Adalah risiko yang berhubungan dengan aspek keuangan Perusahaan. Risiko yang muncul terkait dengan kegiatan bisnis antara lain Risiko fluktuasi kurs valuta asing.

**d. Risiko Operasional**

Yaitu yang berhubungan dengan sistem penyelenggaraan organisasi Perusahaan, yang di dalamnya termasuk sistem, proses, teknologi dan sumber daya manusia. Risiko yang muncul terkait potensi pengiriman KRL tidak sesuai jadwal.

**e. Risiko Keamanan dan Keselamatan**

Risiko yang berhubungan dengan aspek keamanan dan keselamatan. Risiko yang dihadapi yaitu mengenai potensi terjadinya kecelakaan kerja pada saat pengoperasian alat/kendaraan.

**f. Risiko Project**

Berhubungan langsung dengan berbagai aspek pelaksanaan/penyelenggaraan proyek investasi/pengadaan tersebut. Utamanya terkait dengan aspek biaya, waktu dan kinerja/kuantitas dan kualitas hasil proyek yaitu seperti potensi terlambatnya pemasangan *gate e-ticketing*.

*image. One of the strategic risks is the slow clearance of the local train.*

**b. Legal & Compliance Risk**

*Is a risk associated with compliance (Compliances) to the Company's internal regulations/procedures and to the prevailing laws and regulations as well as risks relating to the provisions of the law/legislation and the universal regulations of the Government, the potential risk of irrigation/court demands arising from a planning and implementation of investment, and the potential risk arising from the preparation of a work agreement (legal drafting) with third parties/business partners. At such risk, there are risks that result in legal consequences.*

**c. Financial Risk**

*Is a risk associated with the Company's financial aspect, that arise related to business activities include the risk of foreign exchange rates fluctuation.*

**d. Operational Risk**

*Risk related to the Company's organizational maintenance system, which includes systems, processes, technology and human resources. The risks that arise related to the potential delivery of KRL are not on schedule.*

**e. Security and Safety Risks**

*Risks associated with security and safety aspects. The risks involved are the potential for a working accident during the operation of the tool/vehicle.*

**f. Project Risk**

*Dealing directly with various aspects of the implementation/maintenance of the investment/procurement project. Mainly related to aspects of cost, time and performance/quantity and the quality of project results that is like the potential of mounting the e-ticketing gate.*



## MITIGASI RISIKO RISK MITIGATION

### a. Risiko Strategis

Dalam memitigasi risiko strategis khususnya mengenai potensi terlambatnya izin operasi atas KA Lokal Perusahaan melakukan koordinasi dengan para pemangku kepentingan terkait izin operasi.

### b. Risiko Kepatuhan & Legal

Atas risiko yang ditimbulkan dari risiko yang berkonsekuensi hukum, Perusahaan melakukan mitigasi dengan memenuhi persyaratan yang tertuang dalam peraturan perundang-undangan.

### c. Risiko Finansial

Untuk mengatasi risiko finansial mengenai risiko fluktuasi kurs valuta asing, untuk itu mitigasi yang dilakukan Perusahaan yaitu dengan melakukan langkah hedging (lindung nilai).

### d. Risiko Operasional

Mitigasi risiko yang dilakukan untuk mengurangi risiko yang muncul akibat pengiriman KRL yang tidak sesuai jadwal, sehingga Perusahaan melakukan koordinasi dengan pihak yang berkepentingan.

### e. Risiko Keamanan dan Keselamatan

Atas risiko kecelakaan kerja, mitigasi yang dilakukan Perusahaan memenuhi SOP keselamatan kerja, serta melakukan *monitoring* dan evaluasi yang dilakukan secara berkala.

### f. Risiko Project

Untuk memitigasi risiko terkait terhambatnya operasional *gate e-ticketing*, mitigasi yang dilakukan Perusahaan yaitu dengan perencanaan dan koordinasi dengan unit-unit terkait untuk kepastian jadwal pemasangan *gate e-ticketing*.

### a. Strategic Risk

*In order to mitigate strategic risks in particular regarding the potential for the delay of operation permits on the Company's local train to coordinate with stakeholders related to operating permits.*

### b. Legal & Compliance Risk

*The risk arising from the risk of legal consequences, the Company is mitigating by fulfilling the requirements contained in the legislation.*

### c. Financial Risk

*To address the financial risk of foreign exchange rate fluctuations, therefore, the mitigation of the Company is by conducting a hedging step (hedging).*

### d. Operational Risk

*Risk mitigation action to reduce the risk arising from delivery of EMU which not on schedule, then the Company coordinate with the interested parties.*

### e. Security and Safety Risks

*For the risk of workplace accidents, the mitigation of the Company meets Safety SOP, as well as conducting periodic monitoring and evaluation.*

### f. Project Risk

*To mitigate the risks associated with e-ticketing gate operations, the Company's mitigation is by planning and coordinating with related units for the certainty of an e-ticketing gate installation schedule.*

## **SOSIALISASI MANAJEMEN RISIKO** **RISK MANAGEMENT SOCIALIZATION**

Untuk meningkatkan kesadaran atas manajemen risiko, unit Manajemen Risiko melakukan beberapa kegiatan yaitu:

1. Melakukan sosialisasi dan pengenalan ERM kepada para calon pegawai.
2. Mengikutsertakan Risk Owner dalam sertifikasi Manajemen Risiko.

*To raise awareness of risk management, the risk Management unit performs several activities:*

1. *Conducting the socialization and introduction of ERM to prospective employees.*
2. *Involve risk Owner in risk management certification.*

## **TANGGUNG JAWAB UNIT PENGELOLA RISIKO** **RISK MANAGEMENT UNIT RESPONSIBILITIES**

VP Perencanaan Strategis dan Manajemen Risiko mempunyai tugas dan tanggungjawab:

1. Merumuskan, mengkoordinasikan dan mengevaluasi strategi dan kebijakan mengenai penyusunan dan sosialisasi RJPP (Rencana Jangka Panjang Perusahaan) dan KPI Corporate Tahunan.
2. Menyusun Laporan manajemen, Laporan Kontrak Manajemen dan Laporan Kinerja Perusahaan.
3. Merumuskan, mengkoordinasikan dan mengevaluasi strategi dan kebijakan mengenai penyusunan dan sosialisasi SOP Manajemen Risiko terkait Investasi.
4. Menyelenggarakan asesmen risiko untuk aktivitas investasi Perusahaan yang diajukan oleh unit-unit terkait.
5. *Monitoring* dan evaluasi realisasi investasi Perusahaan.
6. *Monitoring* dan membuat laporan tindak lanjut mitigasi risiko hasil *assessment* risiko investasi dari unit terkait investasi.
7. Menyelenggarakan sosialisasi dan kegiatan *capacity building* perencanaan strategik dan manajemen risiko di Perseroan.
8. Menyusun dan menyampaikan laporan pekerjaan kepada atasan.
9. Mengevaluasi rencana kerja dan laporan pekerjaan bawahan.
10. Mengintegrasikan dan mengkoordinasikan seluruh unit kerja di bawah tanggungjawabnya.

*VP of strategic planning and risk management have duties and responsibilities:*

1. *Formulating, coordinating and evaluating strategies and policies on the preparation and socialization of RJPP (Long Term Company Plan) and Annual Corporate KPI.*
2. *Compiling management reports, management contract reports and Company Performance Reports.*
3. *Formulating, coordinate and evaluate strategies and policies regarding the preparation and socialization of the investment-related risk management SOP.*
4. *Conducting risk assessment for the Company's investment activities filed by the relevant units.*
5. *Monitoring and evaluation of the Company's investment realization.*
6. *Monitoring and make a report on the risk mitigation of investment risk assessment results from investment related units.*
7. *Conducting socialization and capacity building activities of strategic planning and risk management in the Company.*
8. *Compiling and deliver work report to superiors.*
9. *Evaluating work plans and reports of subordinate work.*
10. *Integrating and coordinate the entire unit of work under its responsibility.*





## PERAN DAN TANGGUNG JAWAB MASING-MASING PIHAK DALAM PENGELOLAAN MANAJEMEN RISIKO ROLES AND RESPONSIBILITIES OF EACH PARTY IN MANAGING RISK MANAGEMENT

Peran dan tanggung jawab masing-masing pihak dalam penerapan manajemen risiko, sebagai berikut:

1. Dewan Komisaris dan Komite Manajemen Risiko berperan dalam mengawasi dan memberikan saran perbaikan atas penerapan Manajemen Risiko.
2. Direksi berperan dalam melaksanakan dan melakukan evaluasi kebijakan manajemen risiko, melakukan pemantauan penerapan manajemen risiko dan melaporkan hasil pelaksanaan manajemen risiko kepada Dewan Komisaris dan Pemegang Saham kemudian memastikan bahwa selaras dengan KPI Perseroan.
3. Vice President berperan dalam mengawasi penerapan manajemen risiko.

*The roles and responsibilities of each party in the application of risk management, as following:*

1. *The Board of Commissioners and the Risk Management Committee play a role in supervising and providing improvement advice on the implementation of Risk Management.*
2. *The Board of Directors plays a role in implementing and evaluating the risk management policy, monitoring the implementation of risk management and reporting the results of the implementation of risk management to the Board of Commissioners and shareholders then ensuring in accordance with the Company's KPI*
3. *Vice President held a role in supervising the implementation of risk management.*

## PENGEMBANGAN KOMPETENSI DAN SERTIFIKASI DI UNIT PERENCANAAN STRATEGIS DAN MANAJEMEN RISIKO COMPETENCY DEVELOPMENT AND CERTIFICATION IN THE STRATEGIC PLANNING AND RISK MANAGEMENT UNIT

Sertifikasi yang dimiliki oleh unit Manajemen Risiko yaitu:

*The certifications owned by the Risk Management unit are:*

| Jabatan<br>Position                           | Sertifikasi<br>Certification                                                                   |
|-----------------------------------------------|------------------------------------------------------------------------------------------------|
| Vice President<br><i>Vice President</i>       | QRGP (Qualified Risk Governance Professional) & CERG (Certified in Enterprise Risk Governance) |
| Manajer<br><i>Manager</i>                     | CRMO (Certified Risk Management Officer)                                                       |
| Asisten Manajer<br><i>Assistant Manager</i>   | ERMAP (Enterprise Risk Management Associate Professional)                                      |
| Junior Supervisor<br><i>Junior Supervisor</i> | CRMO (Certified Risk Management Officer)                                                       |
| Staff<br><i>Staff</i>                         | QRMO (Qualified Risk Management Officer)                                                       |





## **HASIL REVIEW SISTEM MANAJEMEN RISIKO TAHUN 2019**

### **RESULT OF RISK MANAGEMENT SYSTEM REVIEW IN 2019**

Pada tahun 2019 Manajemen Risiko yang di Perseroan baru sebatas risiko investasi yang akan dilakukan Perusahaan dan hasilnya semua pengajuan dari unit sudah dilakukan analisis risikonya dan disampaikan sesuai dengan kebijakan yang berlaku di Perseroan.

*In 2019 Risk management in the Company is limited to the risk of investment that will be done by the Company and the results of all submissions from the unit has been conducted analysis of the risks and delivered in accordance with the prevailing policies in the Company.*

## **EVALUASI KINERJA MANAJEMEN RISIKO**

### **RISK MANAGEMENT PERFORMANCE EVALUATION**

Monitoring dan evaluasi dilaksanakan dengan maksud untuk mengetahui sejauh mana unit-unit pengelola risiko melaksanakan mitigasi yang telah disarankan oleh unit Manajemen Risiko. Dalam melakukan monitoring dan evaluasi ini, unit Manajemen Risiko berkoordinasi dengan Unit Internal Control.

*Monitoring and evaluation are carried out with the intention of knowing the extent to which the risk management units carries out the mitigation that has been advised by the risk Manager unit. In conducting this monitoring and evaluation, the risk Management Unit coordinates the Internal Control Unit.*

Pelaksanaan *monitoring* dan evaluasi dilaksanakan dengan 2 (dua) metode yaitu:

- Secara proaktif dengan mendatangi unit-unit pengelola risiko.
- Secara pasif dengan meminta para pengelola risiko melaporkan pelaksanaan mitigasinya.

*Implementation of monitoring and evaluation is implemented with 2 (two) methods:*

- Proactively by visiting the risk management units.*
- Passively by asking the risk managers to report the implementation of its mitigations.*



# Perkara Penting Yang Dihadapi Perusahaan

Legal Disputes



Sampai dengan tanggal 31 Desember 2019 tidak ada perkara hukum penting yang dilakukan oleh Perseroan.

*As of December 31, 2019, there were no important legal matters undertaken by the Company.*

## **PERKARA YANG DIHADAPI ANGGOTA DEWAN KOMISARIS DAN DIREKSI** **THE BOARD OF COMMISSIONERS AND DIRECTORS' LEGAL DISPUTE**

Sampai dengan tanggal 31 Desember 2019, tidak ada perkara yang dihadapi oleh Anggota Dewan Komisaris dan Direksi yang sedang menjabat.

*As of December 31, 2019, there were no disputes undertaken by active Board of Commissioners and Directors.*

## **SANKSI ADMINISTRATIF** **ADMINISTRATIVE SANCTION**

Sampai dengan tanggal 31 Desember 2019, anggota Dewan Komisaris dan Direksi Perseroan, tidak pernah dikenakan sanksi administratif oleh otoritas regulator dan otoritas lainnya.

*As of December 31, 2019, members of the Board of Commissioners and Directors of the Company, never imposed administrative sanctions by regulatory authorities and other authorities.*

## Publikasi 2019

Publication In 2019

Publikasi yang dilakukan PT Kereta Commuter Indonesia merupakan bentuk dari keterbukaan publik dan transparansi Perseroan terhadap masyarakat. Selama tahun 2019 Perseroan telah melakukan kegiatan siaran pers sebanyak 14 (empat belas) kali. Berikut adalah rincian kegiatan siaran pers.

*The publication that PT Kereta Commuter Indonesia has made is a form of public openness and transparency of the Company to the community. During the year 2019 the Company has been conducting a press release activity as many as 14 (fourteen) times. Here are details of the press release activities.*

| No | Kegiatan Siaran Pers<br>Press Release                                                                                                                                                                                   | Tanggal<br>Date                              |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1  | Revitalisasi Stasiun Manggarai di Stasiun Manggarai<br><i>Revitalizing Manggarai Station at Manggarai Station</i>                                                                                                       | 22 Januari 2019<br><i>Januari 22, 2019</i>   |
| 2  | Launching KMT Imlek dan Perayaan Imlek di Stasiun Jakarta Kota<br><i>Lunar KMT Launching and Lunar Celebration at Jakarta City Station</i>                                                                              | 5 Februari 2019<br><i>February 5, 2019</i>   |
| 3  | Campaign Pencegahan Pelecehan Seksual di Stasiun Sudirman<br><i>Campaign for Sexual Harassment Prevention at Sudirman Station</i>                                                                                       | 12 Maret 2019<br><i>March 12, 2019</i>       |
| 4  | Kesiapan PT KCI menghadapi masa angkutan lebaran 2019<br><i>Readiness of PT KCI for Lebaran 2019</i>                                                                                                                    | 23 Mei 2019<br><i>May 23, 2019</i>           |
| 5  | Hari pertama pemberlakuan KMT di 5 stasiun<br><i>First Day of Implementation of KMT in 5 stations</i>                                                                                                                   | 1 Agustus 2019<br><i>August 1, 2019</i>      |
| 6  | Gangguan perjalanan KRL karena Blackout PLN<br><i>KRL Trip Disruption due to PLN Blackout</i>                                                                                                                           | 4 Agustus 2019<br><i>August 4, 2019</i>      |
| 7  | Kegiatan Ngopi Bareng oleh Penumpang KRL<br><i>Coffee Break Activities by EMU Passengers</i>                                                                                                                            | 15 Agustus 2019<br><i>August 15, 2019</i>    |
| 8  | Layanan KRL di peringatan HUT RI ke-74<br><i>EMU Service at 74th anniversary of Republic of Indonesia</i>                                                                                                               | 17 Agustus 2019<br><i>August 17, 2019</i>    |
| 9  | Dorong Peningkatan Pelayanan KAI: Menteri Rini Uji Coba LinkAja untuk Bayar KRL<br><i>Encourage improvement of KAI Service: Minister Rini trial LinkAja to pay EMU</i>                                                  | 1 November 2019<br><i>November 1, 2019</i>   |
| 10 | Gapeka 2019 Akomodir Penambahan Frekuensi Perjalanan KRL Commuter Line<br><i>Gapeka 2019 Accomodate Additional Trip of EMU Commuter Line</i>                                                                            | 18 November 2019<br><i>November 18, 2019</i> |
| 11 | Peningkatan Layanan KCI Menutup Tahun 2019<br><i>KCI Service Improvement in the end of 2019</i>                                                                                                                         | 21 November 2019<br><i>November 21, 2019</i> |
| 12 | PT KCI Ajak Pengguna KRL Peduli Lingkungan Melalui Kehadiran Stasiun Ramah Lingkungan<br><i>PT KCI invites users of EMU to be Aware about the Environment Through the Presence of Environmentally Friendly Stations</i> | 17 Desember 2019<br><i>December 17, 2019</i> |
| 13 | KRL Beroperasi Hingga Pukul Tiga Dini Hari di Malam Pergantian Tahun 2020<br><i>KRL Operated up to 3 a.m at 2020 New Year</i>                                                                                           | 27 Desember 2019<br><i>December 27, 2019</i> |
| 14 | PT KCI dan Komunitas Ajak Pengguna KRL Bersama Wujudkan Transportasi yang Aman untuk Semua<br><i>PT KCI and Community Invited EMU users to Manifest Safe Public Transportation</i>                                      | 27 Desember 2019<br><i>December 27, 2019</i> |



## Kode Etik Perusahaan

Company's Code Of Conduct



Kode Etik Perseroan merupakan bagian dari praktik Tata Kelola Perusahaan yang Baik (Good Corporate Governance/ GCG) dalam rangka menerapkan pembangunan budaya dan karakter Perseroan PT Kereta Commuter Indonesia serta mencapai visi dan misi Perseroan. Nilai-nilai yang diterapkan pada Perseroan dalam Kode Etik Perusahaan yaitu integritas, profesional, inovasi dan keselamatan. Nilai-nilai tersebut diharapkan dapat membawa KCI menjadi Perseroan yang memiliki integritas tinggi, peduli terhadap pelayanan yang diberikan kepada pelanggan, berkomitmen kepada semua pihak yang terkait, didukung oleh Sumber Daya Manusia (SDM) yang *capable*, percaya diri akan kemampuan Perseroan untuk terus bersinergi dengan baik, sehingga menjadikan PT Kereta Commuter Indonesia menjadi kebanggaan bagi semua pihak yang terlibat di dalamnya.

*The Company's Code of Conduct is part of Good Corporate Governance (GCG) practice in order to apply the development of culture and character of PT Kereta Commuter Indonesia Company and achieve the Company's vision and mission. The values applied to the Company in the Company's Code of Conducts are integrity, professionalism, innovation and safety. These values are expected to bring the KCI into a Company that has high integrity, care for the services provided to customers, committed to all parties concerned, supported by human resources who are capable, confident of the ability of the Company to continue to synergize well, then PT Kereta Commuter Indonesia becoming a pride for all stakeholders.*



Kode Etik PT KCI adalah pedoman yang mengatur etika usaha dan perilaku insan PT KCI untuk melaksanakan praktik-praktik pengelolaan Perusahaan yang baik. Adapun Insan Kereta Commuter Indonesia (KCI) yang disebut Insan Perusahaan atau Insan KCI adalah Dewan Komisaris, Direksi, dan seluruh pekerja Perusahaan termasuk pekerja yang ditugaskan di Induk Perusahaan dan instansi lainnya dan/atau pekerja Induk Perusahaan yang dipekerjakan di Perusahaan, serta pekerja lainnya yang secara langsung maupun tidak langsung bekerja untuk dan atas nama Perusahaan termasuk keluarga intinya.

#### **PEMBERLAKUAN KODE ETIK** **CODE OF CONDUCT IMPLEMENTATION**

Kode Etik harus dimengerti, dipahami, disadari, dan dipatuhi sebagai wujud tanggung jawab terhadap Kode Etik Perseroan, Peraturan, dan Perundang-undangan yang berlaku untuk menjamin dan menjaga usaha ini agar berjalan sesuai dengan aturan yang ditetapkan. PT Kereta Commuter Indonesia percaya dengan meletakkan etika dan perilaku yang baik, akan mampu membawa Perseroan ini menjadi Perseroan yang membanggakan dan terbaik di negara ini, bahkan mendapat apresiasi dari negara lain.

Dewan Komisaris dan Direksi PT Kereta Commuter Indonesia berkomitmen terhadap penerapan pedoman perilaku dan etika kerja Perseroan PT Kereta Commuter Indonesia sebagai acuan utama bagi korporasi dan individu Insan KCI sesuai dengan ketentuan yang berlaku di Perseroan. Pedoman Etika Perseroan itu sendiri ditetapkan melalui Keputusan Direksi pada SK Direksi Nomor: SK.046/CU/KCI/IX/2019 Tanggal 24 September 2019 dan seluruh pihak mulai dari Dewan Komisaris, Direksi hingga Staf sudah melakukan komitmen terhadap kode etik dengan melakukan penandatanganan pakta integritas pada kode etik.

*The code of conduct of PT KCI is a guideline governing the business ethics and Human behavior of PT KCI to implement good corporate governance practices. As for Member of Kereta Commuter Indonesia (KCI), called Insan Perusahaan or Insan KCI consist of the Board of Commissioners, Board of Directors, and all employees of the Company including the assigned workers in the holding Company and other agencies and/or employees of the holding Company employed in the Company, as well as other workers who directly or indirectly work for and on behalf of the Company including the core family.*

*The Code of Conducts must be comprehension, understood, realized, and obliged as a manifest of responsibility for the Company's code of conduct, regulations, and legislation applicable to ensure and safeguard this business in order to run in accordance with the established rules. PT Kereta Commuter Indonesia believes that by placing ethics and good behavior, will be able to bring the Company to be a proud and best Company in the country, even gaining appreciation from other countries.*

*The Board of Commissioners and Directors of PT Kereta Commuter Indonesia are committed to the implementation of the Company's code of conduct and ethics as the main reference for the KCI Corporation and individuals in accordance with the provisions applicable in the Company. The Company's code of conducts were determined by the decision of the Board of Directors on the Board of Directors decree number: SK. 046/CU/KCI/IX/2019 dated September 24, 2019 and all parties starting from the Board of Commissioners, Directors to the staff have committed to the code of conduct by signing the integrity Pact in the code of conduct.*



## Isi Kode Etik

### Perilaku Etika Perusahaan

#### Benturan Kepentingan

1. Benturan kepentingan (*Conflict of Interest*) adalah situasi atau kondisi yang dihadapi, yang karena jabatan atau posisinya memiliki kewenangan yang berpotensi dapat disalahgunakan, baik secara sengaja ataupun tidak sengaja untuk kepentingan lain sehingga dapat mempengaruhi kualitas keputusannya, serta kinerja hasil keputusan yang dapat merugikan Perusahaan.
2. Perusahaan mendefinisikan benturan kepentingan sebagai situasi di mana kepentingan pribadi Insan KCI dan kepentingan Perusahaan berada dalam posisi yang saling bertentangan.
3. Insan KCI bertanggung jawab untuk memastikan bahwa kepentingan pribadi di luar pekerjaan tidak mengganggu kewajibannya terhadap Perseroan.

### Pemberian dan Penerimaan Gratifikasi, Pemberian Donasi, Serta Bersih dari Korupsi, Kolusi dan Nepotisme (KKN)

#### 1. Pemberian dan Penerimaan Gratifikasi

- a. Gratifikasi dalam arti luas adalah pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat (*discount*), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma - cuma dan fasilitas lainnya baik yang diterima dalam negeri maupun luar negeri dan dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik.
- b. Insan KCI bersama keluarga wajib menolak semua bentuk gratifikasi yang mengarah pada suap sebagaimana diatur dalam peraturan perundang-undangan, kecuali keadaan pada saat itu tidak mungkin untuk menolaknya. Yang dimaksud dengan keadaan tidak memungkinkan untuk menolak adalah jika Insan KCI tidak mengetahui pelaksanaan waktu dan tempat pemberian gratifikasi serta nama dan alamat pemberi gratifikasi. Dalam keadaan ini Insan KCI wajib melaporkan kepada Perusahaan.

## Code Of Conducts Contents

### Corporate Conducts behaviour

#### Conflict of Interest

1. *Conflict of Interest is a situation or condition that is faced, because the position or position has the authority that can potentially be abused, either intentionally or unintentionally for other purposes so as to affect the quality of their decision, as well as the performance of decision results that could harm the Company.*
2. *The Company defines a conflict of interest as a situation where the personal interests of the KCI human beings and the interests of the Company are in conflicting positions.*
3. *KCI employee are responsible for ensuring that personal interests outside of work do not interfere with the Company's obligations.*

### Gratification and Acceptance, Donation, and Free from Corruption, Collusion and Nepotism (KKN)

#### 1. Gratification Granting and Acceptance

- a. *Gratuity in the broadest sense is the provision in the broad meaning, namely the giving of money, goods, rebate (*discount*), commissions, interest-free loans, travel tickets, lodging facilities, travel, free medical treatment and other facilities both accepted domestically and abroad and carried out using electronic tools or without electronic means.*
- b. *Insan KCI with the relatives must refuses all manifestation of gratification that leads to bribery as set forth in the legislation, unless the circumstances at that time is not possible to reject it. The meaning of the situation is not possible to refuse is if the KCI human beings do not know the time and place of provision of gratification and the name and address of the gratification. In this state, the KCI is obliged to report to the Company.*



- c. Pemberian dan penerimaan gratifikasi di lingkungan Perusahaan telah diatur dalam Peraturan Direksi mengenai Pedoman Pengendalian Gratifikasi.

## 2. Pemberian Donasi

- a. Dalam batas keputusan, donasi untuk tujuan amal dapat dibenarkan.
- b. Donasi untuk tujuan lain hanya boleh dilakukan bila sesuai dengan ketentuan peraturan perundang – undangan, seperti Program CSR (Corporate Social Responsibility).
- c. Perseroan tidak diperkenankan memberikan dana, aset, atau keuntungan Perusahaan untuk kepentingan donasi politik kepada seorang atau lebih calon anggota Badan Legislatif, kecuali dilakukan sesuai dengan peraturan perundang-undangan.

## 3. Bersih dari Korupsi, Kolusi, dan Nepotisme (KKN)

Insan KCI beserta keluarga inti wajib menolak semua bentuk korupsi, kolusi dan nepotisme (KKN) sebagaimana diatur dalam peraturan perundang-undangan, kecuali keadaan saat itu tidak memungkinkan untuk menolaknya. Dalam keadaan itu Insan KCI wajib melaporkan kepada Perseroan.

## Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) Serta Pelestarian Lingkungan

PT KCI mengelola keselamatan dan kesehatan kerja (K3) serta lingkungan untuk mendukung keberhasilan aktivitas usaha Perusahaan yang diatur dalam Peraturan Direksi mengenai Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Oleh karena itu, Insan KCI dalam melaksanakan kegiatannya harus melakukan hal sebagai berikut:

- a. Menaati setiap peraturan perundang-undangan dan peraturan Perusahaan tentang keselamatan dan kesehatan kerja serta pelestarian lingkungan;
- b. Mengutamakan tindakan yang bersifat pencegahan untuk mengantisipasi keadaan darurat;

- c. *The granting and acceptance of gratification in the Company's environment has been governed by the rules of Directors on gratuity control guidelines.*

## 2. Donation

- a. *Within the decision limit, donations for charity purposes are justified.*
- b. *Donations for other purposes should only be made in accordance with the provisions of the legislation – invitations, such as the CSR Program (Corporate Social Responsibility).*
- c. *The Company shall not provide the Company's funds, assets, or profits for political donations to one or more members of the legislative agency, unless otherwise provided in accordance with statutory regulations.*

## 3. Free from Corruption, Collusion, and Nepotism (KKN)

*The KCI human beings and core families must reject all forms of corruption, collusion and nepotism (KKN) as stipulated in statutory regulations, unless the circumstances are not possible to reject them. Under the circumstances, Insan KCI is obliged to report to the Company.*

## Occupational Safety and Health Care (K3) and Environmental Preservation

*PT KCI manages occupational safety and Health (K3) as well as the environment to support the success of the Company's business activity which is governed in the Board of Directors' implementation of the occupational Safety and Health Management System (SMK3). Therefore, KCI employee in carrying out its activities must do the following:*

- a. *Comply with all laws and regulations of the Company on Occupational safety and health and environmental preservation;*
- b. *Prioritize preventive measures to anticipate emergencies;*



- c. Melakukan penanggulangan atas kejadian kecelakaan kerja dan permasalahan lingkungan yang terjadi sesuai dengan standar dan prosedur yang berlaku;
- d. Melaporkan setiap insiden, kecelakaan kerja dan permasalahan lingkungan yang terjadi kepada pimpinan unit masing-masing dan instansi berwenang terkait dalam batas waktu yang ditentukan; dan
- e. Melakukan pemeriksaan, inspeksi dan evaluasi kepatuhan terhadap peraturan tentang keselamatan dan kesehatan kerja serta lingkungan secara berkala terhadap semua sarana dan fasilitas kerja.

#### Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi

1. Direksi mempekerjakan, menetapkan besaran gaji, memberikan pelatihan, menetapkan jenjang karir, serta menentukan persyaratan kerja lainnya, tanpa memperhatikan latar belakang etnik seseorang, agama, jenis kelamin usia, cacat khusus lainnya yang dilindungi oleh peraturan perundang-undangan.
2. Direksi menjamin agar pekerja memperoleh kesempatan untuk mengikuti pendidikan, penelitian dan pengembangan lebih lanjut yang sejalan dengan kompetensi dan kebutuhan Perseroan.

#### Integritas Laporan Keuangan

Semua informasi yang berhubungan dengan laporan keuangan, catatan dan laporan lainnya harus dibuat dengan akurat, lengkap dan sejajar-jujurnya sesuai dengan transaksi Perusahaan. Dalam hal laporan dan catatan dibuat secara sengaja, sehingga tidak akurat atau lengkap, maka tindakan tersebut dianggap melanggar ketentuan Perusahaan dan pelakunya dapat dikenakan sanksi, yang berakibat sampai pemberhentian kerja. Direksi dan pekerja yang ikut serta dalam persiapan dokumen-dokumen Perusahaan diharuskan untuk memastikan bahwa dokumen tersebut dibuat dengan jelas, lengkap, akurat, dan dapat dimengerti oleh pihak lain.

Pemusnahan dokumen Perusahaan yang akan dilakukan investigasi oleh pemerintah atau auditor harus sesuai dengan prosedur dan memenuhi peraturan perundang-undangan dan ketentuan Perusahaan.

- c. *Countermeasures the incidence of occupational accidents and environmental issues occurring in accordance with applicable standards and procedures;*
- d. *Report any incidents, occupational accidents and environmental problems that occur to the respective unit leaders and relevant authorities within the specified time limit; and*
- e. *To conduct the distribution, inspection and evaluation of compliance with regulations on occupational safety and Health and the environment periodically to all facilities and office facility.*

#### The Equal Opportunity to Obtain Position and Level Promotions

1. *The Board of Directors employs, sets salaries, provides training, establishes career levels, and determines other employment requirements, regardless of the ethnic background of a person, religion, gender age, other special defects protected by the laws and regulations.*
2. *The Board of Directors guarantees that workers have the opportunity to participate in education, research and further development in line with the Company's competency and needs.*

#### Integrity of Financial Statements

*All information relating to financial statements, records and other reports must be accurate, complete and truthfully in accordance with the Company's transactions. In the event that the reports and records are made intentionally, thus inaccurate or complete, the act shall be deemed to violate the Company's provisions and the perpetration may be sanctioned, resulting in the termination of employment. Directors and employees participating in the preparation of the Company's documents are required to ensure that the document is made clear, complete, accurate and understandable to the other party.*

*The destruction of the Company documents that will be investigated by the Government or auditors must comply with the procedures and comply with the laws and regulations of the Company.*

Keharusan untuk mematuhi standar akuntansi Keuangan dilakukan dengan ketentuan sebagai berikut:

- a. Insan KCI yang bertanggung jawab dan melaksanakan fungsi-fungsi keuangan harus memahami dan menjalankan ketentuan Perusahaan di bidang akuntansi keuangan secara konsisten;
- b. Insan KCI yang bertanggung jawab dan melaksanakan fungsi akuntansi keuangan harus memiliki pengetahuan dan kemampuan bidang akuntansi;
- c. Insan KCI yang bertanggung jawab atas fungsi-fungsi akuntansi dan keuangan dilarang melakukan pencatatan transaksi palsu; dan
- d. Insan KCI yang bertanggung jawab atas fungsi-fungsi akuntansi dan keuangan harus memperlakukan informasi keuangan sesuai klasifikasi informasi Perusahaan maupun peraturan perundang-undangan yang terkait.

*The obligation to comply with financial accounting standards is done under the following provisions:*

- a. *KCI employee responsible for and implementing the financial functions must understand and enforce the Company's provisions in the field of financial accounting consistently;*
- b. *KCI employee who are responsible and implement the function of financial accounting must have the knowledge and ability of accounting field;*
- c. *KCI employee responsible for accounting and financial functions are prohibited from recording fraudulent transactions; and*
- d. *KCI employee responsible for the accounting and financial functions must treat financial information in accordance with the classification of the Company's information as well as the relevant laws and regulations.*

#### **Perlindungan Informasi Perusahaan dan Aset Tak Berwujud**

1. Keharusan dalam melindungi informasi Perusahaan dilakukan dengan ketentuan sebagai berikut:
  - a. Insan KCI harus menjaga agar informasi Perusahaan selalu memenuhi karakteristik mudah dipahami sesuai dengan klasifikasi informasi;
  - b. Insan KCI wajib melindungi dan tidak membocorkan informasi rahasia Perusahaan;
  - c. Insan KCI sesuai kewenangan dan lingkungan kerjanya dapat melakukan akses terhadap informasi Perusahaan dan dilarang untuk membagikan kata sandi;
  - d. Semua pihak yang bekerjasama dengan Perusahaan harus menandatangani perjanjian yang di dalamnya terdapat klausul larangan memberikan informasi kepada pihak luar atau pihak yang tidak berkepentingan (*non disclosure agreement*); dan
  - e. Pengungkapan informasi hanya dapat dilakukan media yang telah ditentukan oleh Perusahaan dan pejabat yang ditunjuk.

#### **Safeguards of Company Information and Intangible Assets**

1. *The necessity in protecting the Company's information is done under the following provisions:*
  - a. *KCI employee should keep the Company's information always meet the characteristics of easily understood according to the classification of information;*
  - b. *KCI employee shall protect and do not divulge confidential information of the Company;*
  - c. *KCI employee and their working environment may access to Company information and are prohibited from sharing the password;*
  - d. *All Parties that cooperate with the Company must sign the agreement in which there is a prohibition clause providing information to outside parties or non-disclosure agreements; and*
  - e. *Information disclosure can only be done by the media that has been determined by the Company and the appointed official.*



2. Keharusan untuk Menjaga Aset Tak Berwujud  
Informasi dan segala aset tak berwujud, termasuk hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas penugasan dan/atau atas beban Perusahaan menjadi milik Perusahaan yang dituangkan dalam suatu perjanjian. Kekayaan intelektual termasuk hak paten, hak cipta dan kepemilikan informasi lain yang dimiliki perusahaan yang merupakan salah satu hak aset tak berwujud yang berharga bagi Perusahaan. Oleh karena itu, Insan KCI wajib:
  - a. Menghormati hak atas kekayaan intelektual milik orang lain, karena setiap penggunaan yang tidak sah hak atas kekayaan intelektual milik orang lain dapat mengakibatkan risiko hukum bagi Perusahaan;
  - b. Berpartisipasi aktif untuk melindungi hak atas kekayaan intelektual; dan
  - c. Turut serta dalam pengembangan suatu produk yang terkait dengan bidang kerjanya dan harus memperlakukan informasi dan hasil karya tersebut sebagai milik Perusahaan.

#### Informasi Orang Dalam

Terhadap transaksi antara Perusahaan dengan pihak lain termasuk transaksi aset yang belum atau tidak menjadi konsumsi publik, Insan KCI:

- a. Tidak diperbolehkan memanfaatkan informasi yang belum dipublikasikan untuk memperoleh keuntungan atas informasi tersebut; dan/atau
- b. Harus menjaga kerahasiaan informasi yang diketahuinya.

#### Perlindungan Aset Perusahaan

Aset Perusahaan merupakan sumber daya yang dimiliki Perusahaan untuk mencapai tujuan Perseroan. Pemeliharaan dan penggunaan serta perlindungannya merupakan usaha untuk mempertahankan kelangsungan usaha Perusahaan.

2. *Obligation to Safeguard intangible Assets*  
*Information and any intangible assets, including the results of research, technology, intellectual property rights acquired on assignment and/or at the expense of the Company becomes the property of the Company set forth in an agreement. Intellectual property including patents, copyrights and other proprietary information owned by the Company, which is one of the valuable intangible assets of interest to the firm. Therefore, the KCI employee are obliged to:*
  - a. *Respect the intellectual property rights of others, because any unauthorized use of any intellectual property rights of another person may result in a legal risk to the Company;*
  - b. *Actively participating to protect intellectual property rights; and*
  - c. *Participating in the development of a product related to its field of work and should treat the information and the work belonging to the Company.*

#### Internal Information

*Against transactions between companies and other parties including asset transactions that have not been or are not a public consumption, the KCI employee:*

- a. *Prohibited to use the information that has not been published to benefit from the information; and/or*
- b. *Obliged to maintain the confidentiality of the information he knows.*

#### Company Asset Safeguards

*Company assets are resources owned by the Company to achieve the Company's objectives. Its maintenance and use and protection is an effort to maintain the Company's business sustainability.*

Terhadap harta atau aset Perusahaan, Insan KCI harus:

- Menjaga agar penggunaan aset Perusahaan dilakukan untuk memberikan nilai tambah bagi Perusahaan sesuai kaidah-kaidah sosial, ekonomi, dan finansial yang dapat dipertanggungjawabkan dengan memperhitungkan risiko usaha terkait;
- Menyimpan aset Perusahaan di tempat yang ditentukan Perusahaan;
- Menjaga, memelihara, mengamankan dan menyelamatkan aset Perusahaan sesuai dengan ketentuan yang berlaku; dan
- Tidak menggunakan dan memanfaatkan aset Perusahaan untuk kepentingan pribadi, kepentingan kelompok dan atau aktivitas politik serta pihak ketiga lainnya.

#### Kegiatan Sosial Politik

PT KCI menjamin hak setiap insan KCI untuk berserikat dan menyalurkan aspirasi politiknya selama tidak bertentangan dengan ketentuan Perusahaan dan peraturan perundang-undangan. Perusahaan tidak memberikan kontribusi yang berasal dari dana Perusahaan atau menggunakan aset Perusahaan yang ditujukan untuk mendukung partai politik atau kandidat manapun.

Insan KCI dilarang melakukan kegiatan yang mengarah pada keberpihakan salah satu calon atau perbuatan yang mengindikasikan terlibat dalam politik praktis atau berafiliasi dengan partai politik, di antaranya:

- Menjadi anggota partai politik;
- Memberikan dukungan kepada partai politik dan/atau kandidat manapun;
- Mengikuti kampanye partai politik dan/atau kandidat manapun;
- Mengunggah, mananggapi, atau menyebarluaskan gambar partai politik dan/atau kandidat manapun melalui media elektronik atau media sosial; dan/atau
- Melakukan foto bersama dengan dan/atau kandidat manapun atau mengikuti simbol tangan atau gerakan yang digunakan sebagai bentuk keberpihakan.

*For the Company's property or assets, KCI employee must:*

- Maintain the usage of Company's assets to provide added value for the Company in accordance with social, economic and financial conventions that can be accounted for by calculating the risk of related business;*
- Keep the Company assets in the designated place within the Company;*
- Safeguards, maintain, secure and save the Company's assets in accordance with applicable provisions; and*
- Prohibited to use and utilize the Company's assets for personal interests, group interests and/or political activity and other third-parties.*

#### *Socio-Political Activities*

*PT KCI guarantees the right of every human rights of KCI employee to union and to waive its political aspirations as long as it does not contradict against the Company's provisions and laws. The Company does not make contributions derived from Company funds or use Company assets intended to support any political party or candidate.*

*KCI's employee are prohibited from conducting activities that lead to the alignments of one candidate or deed that indicates involvement in practical politics or affiliated with a political party, including:*

- Being a member of political parties;*
- Providing support to any political party and/or candidate;*
- Following the campaign of any political party and/or candidate;*
- Uploading, responding, or distribute images of any political party and/or any candidate in electronic media or social media; and/or*
- Photograph with and/or any candidate or follow the symbol of the hand or movement used as a form of alignments.*





### Etika Yang Terkait Dengan Stakeholders

Etika adalah sekumpulan norma atau nilai yang tidak tertulis yang diyakini oleh suatu kelompok masyarakat sebagai suatu standar perilaku kelompok tersebut berlandaskan peraturan perundang-undangan dan etika usaha.

Standar etika yang berlaku umum di lingkungan PT KCI merupakan tata nilai moral yang digunakan untuk menentukan:

- Hal-hal yang baik dan yang buruk;
- Hal-hal yang terpuji dan yang tercela; dan
- Hal-hal yang disetujui dan yang tidak disetujui.

Dalam rangka mewujudkan hubungan yang berkualitas dan beretika dengan para pemangku kepentingan, Perseroan memiliki komitmen sebagai berikut:

### Etika Perusahaan dengan Pegawai

- PT KCI memperlakukan pegawai secara setara dan tidak membedakan suku, agama, ras dan jenis kelamin dalam segala aspek. Pegawai Perusahaan tidak membedakan dan tidak boleh dikenakan tindakan diskriminasi karena alasan kesukuan, latar belakang etnis, agama, warna kulit, jenis kelamin, usia, senioritas, pendapat politik, keanggotaan serikat dan status sosial.
- PT KCI melakukan pengelolaan pegawai dan pengembangan SDM secara objektif dan transparan.
- PT KCI tidak mempekerjakan tenaga kerja anak-anak atau di bawah umur.
- PT KCI berkomitmen untuk menciptakan kondisi kerja dan lingkungan (kesehatan, keamanan, kenyamanan, keselamatan) serta memberikan hak pegawai sesuai peraturan Perusahaan dan perundang-undangan yang berlaku.
- PT KCI mendukung peningkatan kompetensi pegawai seluas-luasnya sehingga mampu mendukung Perusahaan untuk kompetitif dalam menghadapi perkembangan global. Pegawai Perusahaan dituntut dapat berpartisipasi dan berperan aktif untuk meningkatkan produktivitas kerja melalui hubungan yang dinamis, harmonis, serasi dan seimbang antara Perusahaan dan pegawai.

### Ethics Related to Stakeholders

*Ethics is a set of unwritten norms or values believed by a community as a standard of group behaviour based on regulatory and business ethics.*

*The generally prevailing ethical standards in the PT KCI environment are the moral values used to determine:*

- Good and bad things;*
- Praiseworthy and unimpeachable matters; and*
- Approved and disapproved matters.*

*In order to manifest the quality and ethical relationship with stakeholders, the Company has the following commitments:*

### Corporate Ethics with Employees

- PT KCI treats employees equally and does not distinguish ethnic, religious, racial and gender in all aspects. Company officers do not discriminate and may not be subjected to discrimination due to tribes, ethnic background, religion, skin color, gender, age, seniority, political opinions, union membership and social status.*
- PT KCI conducts employee management and development of human resources objectively and transparently.*
- PT KCI does not employ the labor of children or minors.*
- PT KCI is committed to creating working conditions and environment (health, safety, comfort, safety) as well as providing personnel rights in accordance with the Company's regulations and applicable laws.*
- PT KCI supports the increase of competencies of employees as wide as possible to support the Company to be competitive in the face of global developments. Employees of the Company are required to participate and actively play to improve the productivity of the work through a dynamic, harmonious and balanced relationship between the Company and employees.*



- f. PT KCI mengakui nilai dari seluruh pegawai yang berkomitmen untuk meningkatkan kinerja Perusahaan dengan menetapkan imbalan (*reward*).
- g. PT KCI menerapkan hukuman (*punishment*) kepada pegawai yang melanggar prosedur, ketentuan, hukum, peraturan Perusahaan, etika Perusahaan dan perundang-undangan yang berlaku secara transparan dan dapat dipertanggungjawabkan.
- h. PT KCI mendukung prinsip yang mencakup bidang-bidang hak asasi manusia, standar buruh, manajemen lingkungan, anti-korupsi, anti-pencucian uang, dan anti monopoli baik nasional maupun internasional.
- i. PT KCI harus melakukan sosialisasi kepada Insan PT KCI agar dapat memahami syarat dan ketentuan pokok kepegawaian sesuai Peraturan Perusahaan, Etika Perusahaan dan Peraturan Perundang-undangan yang berlaku dalam rangka penerapan Good Corporate Governance.
- j. PT KCI berkomitmen untuk melakukan perjanjian bersama yang tertuang dalam Perjanjian Kerja Bersama (PKB) dan Peraturan Perusahaan (PP).

#### Etika Perusahaan dengan Konsumen

- a. PT KCI mengutamakan kepuasan dan kepercayaan konsumen berdasarkan 4 (Empat) pilar utama misi Perusahaan yaitu Keselamatan, Ketepatan waktu, Pelayanan, dan Kenyamanan.
- b. PT KCI terus menerus melakukan pengukuran kepuasan konsumen dalam rangka perbaikan terus menerus pelayanan kepada konsumen.
- c. PT KCI membuka layanan konsumen dan setiap karyawan yang terkait menindaklanjuti keluhan konsumen secara cepat dan responsif tanpa diskriminasi.
- d. PT KCI memberikan informasi yang diperlukan oleh konsumen secara akurat dan faktual.
- e. PT KCI mengembangkan prosedur dan mekanisme kerja untuk memastikan bahwa setiap keluhan yang diterima dapat diselesaikan secara komprehensif, sesuai dengan etika Perusahaan, peraturan dan perundang-undangan yang berlaku.
- f. PT KCI melindungi hak-hak konsumen sesuai dengan peraturan dan perundang-undangan yang berlaku.

- f. *PT KCI recognizes the value of all employees who are committed to improve the Company's performance by setting a reward.*
- g. *PT KCI applies punishment to employees who violate the procedures, provisions, laws, regulations of the Company, corporate ethics and legislation that apply transparently and accountable.*
- h. *PT KCI supports principles that include areas of human rights, labour standards, environmental management, anti-corruption, and anti-money laundering, and both national and international monopolies.*
- i. *PT KCI shall conduct socialization to the PT KCI employee in order to understand the terms and conditions of personnel in accordance with the Company's regulations, corporate ethics and the prevailing laws in the framework of Good Corporate Governance implementation.*
- j. *PT KCI is committed to the joint agreement which is contained in the Joint Work Agreement (PKB) and the Company Regulation (PP).*

#### Corporate Ethics with Consumers

- a. *PT KCI prioritizes customer satisfaction and trust based on 4 (four) key pillars of the Company's mission, namely safety, timeliness, service, and convenience.*
- b. *PT KCI continuously measures customer satisfaction in order to continuously improve the service to the consumer.*
- c. *PT KCI opens up consumer services and every employee who is associated with a fast and responsive consumer complaint without discrimination.*
- d. *PT KCI provides accurate and factual information needed by consumers.*
- e. *PT KCI develops procedures and mechanism of action to ensure that any complaints received can be completed comprehensively, in accordance with corporate ethics, regulations and legislation in force.*
- f. *PT KCI protects the rights of consumers in accordance with applicable laws and regulations.*



- g. PT KCI mendukung prinsip ISO 9001:2015 Sistem Manajemen Mutu (SMM) yang berfokus pada kepuasan pelanggan dan perbaikan terus menerus.
- h. Insan Perusahaan harus memberikan pelayanan yang terbaik kepada konsumen sesuai dengan Peraturan Perusahaan, Etika Perusahaan dan Peraturan Perundang-undangan yang berlaku dalam rangka memenuhi kepuasan konsumen.

#### Etika Perusahaan dengan Masyarakat

- a. PT KCI menjaga hubungan yang harmonis dengan masyarakat dan mengedepankan prinsip moral dan etika untuk mencapai suatu hasil terbaik, tanpa merugikan kelompok masyarakat lainnya.
- b. PT KCI menyediakan dana dalam mendukung tanggung jawab sosial, yang dituangkan dalam kebijakan, untuk memberikan nilai dan manfaat bagi masyarakat berdasarkan anggaran Perusahaan, peraturan Perusahaan, dan etika Perusahaan yang berlaku.
- c. PT KCI mengoptimalkan penyaluran program pemberdayaan masyarakat di wilayah operasi kepada masyarakat tanpa diskriminasi sesuai dengan anggaran Perusahaan, etika Perusahaan, peraturan Perusahaan berlaku.
- d. Insan Perusahaan dilarang memberikan janji-janji kepada masyarakat (pihak ketiga) di luar kewenangannya dalam penyaluran program pemberdayaan masyarakat.

#### Etika Perusahaan dengan Lingkungan

- a. PT KCI berupaya keras untuk meminimalkan dampak lingkungan dan menjadi Perusahaan yang ramah lingkungan.
- b. PT KCI meningkatkan kesadaran lingkungan kepada semua pegawai.
- c. PT KCI berkomitmen untuk melakukan pengelolaan limbah sesuai dengan peraturan perundang-undangan yang berlaku.
- d. PT KCI menerapkan standar kerja dengan memperhatikan hasil Analisa Dampak Lingkungan (AMDAL), dan peraturan perundang-undangan yang berlaku.

- g. *PT KCI supports the ISO 9001:2015, Quality management system (SMM) principle that focuses on customer satisfaction and continuous improvement.*
- h. *The Company's employee must provide the best service to the consumer in accordance with Company regulation, corporate ethics and the prevailing laws and regulations in order to fulfill customer satisfaction.*

#### Corporate Ethics with Communities

- a. *PT KCI maintains a harmonious relationship with the community and emphasizes moral and ethical principles to achieve the best results, without prejudice to other community groups.*
- b. *PT KCI provides funds in support of social responsibility, which is set forth in the policy, to provide value and benefit to the community based on the Company's budget, Company regulation, and applicable Company ethics.*
- c. *PT KCI optimizes the distribution of community empowerment programs in the area of operations to the Community without discrimination in accordance with the Company budget, Company Ethics, the Company's regulations apply.*
- d. *The Company's employee is prohibited from giving promises to the Community (third parties) outside its authority in the distribution of Community empowerment programs.*

#### Corporate Ethics with the Environment

- a. *PT KCI strives to minimize environmental impact and become a sound environmentally Company.*
- b. *PT KCI enhances environmental awareness to all employees.*
- c. *PT KCI is committed to perform waste management in accordance with the prevailing legislation.*
- d. *PT KCI implements working standards with respect to the results of environmental impact analysis (EIA), and the prevailing laws and regulations.*

- e. PT KCI akan berusaha mengembangkan teknologi terbaik untuk penanganan energi dan sumber daya yang berdampak pada masalah lingkungan.
- f. Insan Perusahaan dilarang merokok di sembarang tempat sesuai dengan aturan yang berlaku.
- g. Insan Perusahaan mendukung program kebersihan lingkungan.

#### Etika Perusahaan dengan Mitra Kerja

1. PT KCI menjamin pelaksanaan kompetisi yang transparan, adil, setara dan wajar, akuntabel serta dapat dipertanggungjawabkan dalam pengadaan barang dan jasa.
2. PT KCI berkomitmen untuk berusaha menerapkan teknologi pengadaan (*e-procurement*) barang dan jasa untuk transparansi pengadaan barang dan jasa.
3. PT KCI melakukan perikatan bisnis yang saling menguntungkan dan jelas dengan mitra kerja yang memiliki kepentingan sesuai dengan peraturan pengadaan barang dan jasa yang berlaku di PT KCI serta peraturan perundang-undangan yang berlaku.
4. Insan Perusahaan tidak diperbolehkan menerima/tatap muka dengan rekanan di ruang kerja kecuali di ruang tamu dan ruang rapat.
5. PT KCI menjatuhkan sanksi yang tegas kepada rekanan yang tidak memenuhi ketentuan yang telah disepakati bersama dan melanggar peraturan dan perundang-undangan yang berlaku.
6. PT KCI menjamin dan meningkatkan iklim kebersamaan, menghargai, saling percaya sesuai dengan ketentuan yang telah disepakati bersama, etika Perusahaan, peraturan dan perundang-undangan yang berlaku.
7. PT KCI melarang praktik dan tindakan-tindakan yang dikategorikan sebagai bentuk melawan hukum, nepotisme, kolusi, suap, gratifikasi/hadiah dan korupsi.
8. PT KCI mendukung penerapan praktik Good Corporate Governance yang ditetapkan oleh Pemerintah.

- e. *PT KCI will strive to develop the best technology for energy handling and resources that impact environmental problems.*
- f. *The Company's employee is prohibited from smoking anywhere in accordance with the prevailing rules.*
- g. *The Company's employee supports environmental hygiene program.*

#### Corporate Ethics with Partners

1. *PT KCI guarantees the implementation of the competition is transparent, fair, equal and fair, accountable and accountable for the procurement of goods and services.*
2. *PT KCI is committed to strive to implement the technology of procurement (*e-procurement*) of goods and services for the transparency of procurement of goods and services.*
3. *PTKCI conducts a mutually beneficial and clear business alliance with the partners who have an interest in accordance with the procurement regulations of goods and services applicable in PT KCI and the prevailing laws and regulations.*
4. *The Company is not allowed to receive/face to face with the partner in the workspace except in the living room and meeting room.*
5. *PT KCI impose strict sanctions on the partners who do not meet the provisions agreed with and violate applicable laws and regulations.*
6. *PT KCI guarantees and promotes the climate of togetherness, respect, mutual trust in accordance with the provisions that have been agreed with, corporate ethics, regulations and applicable legislation.*
7. *PT KCI prohibits practices and actions that are categorized as a form of unlawful, nepotism, collusion, bribery, gratification/reward and corruption.*
8. *PT KCI supports the implementation of Good Corporate Governance practices established by the Government.*



9. Insan Perusahaan dilarang memberikan atau menerima janji-janji kepada rekanan, meluluskan rekanan dalam rangka mengambil keuntungan pribadi, *conflict of interest*, nepotisme, kolusi, suap, gratifikasi dan korupsi.
10. Insan Perusahaan dilarang memberikan atau menerima sesuatu kepada atau dari pihak manapun juga yang menurut sifatnya langsung atau tidak langsung berkaitan dengan jabatan atau pekerjaannya.

#### Etika Perusahaan dengan Pemerintah

- a. PT KCI menjalankan bisnis selalu memenuhi peraturan dan memelihara hubungan baik dengan berbagai fungsi pemerintah baik Pusat maupun Daerah berlandaskan pada standar etika dan komunikasi efektif dengan memperhatikan peraturan dan perundang-undangan yang berlaku. Perusahaan berkewajiban membangun dan membina hubungan kemitraan yang harmonis dengan Pemerintah.
- b. Insan PT KCI harus mampu memaksimalkan kemampuannya untuk membantu Perusahaan dalam mewujudkan tanggung jawab Perusahaan terhadap pemerintah. Perilaku yang harus dilakukan oleh Insan PT KCI:
  1. Mentaati dan memenuhi semua peraturan perundang-undangan yang berlaku.
  2. Menjalin hubungan yang harmonis, transparan dan komunikatif dengan instansi Pemerintah.
  3. Mendukung dan mensukseskan program Pemerintah, terutama di bidang transportasi berbasis kereta rel listrik.

#### Etika Perusahaan dengan Pemegang Saham

- a. PT KCI menghormati kepercayaan yang diberikan oleh pemegang saham, baik pemegang Saham minoritas maupun Pemegang Saham mayoritas sesuai peraturan perundang-undangan yang berlaku.
- b. PT KCI menjalin hubungan jangka panjang dengan Pemegang Saham yang dilandasi dengan itikad baik, saling percaya dan saling memberi manfaat, serta berkomitmen untuk senantiasa berusaha keras

9. *The Company is prohibited from providing or accepting promises to associates, approve associates in the course of taking personal gain, conflict of interest, nepotism, collusion, bribery, gratification and corruption.*
10. *The Company's employee is prohibited from giving or accepting anything to or from any party that is directly or indirectly related to its position or occupation.*

#### Corporate Ethics with Governments

- a. *PT KCI conducts business always meets regulations and maintains good relations with various government functions both central and regional based on the ethical standards and effective communication with respect to regulations and legislation in force. The Company is obliged to build and foster a harmonious partnership relationship with the government.*
- b. *PT KCI employee should be able to maximize its ability to assist the Company in realizing the corporate responsibility to the government. Obligated behavior for PT KCI employee are:*
  1. *Comply and fulfill all applicable regulations.*
  2. *Establishing harmonious, transparent and communicative relationship with Government agencies.*
  3. *Supporting and success of Government programs, especially in the field of transport-based electric railways.*

#### Corporate Ethics with Shareholders

- a. *PT KCI respects the trust given by the shareholders, both minority shareholders and the majority shareholders in accordance with the prevailing law and regulations.*
- b. *PT KCI establish a long-term relationship with shareholders who are based in good faith, trust and mutually beneficial, and committed to always strive so that the Company will experience sustainable growth*

agar Perusahaan mengalami pertumbuhan yang berkesinambungan berdasarkan standar bisnis yang saling menguntungkan hingga dapat memberikan kontribusi yang optimal bagi Pemegang Saham.

#### Etika Perusahaan dengan Media Massa

- PT KCI memberikan informasi-informasi yang akurat, dapat dipahami, relevan dan berimbang yang diperlukan oleh masyarakat kepada media massa dan berbagai komunikasi publik lainnya.
- PT KCI mengembangkan dan memonitor informasi-informasi yang disampaikan oleh media massa dalam rangka pelayanan kepada masyarakat dan perbaikan terus menerus Perusahaan dengan tetap memperhatikan aspek biaya, risiko, etika Perusahaan, peraturan dan perundang-undangan yang berlaku.
- PT KCI melarang segala hal yang terkait dengan Informasi dan Teknologi atas sistem, telepon, e-mail, situs web, koneksi internet dan perangkat elektronik lainnya yang tidak pantas serta melanggar peraturan Perusahaan dan peraturan perundang-undangan.
- PT KCI menjalin kerjasama yang setara, seimbang dan saling mendukung dengan prinsip-prinsip keterbukaan yang bertanggungjawab.
- PT KCI dalam memberikan informasi kepada media massa dilakukan oleh pejabat yang berwenang untuk menghindari adanya informasi yang tidak sesuai dan saling bertentangan.

#### Etika Perusahaan dengan Kreditur

- PT KCI melindungi hak dan kepentingan kreditur dengan mematuhi kewajiban sesuai dengan perjanjian antara PT KCI dengan kreditur.
- PT KCI menjamin untuk selalu memberikan informasi setiap keadaan Perusahaan yang akurat untuk kreditur sesuai dengan perjanjian yang telah disepakati.

#### Standar Perilaku

##### Penerimaan dan Pemberian (Hadiah/Gratifikasi/Cinderamata)

- Komisaris, Direksi, Jajaran Manajemen dan Pegawai Perusahaan tidak diperkenankan terlibat dalam tindakan menawarkan, meminta, menerima dan memberi suap, hadiah/gratifikasi/ cinderamata dari

*based on mutual business standards to be able to provide optimum contribution to the Shareholders.*

#### Corporate Ethics with Mass Media

- PT KCI provides accurate, understandable, relevant and balanced information that is required by the public to the mass media and other public communications.*
- PT KCI develops and monitors the information submitted by the mass media in the framework of service to the community and the continuous improvement of the Company with respect to the cost aspects, risks, corporate ethics, regulations and legislation in force.*
- PT KCI prohibits all matters relating to information and technology on the systems, telephone, e-mail, websites, internet connections and other electronic devices which are inappropriate and violate the Company's regulations and statutory regulations.*
- PT KCI establish equal, balanced and mutually supportive cooperation with the principles of responsible fairness.*
- PT KCI in providing information to the mass media is conducted by the authorized officers to avoid any information that is not suitable and conflicting.*

#### Corporate Ethics with Creditors

- PT KCI protects the rights and interests of creditors by complying with obligations pursuant to the Agreement between PT KCI and its creditors.*
- PT KCI guarantees to always provide the accurate information of each Company's for creditors in accordance with the agreed agreement.*

#### Code of Conduct Standards

##### Admission and Awarding (Gift/Gratuities/Souvenirs)

- The Board of Commissioners, Board of Directors, management and Company's officers shall not engage in the actions of offering, soliciting, accepting and*





rekanan atau pihak lain yang berkepentingan dengan Perusahaan.

- b. Dalam kondisi tidak dapat dihindari, Insan Perusahaan diperbolehkan dengan batasan menerima atau memberi hadiah dan sumbangan dari atau kepada pihak lain, dengan ketentuan sesuai dengan peraturan tentang pengendalian Gratifikasi di lingkungan PT KCI.
- c. Wajib melaporkan hal tersebut kepada Unit Policy GCG dan/atau menyerahkan penggunaannya kepada Perusahaan sesuai dengan mekanisme yang berlaku.
- d. Penerimaan atau pemberian hadiah/cinderamata/ biaya perjalanan dinas oleh pihak sponsor tersebut harus:
  1. Tidak mempengaruhi pengambilan keputusan.
  2. Tidak ada kepentingan pribadi.
  3. Tidak ada unsur suap dan menimbulkan penafsiran suap.
  4. Tidak ada kewajiban untuk memberikan balasan.
  5. Tidak ada imbalan agar mendapat/memberi perlakuan khusus.
  6. Mengikuti aturan yang telah ditetapkan dalam kebijakan Perusahaan.

#### Perjamuan/Hiburan

- a. Insan Perusahaan diperkenankan untuk memberi atau menerima pemberian dalam bentuk perjamuan atau hiburan yang pantas dan tidak melanggar susila, apabila hal tersebut dilakukan dalam rangka menjalin dan memelihara hubungan baik.
- b. Bentuk perjamuan dan hiburan yang dinilai pantas adalah perjamuan dan hiburan di tempat-tempat yang tidak memiliki citra negatif dan layak bagi pencitraan Perusahaan.
- c. Penerimaan dan pemberian perjamuan/hiburan tersebut harus:
  1. Tidak mempengaruhi pengambilan keputusan.
  2. Tidak ada kepentingan pribadi.
  3. Tidak ada unsur suap dan menimbulkan penafsiran suap.
  4. Tidak ada kewajiban untuk memberikan balasan.

*giving bribes, gifts/gratuities/souvenirs from associates or other interested parties with the Company.*

- b. *In the unavoidable condition, Company employee is permitted with the limitation of accepting or giving gifts and donations from or to other parties, with provisions in accordance with the regulations on the control of gratification in the environment of PT KCI.*
- c. *Must report the matter to the Unit Policy GCG and/or submit its use to the Company in accordance with the applicable mechanisms.*
- d. *Acceptance or awarding of gifts/souvenirs/service travel expenses by the sponsor must:*
  1. *Does not affect decision making.*
  2. *No personal interest.*
  3. *There is no element of bribery and giving interpretation of bribery.*
  4. *There is no obligation to give a return.*
  5. *There is no reward for getting/giving special treatment.*
  6. *Comply to the rules set forth in the Company's policy.*

#### Banquet/Entertainment

- a. *The Company employee is allowed to give or receive gifts in the form of appropriate banquets or entertainment and does not violate the moral, if it is done in order to establish and maintain good relations.*
- b. *Manifestation of appropriate banquets and entertainment are banquets and entertainment in places that have no negative imagery and are worthy of corporate branding.*
- c. *Acceptance and provision of such banquets/entertainment shall:*
  1. *Does not affect decision making.*
  2. *No personal interest.*
  3. *There is no element of bribery and giving interpretation of bribery.*
  4. *There is no obligation to give a return.*



5. Tidak ada imbalan agar mendapat/memberi perlakuan khusus.
6. Mengikuti aturan yang telah ditetapkan dalam kebijakan Perseroan.

#### Potongan Harga

Potongan harga yang diberikan oleh rekanan atau calon rekanan dalam rangka pengadaan barang atau jasa untuk kepentingan Perusahaan seluruhnya harus dibukukan/diserahkan untuk kepentingan Perseroan dan diumumkan secara terbuka yang ditindaklanjuti sebagai dasar harga satuan berikutnya.

Dalam melakukan tugasnya Insan Perusahaan wajib menjaga segala manfaat yang diperolehnya benar-benar sepenuhnya diperuntukkan bagi Perusahaan dan mematuhi peraturan yang berlaku.

#### Konflik Kepentingan

1. Untuk menghindari terjadinya konflik kepentingan Insan Perusahaan sebagai pribadi dan untuk kepentingan Perseroan, maka tidak diperkenankan:
  - 1) Memiliki hubungan pekerjaan maupun pribadi termasuk istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua, yang secara aktif menjadikannya pengambil keputusan di rekanan, Perusahaan rekanan atau calon rekanan, Perusahaan sejenis maupun pesaing.
  - 2) Memiliki saham/kepemilikan dalam badan usaha yang menjadi mitra atau pesaing yang dapat mempengaruhi pengambilan keputusan termasuk saham tersebut dimiliki oleh istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua.
  - 3) Menggunakan jabatan atau posisinya di Perusahaan untuk maksud dan tujuan yang dapat menimbulkan konflik antara kepentingan pribadi dengan Perusahaan.
2. Insan Perseroan tidak diperkenankan mewakili Perseroan apabila:

5. *There is no reward for getting/giving special treatment.*
6. *Follow the rules set forth in the Company's policy.*

#### Discounts

*The discounted price provided by an associate or prospective partner in order to procure goods or services for the benefit of the Company must all be booked/submitted for the benefit of the Company and publicly announced as the basis for the next unit price.*

*In carrying out its duty, the Company's employee is obliged to maintain all the benefits that are fully allocated to the Company and comply with the prevailing regulations.*

#### Conflicts of Interest

1. *To avoid occurrence of the conflicts of interests of the Company employee as private and for the benefit of the Company, then not allowed:*
  - 1) *Has a work or personal relationship including a wife/husband, child, parent, blood and/or Semenda to degrees/second degree, which actively makes it a decision maker in a partner, a partner Company or a prospective partner, a similar Company and a competitor.*
  - 2) *Has shares/ownership in a business entity that becomes a partner or competitor that can influence the decision making including the shares are owned by the wife/husband, child, parent, blood and/or Semenda to degrees/second level.*
  - 3) *Use his position or position in the Company for purposes and objectives that may create conflicts between personal interests and the Company.*
2. *The Company's employee may not represent the Company if:*



- 1) Penggunaan informasi, akses atas harta dan sumber daya Perusahaan yang dimanfaatkan tidak untuk kepentingan Perusahaan;
  - 2) Bertindak sebagai pencari atau perantara lain untuk keuntungan pribadi atau golongan dalam transaksi yang melibatkan Perusahaan;
  - 3) Melakukan pekerjaan di luar Perseroan dan/atau terlibat dalam pengelolaan Perusahaan lain yang menjalin atau berusaha menjalin usaha dengan Perusahaan;
  - 4) Memiliki hubungan keluarga karena hubungan istri/suami, anak, orang tua, sedarah dan/atau semenda dalam satu direktorat/sub direktorat/departemen/unit kerja;
  - 5) Bertindak sebagai pengguna sekaligus panitia pengadaan.
3. Pelanggaran atas konflik kepentingan termasuk namun tidak terbatas pada tindakan dan atau kegiatan sebagai berikut:
    - 1) Melakukan transaksi atas nama Perusahaan untuk kepentingan diri sendiri atau keluarga;
    - 2) Menerima hadiah/manfaat terhadap segala macam jasa/informasi yang terkait dengan Perusahaan yang diberikan;
    - 3) Menjadikan/mengambil peluang bisnis dalam tugas-tugas Insan Perusahaan;
    - 4) Memberikan perlakuan istimewa kepada keluarga, kerabat, teman atau golongan dan atau pihak lain manapun;
  4. Pelanggaran sebagaimana dimaksud pada butir 3, akan diberikan sanksi sesuai dengan Peraturan yang berlaku di Perusahaan.
- 1) *Use of information, access to Company assets and resources utilized not for the benefit of the Company;*
  - 2) *Act as a seeker or other intermediary for personal gain or group in transactions involving the Company;*
  - 3) *Freelancing outside the Company scope and/or engage in the management of other companies that establish or attempt to establish business with the Company;*
  - 4) *Having a family relationship because of the relationship between wife/husband, child, parent, blood and/or Semenda in one Directorate/Sub/Directorate/Department/Work unit;*
  - 5) *Act as a user as well as procurement Committee.*
3. *Violation of the conflicts of interest including but not limited to the following actions and activities:*
    - 1) *Conduct transactions on behalf of the Company for the self or relatives' interest;*
    - 2) *Receive gifts/benefits against all kinds of services/information related to the Company provided;*
    - 3) *Make/take business opportunities in the tasks of the Company's employee;*
    - 4) *Give preferential treatment to the family, relatives, friends or groups and or any other party;*
  4. *Violations as referred to in point 3, will be sanctioned in accordance with the regulations applicable in the Company.*

#### Anti Monopoli

1. PT KCI mendukung persaingan yang adil, terbuka, dan membangun serta mematuhi hukum anti monopoli yang berlaku baik nasional maupun internasional.
2. Insan Perusahaan tidak boleh terlibat dalam diskusi, kesepakatan resmi atau tidak resmi baik masalah harga, upah, biaya, syarat dan kondisi apapun dengan pesaing.

#### Antitrust

1. *PT KCI supports fair, open and constructive competition and complies with the prevailing antitrust laws both nationally and internationally.*
2. *The Company's employee should not engage in discussions, formal or unofficial agreements either the issue of price, wages, costs, terms and conditions of any kind with competitors.*

### Pencucian Uang (Money Laundering)

- a. PT KCI melarang insan KCI baik atas nama pribadi maupun atas nama Perusahaan melakukan suatu perbuatan yang dengan sengaja menempatkan, mentransfer, menghibahkan, membayarkan, menitipkan, membawa ke luar negeri, menukarkan uang-uang hasil tindak pidana dengan tujuan mengaburkan atau menyembunyikan asal usul uang itu, sehingga muncul seolah-olah sebagai uang yang sah.
- b. PT KCI melarang menerima atau menguasai penempatan, pentransferan, pembayaran, penerima hibah, sumbangan, penitipan, penukaran uang-uang yang berasal dari tindak pidana itu, dengan tujuan sama yaitu untuk mengaburkan, menyembunyikan asal usulnya.
- c. PT KCI menjamin dan mendukung peraturan dan perundang-undangan tentang pencucian uang baik nasional maupun internasional.

### Transaksi Bisnis Internasional

1. PT KCI mematuhi kaidah-kaidah yang berlaku baik nasional maupun internasional tentang transaksi bisnis internasional, sepanjang Indonesia telah meratifikasinya.
2. Insan Perusahaan yang terlibat dalam masalah transaksi bisnis internasional harus memahami tentang peraturan ekspor-impor, anti boikot, embargo, sanksi perdagangan dan pasar bebas.

### Aktivitas Politik

- a. PT KCI melarang memberikan kontribusi atau pembayaran atau sumbangan atau sumber daya yang berasal dari Perusahaan baik langsung maupun tidak langsung kepada partai-partai politik atau politikus perorangan.
- b. Insan Perusahaan dilarang melakukan pemaksaan/ ancaman sehingga membatasi hak individu untuk menyalurkan aspirasi politiknya.
- c. PT KCI mematuhi kaidah dan peraturan tentang keterlibatan seorang pegawai sesuai dengan ketentuan yang berlaku.

### Money Laundering

- a. *PT KCI prohibits the human beings from either personal name or on behalf of the Company doing a deed that intentionally places, transfers, grants, pays, entrust, carries abroad, exchanges money on the outcome of a criminal offence for the purpose of obscuring or hiding the origin of the money, so as to appear as legitimate money.*
- b. *PT KCI prohibits accepting or mastering the placement, transfer, payment, grantee, donation, custody, exchange of money originating from the criminal act, for the same purpose as to obscure, conceal its origin.*
- c. *PT KCI guarantees and supports regulations and legislation on money laundering both nationally and internationally.*

### International Business Transactions

1. *PT KCI complies with the rules that apply both nationally and internationally about international business transactions, as long as Indonesia has ratified it.*
2. *The Company's employee engaged in international business transaction issues must understand about export-import regulations, anti-boycott, embargo, trade sanctions and free markets.*

### Political Activity

- a. *PT KCI prohibits the contribution or payment or donations or resources derived from the Company either directly or indirectly to political parties or individual politicians.*
- b. *The Company is not allowed to conduct threats and restrict the rights of individuals to channel their political aspirations.*
- c. *PT KCI complies with the rules and regulations on the involvement of an officer in accordance with the prevailing provisions.*



#### Pekerjaan Lain

- a. Insan Perusahaan harus menghindari aktivitas di luar jam kerja Perusahaan yang dapat mengganggu tugas atau perbuatan yang melanggar etika, peraturan dan perundang-undangan yang berlaku.
- b. PT KCI melarang Insan Perusahaan melakukan pekerjaan di luar dinas yang mengganggu jam kerja kecuali pekerjaan dimaksud dilakukan untuk memenuhi tugas dinas dalam pelaksanaannya yang bersangkutan harus melaporkan ke atasan langsung sebelumnya.

#### Penggunaan Peralatan/Fasilitas Perusahaan

1. PT KCI menyediakan peralatan dan fasilitas yang memadai bagi Insan Perusahaan untuk menunjang pelaksanaan tugas-tugasnya secara efektif dan efisien.
2. Insan Perusahaan harus menggunakan dan menjaga sebaik-baiknya peralatan dan fasilitas yang tersedia untuk kepentingan Perusahaan dan tidak menggunakannya untuk kepentingan pribadi dan keluarga.
3. Insan Perusahaan harus menggunakan fasilitas tersebut sesuai dengan etika, kesopanan, susila dan moralitas yang berlaku dan penuh tanggung jawab serta tidak mengandung unsur pornografi dan pelecehan seksual.
4. Insan Perusahaan harus mengamankan harta Perusahaan dari kerusakan dan kehilangan serta mengembalikan seluruh peralatan/fasilitas Perusahaan pada akhir masa tugas di Perusahaan.
5. Insan Perusahaan harus mengganti peralatan dan fasilitas yang hilang yang telah diserahkan dan di bawah tanggungjawabnya sesuai dengan nilai buku peralatan dan fasilitas tersebut.

#### Other Task

- a. *The Company's employee shall avoid activities outside of business hours that may interfere with the duties or deeds that violate the ethics, regulations and legislation in force.*
- b. *PT KCI prohibits the Company's work outside the service that interferes with working hours unless the work is done to fulfill the duties in the implementation in question should report to the supervisor directly before.*

#### The Company's Equipment/Facilities Usage

1. *PT KCI provides adequate equipment and facilities for the Company's employee to support the implementation of its duties effectively and efficiently.*
2. *The Company's employee must use and maintain the most appropriate equipment and facilities available for the benefit of the Company and do not use it for personal and family interests.*
3. *The Company's employee must use the facility in accordance with applicable ethics, politeness, moral and morality and do not contain any element of pornography and sexual harassment.*
4. *The Company will have to secure the Company's property from damage and loss and restore all Company equipment/facilities at the end of the assignment in the Company.*
5. *The Company shall replace the lost equipment and facilities that have been submitted and under its responsibility according to the value of the book of equipment and facilities.*

#### Penggunaan dan Penanganan Informasi/Data

1. Insan Perusahaan dilarang memberikan/membocorkan informasi mengenai keuangan, operasional, data teknik, desain dan spesifikasi yang dikeluarkan oleh Perusahaan, manajemen, dokumen hukum, data dan dokumen hasil audit, data insan Perusahaan, data remunerasi, data dan dokumen rekanan serta informasi Perusahaan lainnya baik secara tertulis maupun lisan kepada pihak lain manapun dan untuk alasan apapun atau kepentingan penyidikan/hukum tanpa seizin tertulis dari Direksi.
2. Insan Perseroan memiliki tanggung jawab untuk menjaganya dan hanya menggunakan informasi yang bersifat rahasia sebatas untuk keperluan pekerjaan.
3. Insan Perusahaan wajib menjaga kerahasiaan informasi dan data serta tidak diperkenankan untuk meletakkan arsip atau data Perusahaan yang bersifat rahasia di tempat yang memungkinkan dilihat oleh orang yang tidak berhak.
4. Insan Perseroan harus melakukan pencatatan data transaksi dan informasi secara jujur, lengkap, benar, akurat, tepat waktu dan mudah dipahami berdasarkan bukti-bukti yang dapat dipertanggungjawabkan.
5. Insan Perusahaan harus melaporkan seluruh informasi dan data yang diketahuinya dengan tepat, jujur, adil, benar dan akurat apabila diminta oleh atasannya/Direksi/Dewan Komisaris dalam waktu selama-lamanya 2 (dua) kali 24 jam.
6. Insan Perusahaan dilarang memasukkan tagihan atau permintaan pembayaran berdasarkan data yang diketahui palsu.
7. Insan Perusahaan harus menghindari pembicaraan mengenai informasi dan data yang berkaitan dengan kegiatan usaha, kondisi keuangan serta hal-hal lain tentang Perseroan di tempat-tempat umum yang memungkinkan hal tersebut terdengar oleh orang yang tidak berhak.
8. Insan Perusahaan harus mengembalikan seluruh dokumen/media apapun yang berisi informasi Perusahaan apabila sudah tidak bertugas di Perusahaan.

#### Use and Handling of information/Data

1. The Company's employee are prohibited from providing/leaking information on finance, operations, technical data, design and specifications issued by the Company, management, legal documents, data and documents of audit, Company's employee data, remuneration data, data and documents of the partner and other Company's information either in writing or oral to any other party and for any reason or the interest of the investigation/law without the written consent from the Board of Directors.
2. The Company's employee responsible to safeguard and use only confidential information for the employment purpose.
3. The Company's employees are obliged to maintain the confidentiality of information and data and are not allowed to place confidential records or corporate data in a place that is possible to be seen by unauthorized persons.
4. The Company's employee must record the transaction data and information honestly, complete, true, accurate, timely and understandable based on the accountable evidence.
5. The Company's employee has to report all information and data that it knows appropriately, honestly, fairly, correctly and accurately when requested by the superiors/Directors/Board of Commissioners within 2 (two) times for 24 hours.
6. The Company's employees are prohibited from adding bills or payment requests based on false data.
7. The Company's employee must not leak information and data relating to business activities, financial conditions and other matters about the Company in public places that make it possible to be heard by unauthorized persons.
8. The Company's employee has to return all documents/media containing the Company information if declared inactive from their duties.



9. Insan Perusahaan harus tetap menjaga setiap Informasi data yang pernah dikuasainya selama bekerja atau informasi yang diketahuinya selama bekerja, ketika Insan Perusahaan tersebut sudah tidak bertugas di Perusahaan tersebut. Insan Perusahaan tetap akan dimintakan pertanggungjawabannya apabila membocorkan informasi ketika yang bersangkutan sudah tidak bertugas di Perseroan.

#### Penghormatan Terhadap Hak Atas Kekayaan Intelektual

1. Hak atas kekayaan intelektual merupakan kekayaan tidak berwujud yang meliputi hak paten, rahasia dagang, merek dagang, hak cipta dan informasi yang dimiliki Perusahaan.
2. Insan Perseroan harus berpartisipasi secara aktif untuk melindungi hak atas kekayaan intelektual milik Perusahaan.
3. Insan Perseroan harus memperhatikan segala tindakan Perseroan dalam bentuk apapun untuk menjaga agar tindakannya tersebut tetap menghormati setiap Hak Kekayaan Intelektual yang dimiliki oleh pihak lain.
4. Insan Perusahaan dalam menggunakan hak kekayaan intelektual Perusahaan maupun orang lain harus sesuai dengan kewenangan serta keperluan dalam pekerjaan.
5. Insan Perseroan senantiasa melindungi serta menjaga informasi teknis atas kekayaan intelektual yang dimiliki oleh Perusahaan.
6. Insan Perseroan senantiasa menaati peraturan ketika menggunakan kekayaan intelektual yang dimiliki Perusahaan maupun orang lain, serta menggunakan sesuai dengan peruntukannya.
7. Insan Perseroan dilarang menggunakan hak atas kekayaan intelektual milik Perusahaan untuk kepentingan pribadi.
8. Insan Perseroan dilarang menyampaikan maupun membocorkan informasi atas produk atau jasa baru sebelum adanya konfirmasi secara resmi oleh Perusahaan.

9. *The Company's employee must keep any data information that has been mastered during the work or information he or she knows during work, when the Company's employees are no longer served in the Company. The Company's employees will still be held accountable when divulging information if declared inactive from their duties.*

#### Reverence for Intellectual Property Rights

1. *Intellectual property rights constitute intangible wealth that includes patents, trade secrets, trademarks, copyrights and information owned by the Company.*
2. *The Company must actively participate to protect the intellectual property rights of the Company.*
3. *The Company's employee should observe any actions of the Company in any form to keep the act in respect of any intellectual property rights owned by the other party.*
4. *The Company's employee in the usage of the Company's intellectual property and other persons must be in accordance with the authority and work demand related.*
5. *The Company's employee always protecting and safeguard technical information on the intellectual property owned by the Company.*
6. *The Company's employee always complies with the rules when using the intellectual property owned by the Company and others, and use according to the regulation.*
7. *The Company's employees are prohibited from using corporate intellectual property for personal benefit.*
8. *The Company's employees are prohibited from conveying or divulging information on new products or services prior to the official confirmation by the Company.*



9. Apabila terdapat informasi mengenai hak atas kekayaan intelektual yang belum jelas, harap terlebih dahulu berkoordinasi dengan Unit Hukum dan Kepatuhan.
10. Apabila Insan Perseroan menemukan adanya pelanggaran terhadap penggunaan hak atas kekayaan intelektual milik Perusahaan maka Insan Perusahaan wajib melaporkan kepada Unit Hukum dan Kepatuhan.

9. *In the case of any unclear intellectual property rights, please coordinate with the legal and compliance Unit.*
10. *If the Company's employee found a violation of the use of the Company's intellectual property rights, the Company is obliged to report to the Unit of law and compliance.*

### Isi Kode Etik

#### Code of Conducts Contents



## Mekanisme Penegakan Kode Etik

### Prinsip Dasar

Pedoman Perilaku dan Etika Kerja ini menjadi pedoman bersikap dan bertindak dalam melaksanakan tugas-tugas Perusahaan. Setiap pelanggaran terhadap pedoman perilaku dan standar etika yang dapat secara langsung maupun tidak langsung mengakibatkan kerugian finansial maupun non finansial bagi Perusahaan, merupakan tindakan indisipliner yang patut dikenakan sanksi sesuai tingkat pelanggaran berdasarkan peraturan yang berlaku.

Dalam pelaksanaannya insan KCI dapat mengajukan pertanyaan mengenai pedoman perilaku dan etika kerja kepada atasan masing-masing.

Direksi bertanggung jawab untuk memastikan bahwa pedoman perilaku dan etika kerja dipahami dan dilaksanakan oleh seluruh insan KCI.

### PERNYATAAN KEPATUHAN

- Insan PT KCI diharuskan memahami pedoman perilaku dan etika kerja Perusahaan.
- Setiap tahun segenap insan PT KCI wajib menyatakan kepatuhan terhadap pedoman perilaku dan etika kerja Perusahaan dan menandatangani surat pernyataan baik secara manual ataupun digital.
- Surat pernyataan yang ditandatangani merupakan salah satu syarat sebagai pegawai di PT KCI.
- Masing-masing atasan mempunyai kewajiban untuk melakukan pembinaan terhadap pegawainya terkait pedoman perilaku dan etika kerja untuk pegawai yang menjadi tanggungjawabnya.
- Pemantauan pengumpulan pernyataan kepatuhan pegawai baik secara manual atau digital setiap tahunnya dilakukan oleh Unit Policy Good Corporate Governance.

## Code of Conduct Enforcement Mechanism

### Basic Principles

*This Code of Conduct and Ethics Guidelines become a guideline to behave and act in carrying out the duties of the Company. Any breach of the Code of Conduct and ethical standards that may directly or indirectly result in financial or non-financial loss for the Company, is an indispliner action that should be penalized according to the level of infringement based on prevailing regulations.*

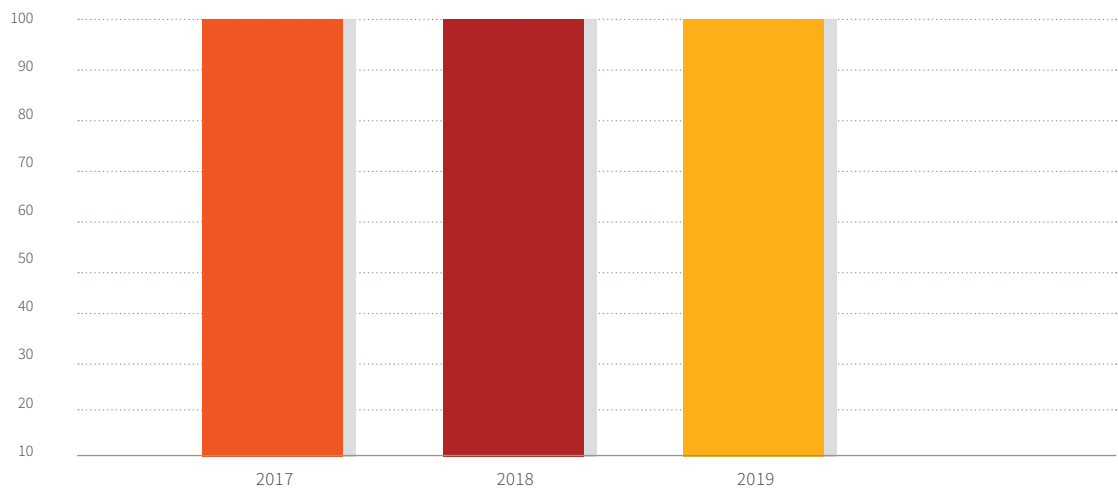
*In the implementation of the KCI human beings can ask questions about the code of conduct and work ethics to their respective superiors.*

*The Board of Directors are responsible for ensuring that the Code of Conduct and work ethics are understood and implemented by all KCI human beings.*

### COMPLIANCE DECLARATION

- PT KCI employees are required to understand the Company's code of Conduct.*
- Each year all PT KCI employees shall declare compliance with the Code of Conduct and work ethics of the Company and sign a statement letter either manually or digitally.*
- Signing the statement letter is one of the requirements as an employee of PT KCI.*
- Each employer has an obligation to undertake the construction of its employees related to the Code of Conduct and work ethics for the employees who are responsible.*
- Monitoring of statement collection of employee compliance either manually or digitally, and annually conducted by the Good Corporate Governance Policy Unit.*

Tingkat pemenuhan Pernyataan Kepatuhan  
*Compliance level of compliance statement*



### Pelaporan Pelanggaran Kode Etik

Adapun gambaran umum pelaporan sebagai berikut:

1. Pelapor dapat menyampaikan laporan mengenai terjadinya atau dugaan terjadinya pelanggaran terhadap Kode Etik Perusahaan ini kepada Unit Policy Good Corporate Governance (GCG) baik secara langsung ataupun melalui surat atau e-mail yang disertai dengan minimal 2 (dua) bukti pendukung.
2. Sehubungan dengan pelaporan terjadinya pelanggaran, pelapor harus menyebutkan secara jelas identitas pelaku pelanggaran dan tindakan pelanggaran yang dilakukan oleh pelaku dan menyebutkan secara jelas identitas pelaku.
3. PT KCI dan Unit Policy Good Corporate Governance menjamin kerahasiaan identitas pelapor.
4. Kerahasiaan laporan akan dijamin kecuali perusahaan membutuhkan tindakan penyidikan lebih lanjut untuk kepentingan Perusahaan.
5. Laporan pelanggaran atau dugaan pelanggaran dikirim ke alamat e-mail [laporgcg@krl.co.id](mailto:laporgcg@krl.co.id) ataupun dengan mendatangi langsung ke Unit Policy Good Corporate Governance.

### Disclosure of Code of Conduct Violations

The general overview of reporting is as follows:

1. The whistleblower may submit a report on the occurrence or alleged violations of the Company's code to the Unit Policy of Good Corporate Governance (GCG) either directly or by mail or e-mail accompanied by a minimum of 2 (two) supporting evidence.
2. In line with the reporting of violations, the reporter shall clearly identify the identity of the perpetrator and the actions of the perpetrator committed by the performer and clearly mention the identity of the perpetrator.
3. PT KCI and Unit Policy Good Corporate Governance Guarantee the confidentiality of the reporter's identity.
4. The confidentiality of the report will be guaranteed unless the Company requires further investigation action for the benefit of the firm.
5. Reports of violations or alleged violations are sent to [laporgcg@krl.co.id](mailto:laporgcg@krl.co.id) e-mail address or by directly to the Unit Policy of Good Corporate Governance.



## Hierarki Penanganan Pelaporan Pelanggaran Kode Etik di KCI

### Hierarchy of Code of Conduct Violations Report Processing in KCI

| No | Terlapor<br>Suspect                                       | Yang Menangani<br>Manager                                                                                        | Dilaporkan Kepada<br>Report Recipient                                                 | Verifikator<br>Verifier                                                              |
|----|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1  | Dewan Komisaris<br><i>Board of Commissioners</i>          | Pemegang Saham<br><i>Shareholders</i>                                                                            | Pemegang Saham<br><i>Shareholders</i>                                                 | Pemegang Saham<br><i>Shareholders</i>                                                |
| 2  | Direksi<br><i>Board of Directors</i>                      | Dewan Komisaris dan Pemegang Saham<br><i>Board of Commissioners and Shareholders</i>                             | Dewan Komisaris dan Komite Audit<br><i>Board of Commissioners and Audit Committee</i> | Dewan Komisaris dan Pemegang Saham<br><i>Board of Commissioners and Shareholders</i> |
| 3  | Vice President dan Manajer<br><i>VP and Manager</i>       | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br><i>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI)</i> | Direktur Utama<br><i>President Director</i>                                           | Komite Audit<br><i>Audit Committee</i>                                               |
| 4  | Pelaksana-Junior Manajer<br><i>Officer-Junior Manager</i> | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br><i>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI)</i> | Direktur Utama<br><i>President Director</i>                                           | SPI                                                                                  |
| 5  | Stakeholders                                              | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br><i>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI)</i> | Direktur Utama<br><i>President Director</i>                                           | SPI                                                                                  |

### Sanksi Pelanggaran Kode Etik

1. Pelanggaran atas pedoman perilaku dan etika kerja ini diberikan sanksi sesuai Perjanjian Kerja Bersama dan/atau Peraturan Perusahaan serta ketentuan peraturan perundang-undangan yang berlaku.
2. Tim Good Corporate Governance berhak menyatakan terjadi atau tidak terjadinya pelanggaran kode Etik yang dilakukan.
3. Pelanggaran terhadap kode Etik Perusahaan akan ditindaklanjuti secara adil, tegas, konsisten.

### Code of Conducts Violation Sanctions

1. Violations of the code of conduct and ethics are subject to sanctions pursuant to the joint work Agreement and/ or Company rules and the provisions of the prevailing laws and regulations.
2. Good Corporate Governance Team has the right to declare an occurrence or no violation of the Code of Conduct.
3. Violations of the Company's Code of Conduct will be acted fairly, firmly, consistently.

### Penyebarluasan Kode Etik

Perseroan melakukan sosialisasi kode etik menggunakan media cetak internal Perusahaan, *broadcast* e-mail, pembuatan poster dan melakukan sosialisasi secara klasikal.

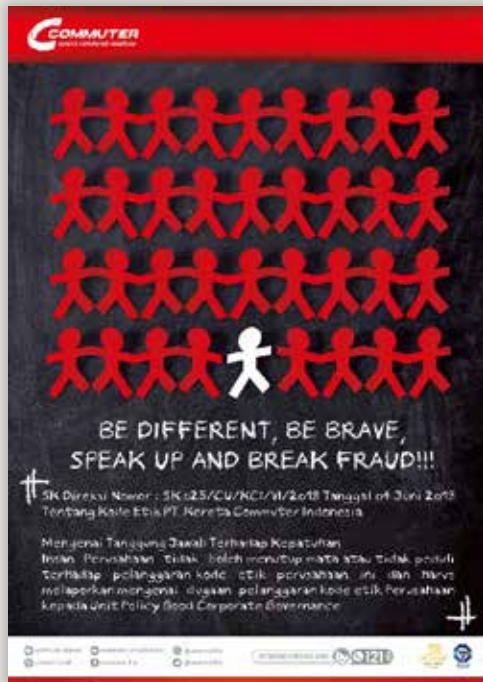
### Code of Conduct Dissemination

*The Company conducts the socialization of ethical code using the Company's internal print media, broadcast e-mail, poster making and classical socialization.*





Poster Sosialisasi Kode Etik  
Code of Conduct Socialization Poster



### Jumlah Pelanggaran Kode Etik

Pada tahun 2019, tidak terdapat kasus pelanggaran kode etik yang terjadi di dalam Perseroan.

### Ketentuan Mengenai Terjadinya Konflik Kepentingan Pribadi

KCI selalu berkomitmen untuk menciptakan kegiatan operasional yang menjunjung tinggi etika, baik dalam berbisnis dan bekerja serta terbebas dari praktik-praktik yang menyebabkan terjadinya pelanggaran yang disebabkan oleh benturan kepentingan. Oleh karena itu Perusahaan membuat kebijakan tentang benturan kepentingan yang diatur dalam surat keputusan Direksi Nomor SK.037/CU/KCI/IX/2017 tanggal 27 September 2017 Tentang Pedoman Tata Kelola Perusahaan (Code of Corporate Governance di Lingkungan PT Kereta Commuter Indonesia, Surat Keputusan Direksi Nomor SK.044/CU/KCI/X/2017 Tanggal 31 Oktober 2017 dan Surat Keputusan

### Total of Code of Conducts Violation

In 2019, there were no cases of code violations that occurred within the Company.

### Provisions Regarding the Occurrence of Personal Conflict of Interest

KCI has always been committed to creating operational activities that uphold ethics, both in doing business and working and free from practices that caused violations by conflicts of interest. Therefore, the Company makes a policy on the conflict of interest stipulated in the Decree of the Board of Directors number SK. 037/CU/KCI/IX/2017 dated September 27, 2017 concerning the Code of Corporate Governance in the environment of PT Kereta Commuter Indonesia, Decree of the Board of Directors number SK. 044/CU/KCI/X/2017 dated October 31, 2017 and decree of the Board of Directors of PT KCI number SK. 025/CU/KCI/VI/2018 dated June 4, 2018 concerning the Code of conduct



Direksi PT KCI Nomor SK.025/CU/KCI/VI/2018 Tanggal 04 Juni 2018 Tentang Pedoman Kode Etik PT Kereta Commuter Indonesia yang kemudian dimutakhirkan dengan Surat Keputusan Direksi Nomor 046/CU/KCI/IX/2019 Tanggal 24 September 2019.

Benturan kepentingan adalah suatu kondisi yang dihadapi oleh Insan KCI yang karena jabatan atau posisinya memiliki kewenangan yang berpotensi dapat disalahgunakan, baik secara sengaja maupun kualitas keputusannya, serta kinerja hasil keputusan yang dapat merugikan Perseroan. PT KCI telah membuat kebijakan tentang benturan kepentingan di lingkungan Perusahaan dan seluruh Insan KCI diharuskan mengetahui berbagai bentuk benturan kepentingan, penyebab terjadinya benturan kepentingan dan tindakan yang harus dilakukan apabila terjadi situasi benturan kepentingan.

Bentuk-bentuk situasi tentang benturan kepentingan di Perusahaan antara lain:

1. Kondisi yang menyebabkan Insan KCI menerima gratifikasi atau pemberian atau penerimaan hadiah/cinderamata atau hiburan atas suatu keputusan atau jabatan dan Perusahaan yang menguntungkan pihak pemberi;
2. Kondisi yang menyebabkan penggunaan fasilitas/aset Perusahaan, jabatan, dan Perusahaan untuk kepentingan pribadi, kelompok, atau golongan;
3. Kondisi yang menyebabkan informasi rahasia jabatan atau Perusahaan dipergunakan untuk kepentingan pribadi atau golongan;
4. Kondisi perangkapan jabatan di beberapa Perusahaan yang memiliki hubungan langsung atau tidak langsung, sejenis atau tidak sejenis, sehingga dapat menyebabkan pemanfaatan suatu jabatan untuk kepentingan jabatan lainnya;
5. Kondisi yang memberikan akses khusus kepada Insan PT KCI atau pihak tertentu untuk tidak mengikuti prosedur dan ketentuan yang seharusnya diberlakukan;
6. Kondisi yang menyebabkan proses pengawasan tidak sesuai dengan prosedur karena adanya pengaruh dan harapan dari pihak yang diawasi;

*of PT Kereta Komuter Indonesia, which was then updated with Directors Decree Number 046/CU/KCI/IX/2019 dated September 24, 2019.*

*Conflict of interest is a condition faced by the KCI employee who because the position or position has the authority that can potentially be abused, either intentionally or in the quality of the decision, as well as the performance of decision results that could harm the Company. PT KCI has made policies on conflicts of interest in the Company's environment and all KCI's employee are required to know various conflicts of interest, the cause of conflicts of interest and actions to be taken in case of conflict of interest situations.*

*The circumstances of the conflict of interest in the Company include:*

1. *Conditions that cause the KCI employee to granted gratification or granting or acceptance of gifts/souvenirs or entertainment on a decision or position and the Company that benefits the party of the providers;*
2. *Conditions that caused the use of Company facilities/assets, offices, and companies for personal, group, or class purposes;*
3. *Conditions that cause confidential information of the department or Company are used for personal or group purposes;*
4. *Conditions of concurrent position in some companies that have direct or indirect relationship, similar or not similar, so that can cause the use of a position for the sake of other departments;*
5. *Conditions that give special access to PT KCI Employees or certain parties to disobey the procedures and conditions that should be enforced;*
6. *Conditions that cause the supervision process are not in accordance with the procedure due to the influence and expectation of the supervised party;*



7. Kondisi atas kewenangan penilaian suatu objek kualifikasi di mana obyek tersebut merupakan hasil dari tim penilai;
8. Kondisi adanya kesempatan penyalahgunaan jabatan;
9. Kondisi *post employment* (antara lain: berupa *trading influence*, rahasia, jabatan);
10. Kondisi pada saat seseorang dapat menentukan sendiri besarnya gaji/remunerasi;
11. Kondisi bekerja lain, di mana bekerja tidak sesuai dengan tugas pokok dan fungsi;
12. Kondisi yang memungkinkan pengguna diskresi (keputusan menurut pertimbangannya sendiri) yang menyalahgunakan wewenang;
13. Kondisi yang memungkinkan untuk memberikan informasi lebih dari yang telah ditentukan Perusahaan;
14. Kondisi memberikan keistimewaan maupun peluang kepada calon penyedia barang/jasa untuk menang dalam proses Pengadaan Barang/Jasa di Perusahaan;
15. Kondisi di mana terdapat hubungan afiliasi/kekeluargaan antara Insan PT KCI dengan pihak lain yang memiliki kepentingan atas keputusan dan/atau tindakan Insan PT KCI sehubungan dengan jabatannya di Perseroan;
16. Kelemahan sistem organisasi, yaitu keadaan yang menjadi kendala bagi pencapaian tujuan pelaksanaan kewenangan Insan PT KCI yang disebabkan karena aturan, struktur dan budaya Perusahaan yang ada;
17. Kepentingan pribadi (*vested interest*) yaitu keinginan/kebutuhan Insan PT KCI mengenai suatu hal yang bersifat pribadi.

Guna menjamin bahwa pelaksanaan penanganan kegiatan benturan kepentingan dapat diketahui oleh seluruh Insan KCI serta seluruh *stakeholder* yang berhubungan dengan PT KCI maka seluruh pihak di lingkungan PT KCI menjadi contoh (*role model*) dalam menegakan benturan kepentingan. Unit Policy Good Corporate Governance dan Sekretaris Perusahaan menjadi pihak yang ditugaskan untuk melakukan pengawasan dan pembinaan tentang benturan kepentingan di lingkungan Perusahaan.

7. *The condition of the assessment of an object of qualification where the object is the result of the appraiser;*
8. *Condition of authority abuse;*
9. *Post employment conditions (among others: manifested in trading influence, secrets, offices);*
10. *Conditions in which a person can determine their own salary/remuneration amount;*
11. *Other working conditions, which work not in accordance with the main tasks and functions;*
12. *Conditions that make it possible for the user's discretion (a decision according to its own discretion) who authority abuse;*
13. *Conditions that make it possible to provide more information than the Company has determined;*
14. *Conditions provide privileges and opportunities to prospective providers of goods/services to win in the process of procurement of goods/services in the Company;*
15. *Conditions in which there is an affiliate/family relationship between PT KCI employee and other parties who have an interest in the decision and/or actions of PT KCI employee in relation to the Company's position;*
16. *Weakness of the organizational system, namely the situation that is a constraint for the achievement of the purpose of the implementation of the authority of PT KCI employee due to the rules, structure and current Company's custom;*
17. *Vested interest is the desire/need of PT KCI employees about personal matter.*

*In order to ensure that the implementation of the conflict of interest activities can be known by all KCI employee and all stakeholders related to PT KCI then all the parties in the PT KCI is an example (role model) in the conflict of interest. Unit Policy Good Corporate Governance and Corporate Secretary are the parties assigned to supervise and construct the conflicts of interest in the Company.*

### Mekanisme Pelaporan Benturan Kepentingan

Setiap Insan PT KCI dapat melaporkan kondisi benturan dengan melaporkan kepada:

- a. Atasan Langsung  
Pelaporan melalui atasan langsung dapat dilakukan apabila diketahui pelapor yang merupakan Insan KCI yang terlibat langsung atau memiliki potensi untuk terlibat secara langsung dalam kondisi benturan kepentingan.
- b. Whistleblowing System  
Pelaporan melalui Whistleblowing System dilakukan apabila diketahui pelapor adalah Insan KCI atau pihak ketiga (Pelanggan, Mitra Kerja dan Masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya potensi benturan kepentingan di Perusahaan. Pelaporan melalui Whistleblowing System dilaksanakan sesuai dengan mekanisme tersendiri yang telah ditetapkan oleh Perusahaan.

### Sanksi Terhadap Benturan Kepentingan

Pelanggaran terhadap pedoman penanganan benturan kepentingan akan dikenakan sanksi yang berlaku sebagaimana yang tercantum dalam Peraturan Perusahaan PT KCI, Peraturan Kerja Bersama PT KAI dan atau peraturan perundang-undangan yang berlaku.

### Jumlah Pelanggaran Benturan Kepentingan

Sampai dengan per 31 Desember 2019 tidak ada pelanggaran benturan kepentingan yang terjadi di lingkungan Perseroan.

### Conflict of Interest Reporting Mechanisms

*Each of PT KCI's employees are allowed to report impact conditions by reporting to:*

- a. *Direct supervisor*  
*Reporting through a direct supervisor can be done when known whistleblowers who are the KCI employee are directly involved or have the potential to be directly involved in a conflict of interest conditions.*
- b. *Whistleblowing System*  
*Reporting through Whistleblowing System triggered when known whistleblowers are the employee of PT KCI or third parties (customers, partners and communities) who do not have direct involvement, but are aware of potential conflicts of interest in the Company. Reporting through Whistleblowing System is implemented in accordance with the individual mechanisms established by the Company.*

### Sanctions Against Conflict of Interest

*Violations of the conflict of interest handling guidelines will be subject to applicable sanctions as stated in the Company rules of PT KCI, the Joint venture regulation of PT KAI and or the prevailing laws and regulations.*

### Total Conflicts of Interest Violations

*As of December 31, 2019 there were no violations of conflicts of interest in the Company's environment.*



## Sistem Pelaporan Pelanggaran

### Whistleblowing System

Sistem Pelaporan Pelanggaran (Whistleblowing System) merupakan bagian dari pengendalian Perseroan dalam mencegah kecurangan demi mewujudkan penerapan dan penegakan tata kelola Perusahaan yang baik (Good Corporate Governance). Kebijakan Sistem Pelaporan Pelanggaran (Whistleblowing System) telah diatur melalui Surat Keputusan Direksi Nomor SK.038/CU/KCI/IX/2017 tentang Pedoman Sistem Pelaporan Pelanggaran (Whistleblowing System) yang ditetapkan pada 28 September 2017.

Adapun hal-hal yang tercantum dalam pedoman tersebut, di antaranya:

1. Menangani pelaporan dugaan adanya pelanggaran secara sistematis, efektif dan efisien;
2. Memberikan perlindungan kepada seluruh Pegawai dan/atau Saksi yang telah memberikan informasi dan bukti.

#### Prinsip Dasar Whistleblowing System di PT Kereta Commuter Indonesia

1. Cepat: Laporan dugaan pelanggaran disampaikan melalui Whistleblowing System harus ditangani secara cepat.
2. Komunikatif: Perseroan akan melakukan komunikasi dengan pelapor terkait perkembangan tindak lanjut laporannya.
3. Kerahasiaan: Perseroan melindungi kerahasiaan identitas pelapor yang beritikad baik, laporan dan segala data lain yang terkait dengan laporan yang masuk melalui Whistleblowing System.
4. Keakuratan: Laporan yang masuk melalui Whistleblowing System yang akan ditindaklanjuti hanya yang terkait dengan hal-hal yang akurat, bukan berdasarkan dendam atau fitnah atau orientasi tertentu dalam melaporkan dugaan pelanggaran seseorang.
5. Tidak Diskriminatif: Setiap insan Perseroan dapat melaporkan pelanggaran yang dilakukan oleh Insan Perseroan lainnya yang terjadi di lingkungan Perusahaan sesuai dengan bentuk tindak pelanggaran yang dapat dilaporkan melalui Whistleblowing System.

*Whistleblowing System is part of controlling the Company in preventing fraud to realize the implementation and enforcement of Good Corporate Governance. Whistleblowing System Policy has been governed by the Decree of the Board of Directors number SK. 038/CU/KCI/IX/2017 regarding the Whistleblowing system set on September 28, 2017.*

*As for the things listed in the guidelines, including:*

1. *Systematically, effectively and efficiently address the reporting of suspected violations;*
2. *Provide protection to all officers and/or witnesses who have provided information and evidence.*

#### The Basic Principles of Whistleblowing System at PT Kereta Commuter Indonesia

1. *Fast: Report alleged violations delivered through Whistleblowing System should be handled quickly.*
2. *Communicative: The Company will communicate with the reporters regarding the progress of the follow-up report.*
3. *Confidentiality: The Company protects a good-faith identity of the reporter, the report and any other data related to the report entered through the Whistleblowing System.*
4. *Accuracy: reports entered into through the Whistleblowing System that will be acted upon only in relation to accurate matters, not based on grudges or defamation or orientation in reporting suspected violations.*
5. *Anti-discrimination: Any human Company can report violations committed by the other employee occurring in the Company's environment in accordance with the form of violations that can be reported through Whistleblowing System.*

6. Perlindungan: Perseroan memberikan perlindungan terhadap perlakuan yang dapat merugikan pelapor.

6. *Protection: The Company provides protection against treatment that can harm the reporter.*

### Ruang Lingkup WBS

Whistleblowing System ini berlaku bagi seluruh Insan Perseroan termasuk pemangku kepentingan (*stakeholders*) lainnya, dengan ruang lingkup yang diatur dalam pedoman ini meliputi:

1. Penyelenggaraan sistem pelaporan pelanggaran (Whistleblowing System)
2. Pelaporan dan tindak lanjut laporan pelanggaran
3. Hak dan kewajiban pelapor
4. Penghargaan dan sanksi
5. Lain-lain

### WBS Scope

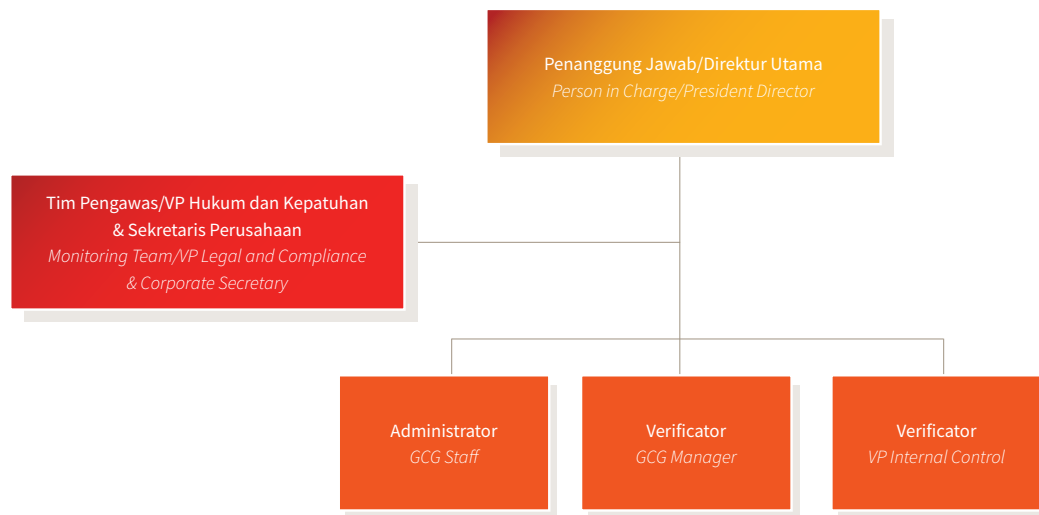
Whistleblowing System is applicable to all employee including other stakeholders, with the scope set out in this manual covering:

1. Whistleblowing system
2. Reporting and follow-up report violations
3. Reporting rights and obligations
4. Awards and Disclaiames
5. Other

## PENYAMPAIAN LAPORAN PELANGGARAN WHISTLEBLOWING MECHANISM

Pelaksanaan WBS di PT KCI didukung oleh penyelenggara yang terdiri dari:

*The implementation of WBS at PT KCI is supported by organizers consisting of:*



Setiap penyelenggara memiliki tugas, wewenang dan kewajiban yang diatur dalam Surat Keputusan Direksi Nomor SK.038/CU/KCI/IX/2017. Perseroan menyediakan platform bagi pihak yang ingin melaporkan adanya bentuk pelanggaran berupa e-mail melalui [laporgcg@krl.co.id](mailto:laporgcg@krl.co.id).

*Each organizer has the duties, authorities and obligations stipulated in the Decree of the Board of Directors Decree No. 038/CU/KCI/IX/2017. The Company provides a platform for the party who wants to report a form of e-mail violation through [laporgcg@krl.co.id](mailto:laporgcg@krl.co.id).*



## Penanganan Pengaduan

Mekanisme dalam sistem pelaporan pelanggaran terdiri dari proses yang saling terkait satu sama lainnya, meliputi:

1. Administrator menerima laporan dan memberikan tanda terima kepada pelapor;
2. Administrator mengadministrasikan laporan dugaan pelanggaran dalam Buku Agenda, dengan sekurang-kurangnya memuat:
  - a. Nomor register laporan;
  - b. Tanggal penerimaan laporan;
  - c. Identitas pelapor (*full disclosure*);
  - d. Deskripsi singkat isi laporan;
  - e. Petugas penerima laporan.
3. Administrator membuat *resume* penerimaan laporan dugaan pelanggaran, menyampaikan kepada Verifikator setiap 1 (satu) minggu sekali, dengan dilampiri dokumen laporan yang diterima dari pelapor;

Penelaah melakukan telaahan terhadap hasil verifikasi dari Verifikator, membuat laporan hasil telaahan termasuk usulan rekomendasi tindak lanjut penanganannya untuk disampaikan kepada Penanggung Jawab, paling lama 2 (dua) minggu terhitung sejak diterimanya laporan hasil verifikasi dari verifikator.

## PERLINDUNGAN BAGI WHISTLEBLOWER PROTECTION TO WHISTLEBLOWER

Adapun hak-hak perlindungan yang Perseroan bagi pelapor dengan ketentuan sebagai berikut:

1. Perlindungan diberikan sengan tetap memperhatikan asas kerahasiaan dan ketentuan yang berlaku di Perseroan serta peraturan perundang-undangan yang berlaku;
2. Perlindungan hanya dapat diberikan kepada Pelapor dengan kategori *full disclosure* dan *partial anonymity*, dengan dirahasiakan identitas beserta laporan yang disampaikannya;

## Whistleblowing Addressing

*Mechanisms in the reporting system of violations consist of interrelated processes of each other, including:*

1. *The administrator receives the report and provides a receipt to the whistleblower;*
2. *The Administrator administates reports of alleged violations in the Agenda book, with at least containing:*
  - a. *Number register report;*
  - b. *Date of receipt of report;*
  - c. *Identity of the reporter (full disclosure);*
  - d. *Brief description of the report content;*
  - e. *The recipient of the report.*
3. *The Administrator makes a resume of receipt report of alleged infringement, convey to the vericator every 1 (one) week, by enclose the report documents received from the whistleblower;*

*Reviewers reviewing the verification results from the Vericator, generate a report of the review results including the follow-up recommendation to be submitted to the person responsible, at least 2 (two) weeks from the date of receipt of the verification result from the verifier.*

*The protection rights of the Company to reporters with the following provisions:*

1. *Protection is provided to remain aware of the confidentiality and the provisions applicable in the Company and the prevailing laws and regulations;*
2. *Protection can only be given to whistleblowers in the full disclosure and partial anonymity categories, with the confidential identification of the report;*



3. Pelapor menyampaikan permohonan perlindungan kepada Penanggung Jawab dalam hal pelapor menerima ancaman pemecatan yang tidak adil, penurunan pangkat, pelecehan, atau diskriminasi dalam bentuk, dan catatan yang merugikan dalam file pribadinya;
  4. Bentuk perlindungan terhadap disesuaikan dengan bentuk ancaman/tindakan balasan yang diterima;
  5. Dengan pertimbangan tertentu, Perseroan dapat memberikan perlindungan kepada keluarga pelapor;
  6. Pemberian perlindungan kepada pelapor dapat ditolak atau dihentikan apabila:
    - a. Terdapat bukti bahwa laporan pelanggaran yang disampaikan oleh Pelapor kepada Perseroan ternyata palsu/fitnah atau mempunyai tujuan yang menyimpang dari tujuan Penyelenggaraan WBS;
    - b. Terdapat bukti bahwa pelapor tidak melakukan kewajibannya dalam menjaga kerahasiaan identitas diri dan laporannya.
3. *The whistleblowers shall submit an application for protection of the responsible person in the event that the reporter receives the threat of unfair dismissal, demotion, harassment, or discrimination in the form of, and adverse records in his personal files;*
  4. *Form of protection against adjusted to the form of threat/retaliation received;*
  5. *In certain consideration, the Company may provide protection to the family of whistleblowers;*
  6. *Granting of protection to the reporter may be rejected or terminated if:*
    - a. *There is evidence that the report of violations submitted by the reporter to the Company shall be false/defamatory or have a deviant purpose from the purpose of the WBS.*
    - b. *There is evidence that the whistleblowers does not perform its obligations in maintaining the confidentiality of its identity and report.*

#### PIHAK YANG MENGELOLA PENGADUAN PARTIES IN CHARGE OF WHISTLEBLOWING

| No | Terlapor<br>Suspect                                | Yang Menangani<br>Manager                                                                                 | Dilaporkan Kepada<br>Report Recipient                                          | Verifikator<br>Verifier                                                       |
|----|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1  | Dewan Komisaris<br>Board of Commissioners          | Pemegang Saham<br>Shareholders                                                                            | Pemegang Saham<br>Shareholders                                                 | Pemegang Saham<br>Shareholders                                                |
| 2  | Direksi<br>Board of Directors                      | Dewan Komisaris dan Pemegang Saham<br>Board of Commissioners and Shareholders                             | Dewan Komisaris dan Komite Audit<br>Board of Commissioners and Audit Committee | Dewan Komisaris dan Pemegang Saham<br>Board of Commissioners and Shareholders |
| 3  | Vice President dan Manajer<br>VP and Manager       | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI) | Direktur Utama<br>President Director                                           | Komite Audit<br>Audit Committee                                               |
| 4  | Pelaksana-Junior Manajer<br>Officer-Junior Manager | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI) | Direktur Utama<br>President Director                                           | SPI                                                                           |
| 5  | Stakeholders                                       | Komite Etika (GCG, Sekper, Legal, SDM, SPI)<br>Ethic Committee (GCG, Corporate Secretary, Legal, HR, SPI) | Direktur Utama<br>President Director                                           | SPI                                                                           |



## LAPORAN YANG DITERIMA SELAMA TAHUN 2019 REPORTS RECEIVED DURING 2019

Selama tahun 2019, Perseroan mencatat tidak adanya pengaduan mengenai praktik Whistleblowing System.

*During 2019, the Company noted no complaints regarding the practice of Whistleblowing System.*

## PENGENDALIAN GRATIFIKASI GRATIFICATION CONTROL



Kebijakan mengenai Gratifikasi di PT KCI diatur dalam Keputusan Direksi Nomor SK.039/CU/KCI/IX/2017 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT KCI yang ditetapkan pada 28 September 2017. Dalam pedoman ini dijelaskan mengenai prinsip-prinsip dasar pelaksanaan pengendalian Gratifikasi, mekanisme pengendalian dan pelaporan gratifikasi, perlindungan, penghargaan dan implementasi serta sanksi yang didapat apabila melakukan pelanggaran tersebut.

*The policy on gratification at PT KCI is governed by the decision of the Board of Directors Decree No. 039/CU/KCI/IX/2017 on the guidelines of gratification control in the PT KCI environment set on September 28, 2017. This guideline is explained about the basic principles of implementation of gratification control, control mechanism and reporting gratification, protection, awards and implementation and sanctions obtained when committing such violations.*

Penanggung jawab pengendalian praktik gratifikasi yang terjadi di lingkungan Perseroan adalah Direktur Utama. Dalam penyelenggaraannya proses pengendalian tersebut dilakukan oleh Unit Sekretaris Perseroan.

*The responsible control of the gratification practices occurring in the Company's environment is the President Director. In the implementation of the control process has been done by the Corporate Secretary Unit.*

### Ruang Lingkup

Pedoman gratifikasi di PT Kereta Commuter Indonesia mengatur pengendalian Gratifikasi antara Insan Perseroan dengan pihak-pihak terkait dengan kegiatan usaha Perusahaan.

### Scope

*The gratuity guidelines at PT Kereta Commuter Indonesia govern the gratification of the Company employee with the parties relating to the Company's business activities.*

### Tugas dan Tanggung Jawab Unit Sekretaris Perusahaan Sebagai Unit Pengendali Gratifikasi Perusahaan

- Menyiapkan aturan terkait pengelolaan dan pengendalian praktik gratifikasi.
- Menyiapkan perangkat kerja dan fasilitas terkait pengendalian praktik gratifikasi, baik dari penerimaan laporan gratifikasi sampai dengan pengiriman Surat Ketetapan Gratifikasi kepada Wajib Lapor Gratifikasi.
- Menyiapkan tempat penyimpanan bukti penyetoran uang yang diterima dari Gratifikasi apabila ditetapkan Unit Pengendali Gratifikasi Induk Perusahaan/KPK menjadi milik Perseroan /Negara.

### Corporate Secretary Unit Duties and Responsibilities As Gratification Control Unit

- Setting-up policies related to the management and control of gratification practices.
- Preparing the work device and facilities related to the control of gratification practices, either from the receipt of gratuity report up to the delivery of the gratification letter to free report.
- Preparing the storage proof of depositing money received from gratification when specified the Company's master gratification Unit/KPK belongs to the Company/country.

- d. Mendiseminasikan/sosialisasi/internalisasi kebijakan pengendalian Praktik Gratifikasi kepada Insan Perseroan, pihak lain, dan *stakeholders*.
- e. Menerima laporan, menyimpan benda gratifikasi, memilah kategori gratifikasi, memproses, dan menetapkan pemanfaatan Laporan Gratifikasi.
- f. Memantau dan mengevaluasi laporan yang telah diterima secara langsung maupun melalui media pelaporan *online* pada e-mail GCG PT KCI dan tindak lanjut yang telah dilakukan.
- g. Melaporkan kegiatan Unit Sekretaris Perusahaan sebagai Unit Pengendali Gratifikasi Perusahaan kepada penanggung jawab (Direktur Utama) setiap triwulan, paling lambat 10 (sepuluh) hari kerja setelah berakhirnya periode triwulan yang bersangkutan dan untuk kemudian dilaporkan kepada Unit Pengendali Gratifikasi Induk Perusahaan.
- h. Unit Sekretaris Perusahaan sebagai Unit Pengendali Gratifikasi memetakan area risiko Praktik Gratifikasi sesuai hasil evaluasi pengendalian internal yang dilakukan oleh Satuan Pengawas Internal Perusahaan/ Internal Control.
- i. Melakukan evaluasi bersama dengan Unit Pengendali Gratifikasi Induk Perusahaan atas efektivitas dari kebijakan terkait gratifikasi dan pengendaliannya di lingkungan Perusahaan.

#### Mekanisme Pelaporan Gratifikasi

1. Laporan praktik gratifikasi yang berupa penolakan atau penerimaan gratifikasi melalui unit Sekretaris Perusahaan secara langsung atau melalui e-mail GCG PT KCI akan dilaporkan kepada unit pengendali gratifikasi induk Perusahaan setiap triwulan, paling lambat 10 (sepuluh) hari kerja setelah berakhirnya periode triwulan yang bersangkutan.
2. Laporan praktik gratifikasi yang berupa penolakan atau penerimaan gratifikasi melalui unit Sekretaris Perusahaan secara langsung atau melalui e-mail GCG PT KCI memuat sekurang-kurangnya:
  - a. Identitas pelapor.
  - b. Jenis praktik gratifikasi.
  - c. Bentuk gratifikasi.
  - d. Perkiraan nilai benda gratifikasi.

- d. *Disseminating/socializing/internalizing the policy of control of gratification practices to the Company, other parties, and stakeholders.*
- e. *Receiving reports, save gratuities, parse the gratification category, process and establish the utilization of gratification report.*
- f. *Monitoring and evaluate the reports that have been received directly or through the online reporting media in PT KCI's GCG e-mail and follow-up has been done.*
- g. *Reporting the activities of the Corporate Secretary Unit as the Corporate Gratification Unit to the person responsible (President Director) quarterly, at least 10 (ten) business days after the expiration of the relevant quarterly period and then reported to the Company's master gratification Unit.*
- h. *Corporate Secretary Unit as a Gratification Control Unit mapping the risk area gratification practices in accordance with the evaluation of internal control conducted by the Company's Internal Control supervisory unit.*
- i. *Evaluating along with the Holding Company's Gratification Unit for the effectiveness of the policies relating to its gratification and control in the Company's environment.*

#### Gratification Disclosure

1. *The report of gratification practice which is the rejection or acceptance of gratification through the Corporate Secretary Unit directly or by e-mail GCG PT KCI will be reported to the Company's master gratification Unit quarterly, at least 10 (ten) working days after the end of the quarterly period.*
2. *Reports of gratification practices that are the rejection or acceptance of gratification through the Company's Secretarial Unit directly or by e-mail GCG PT KCI contain at least:*
  - a. *Identity of the reporter.*
  - b. *Types of gratification practices.*
  - c. *Form of gratification.*
  - d. *The approximate value of gratification objects.*



- e. Waktu/kegiatan dan tempat terjadinya praktik gratifikasi.
- f. Nama pihak/lembaga pemberi.
- g. Lampiran dokumen pendukung.
3. Unit Pengendali Gratifikasi Induk Perusahaan mengklarifikasikan semua laporan praktik gratifikasi ke dalam kategori penolakan atau penerimaan gratifikasi.
4. Paling lambat 3 (tiga) hari kerja sejak laporan diterima lengkap oleh Unit Pengendali Gratifikasi Induk Perusahaan, Unit Pengendali Gratifikasi Induk Perusahaan memutuskan status pemanfaatan/ penanganan laporan penerimaan gratifikasi.
5. Apabila penanganan laporan penerimaan Gratifikasi diputuskan diproses oleh Unit Pengendali Gratifikasi Induk Perusahaan maka Unit Pengendali Gratifikasi Induk Perusahaan menetapkan status pemanfaatan Benda Gratifikasi dalam jangka waktu paling lambat 4 (empat) hari kerja sejak Laporan Gratifikasi diputuskan penanganan laporannya.
6. Apabila penanganan laporan penerimaan Gratifikasi diputuskan diproses oleh KPK maka Unit Pengendali Gratifikasi Induk Perusahaan meneruskan laporan yang diterimanya kepada KPK dalam jangka waktu 14 (empat belas) hari kerja sejak Laporan Gratifikasi diterima lengkap dari Wajib Lapor Gratifikasi.
7. Paling lambat 30 (tiga puluh) hari kerja sejak laporan diterima lengkap oleh KPK, Unit Pengendali Gratifikasi Induk Perusahaan berkoordinasi dengan KPK terkait proses dan penetapan status kepemilikan Benda Gratifikasi.
8. Dalam hal KPK menetapkan status kepemilikan Benda Gratifikasi menjadi milik Negara, maka Benda Gratifikasi tersebut wajib diserahkan Wajib Lapor gratifikasi melalui Unit Pengendali Gratifikasi Induk Perusahaan paling lambat 7 (tujuh) hari kerja sejak diterimanya surat penetapan dari KPK.
9. Dalam hal KPK menetapkan status kepemilikan Benda Gratifikasi tersebut menjadi milik Perseroan, maka Unit Pengendali Gratifikasi Induk Perusahaan menetapkan pemanfaatannya paling lambat 2 (dua) hari kerja sejak diterimanya surat penetapan dari KPK.

- e. *Time/activity and place of gratification practice.*
- f. *Name of party/giver institution.*
- g. *Attachments of supporting documents.*
3. *The Holding Company's Gratification Unit clarify all gratification practice reports into the category of refusal or acceptance of gratification.*
4. *At least 3 (three) working days since the report is fully accepted by the Holding Company's Gratification Unit, the Company's Gratification Control Unit decides the utilization status/handling of gratification receipt report.*
5. *In the event that the handling of gratuity report is decided to be processed by the Holding Company's Gratification Unit, the Holding Company gratification Unit has set the status of the gratification object in a period of no more than 4 (four) working days since the gratification report is decided.*
6. *If gratification report is processed by the KPK, the Holding Company's Gratification Unit shall forward the report received to the KPK within 14 (fourteen) working days since the gratification report has been received completely from gratitutation.*
7. *At least 30 (thirty) working days since the report has been completed by the KPK, the Holding Company Gratification Unit is coordinating with KPK regarding the process and determination of the ownership status of the gratification object.*
8. *In the matter of KPK sets the ownership status of the gratification object to belong to the state, the gratification object must be submitted for free report through the Company's gratification control Unit at least 7 (seven) working days since the receipt of the confirmation letter from KPK.*
9. *In the matter of KPK sets the ownership status of the gratification object to belong to the Company, the Holding Company Gratification Unit shall establish its utilization at least 2 (two) business days from the receipt of the assignment from KPK.*

10. Dalam hal KPK menetapkan status kepemilikan Benda Gratifikasi tersebut menjadi milik pelapor/Penerima maka terhitung tanggal surat penetapan, benda tersebut sah menjadi milik pelapor/Penerima.
  11. Unit Pengendali Gratifikasi Induk Perusahaan akan menyampaikan seluruh data laporan Praktik Gratifikasi yang diteruskan ke KPK kepada Unit Sekretaris Perusahaan selaku Unit Pengendali Gratifikasi Perusahaan secara periodik setiap enam bulan sekali.
  12. Distribusi Benda Gratifikasi
    - a. Apabila Benda Gratifikasi berbentuk uang maka pelapor/penerima menyimpan benda tersebut selama proses penetapan laporan penerimaan Gratifikasi dan mengirimkan ke Kas Negara paling lambat 7 (tujuh) hari kerja sejak ditetapkan KPK menjadi milik Negara;
    - b. Apabila Benda Gratifikasi berbentuk selain uang maka wajib diserahkan oleh pelapor/Penerima kepada Unit Sekretaris Perusahaan beserta dokumen pendukung lainnya yang relevan.
  13. Ketentuan lainnya:
    - a. Dalam hal diperlukan, pelapor wajib memenuhi undangan Unit Pengendali Gratifikasi Induk Perusahaan dan/atau KPK jika menurut pertimbangan Unit Pengendali Gratifikasi Induk Perusahaan dan/atau KPK diperlukan informasi lebih lanjut terkait Praktik Gratifikasi yang telah dilaporkannya. Tujuan undangan tersebut adalah klarifikasi pemetaan Praktik Gratifikasi yang terjadi di lingkungannya;
    - b. KPK akan menerbitkan surat penetapan mengenai kepemilikan Benda Gratifikasi sesuai dengan kewenangannya dan Wajib Laporan Gratifikasi diwajibkan patuh terhadap ketentuan tersebut;
    - c. Wajib Laporan Gratifikasi yang telah menyampaikan Laporan Gratifikasi sesuai ketentuan berdasarkan Pedoman ini (yang tidak sedang dilakukan penyelidikan, penyidikan, dan penuntutan Tindak Pidana Korupsi serta tidak terkait temuan pengawas internal), tidak dikenakan ancaman tindak pidana sebagaimana diatur di
10. *In the matter of KPK sets the ownership status of the gratification object to be the property of the reporter/receiver then the date of the letter of confirmation, the object is valid belongs to the reporter/receiver.*
  11. *The Holding Company's Gratification Unit will convey the entire gratification practices report data forwarded to the KPK to the Corporate's secretary Unit as the Company's Gratification Unit periodically once every six months.*
  12. *Gratification Object Distribution*
    - a. *In the matter of gratuities in the form of money, the reporter/receiver saves the item during the process of accepting the gratification receipt and submitting it to the State treasury at least 7 (seven) working days since the establishment of the KPK belongs to the state;*
    - b. *If gratuities are manifested as cash then it must be submitted by the applicant/recipient to the Unit of Corporate Secretary along with other relevant supporting documents.*
  13. *Other provisions:*
    - a. *In the urgent matter, the applicant shall meet the invitation of the Holding Company Gratification Unit and/or KPK if in consideration the Holding Company Gratification Unit and/or KPK is required further information regarding the gratification practices that have been reported. The purpose of the invitation is to clarify the mapping of gratification practices occurring in its environment;*
    - b. *KPK will issue a letter of determination regarding the ownership of the gratification object in accordance with its authority and must report gratification is obliged to comply with the provision;*
    - c. *Gratuities that have been submitted the gratification report in accordance with the provisions under this code (which is not conducted investigation, investigation, and prosecution of corruption crimes and not related to the findings of internal supervisory), are not subject to a criminal threat as set out in Law No. 21 of 2001*





dalam Undang-Undang Nomor 21 Tahun 2001 tentang perubahan atas Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi, kecuali jika diatur lain.

*concerning the amendment to Law No. 31 of 1999 on corruption eradication, unless otherwise.*

### Perlindungan Hukum

1. Pelapor Gratifikasi berhak mendapatkan perlindungan hukum yaitu:
  - a. Perlindungan dari tindakan balasan atau perlakuan yang bersifat administratif kepegawaian yang tidak objektif dan merugikan pelapor, namun tidak terbatas pada penurunan peringkat jabatan, penurunan penilaian kinerja Pegawai, usulan pemindahan tugas/mutasi atau hambatan karir lainnya;
  - b. Pemindahan tugas/mutasi bagi pelapor dalam hal timbul intimidasi atau ancaman fisik;
  - c. Bantuan hukum sesuai ketentuan yang berlaku di lingkungan Perseroan;
  - d. Kerahasiaan identitas.
2. Direktur Utama selaku penanggung jawab pengendalian Gratifikasi di Perseroan wajib memberikan perlindungan terhadap Insan Perseroan yang menyampaikan Laporan Gratifikasi sebagaimana angka 1.
3. Setiap Insan Perusahaan dilarang memberi perlakuan diskriminatif atau tindakan yang merugikan Insan Perseroan lainnya karena melaporkan Praktik Gratifikasi.
4. Dalam hal terdapat ancaman fisik dan/atau psikis kepada Insan Perseroan karena melaporkan Praktik Gratifikasi, maka yang bersangkutan dapat meminta perlindungan kepada Lembaga Perlindungan Saksi dan Korban (LPSK) atau instansi lain yang berwenang berdasarkan peraturan Perundang-undangan yang berlaku.
5. Dalam hal terdapat ancaman fisik dan/atau psikis kepada Insan Perseroan sebagaimana dimaksud pada angka 4, Wajib Laport Gratifikasi menyampaikan permohonan secara tertulis kepada Direktur Utama selaku penanggung jawab melalui Unit Sekretaris Perusahaan dengan tembusan KPK guna mendapatkan perlindungan hukum.

### Law Protection

1. Gratification reporter has the right to obtain legal protection:
  - a. Protection from non-objective, counteracting, or adverse personnel's administrative actions or misconduct, but not limited to position decline, decline in employee performance assessment, proposed transfer of duties/mutations or other career barriers;
  - b. Transfer of duties/mutations to the reporter in the event of intimidation or physical threats;
  - c. Legal assistance in accordance with the provisions applicable in the Company's environment;
  - d. Identity confidentiality.
2. The President Director as the responsible for the control of gratification in the Company shall provide protection against the Company's employee that convey the gratification report as number 1.
3. Every employee of the Company is prohibited from giving discriminatory treatment or actions that harm the Company's other human beings due to reporting gratification practices.
4. In the event that there is a physical and/or psychic threat to the Company's human beings because it reports gratification practices, then it can ask for protection to the witness and Victims Protection Agency (LPSK) or other authorities based on the prevailing laws and regulations.
5. In the matter of physical and/or psychological threats to the Company's human beings as referred to in number 4, a free report is required to submit a written application to the President Director as a person in charge of the Corporate Secretary Unit with a copy of the KPK in order to obtain legal protection.



### Penghargaan

Insan Perseroan yang mematuhi ketentuan pengendalian Gratifikasi dapat diperhitungkan menjadi faktor penambah dalam penilaian kinerja dan pertimbangan kebijakan promosi Pegawai atau pemberian insentif yang disesuaikan dengan peraturan yang mengatur penilaian kinerja dan disiplin Pegawai yang berlaku di Perseroan.

### Sanksi

Pelanggaran terhadap ketentuan pedoman gratifikasi di PT Kereta Commuter Indonesia akan dikenakan sanksi yang berlaku di Perseroan dan Peraturan perundang-undangan yang berlaku.

### Sosialisasi Gratifikasi

Beberapa langkah yang diambil Perseroan dalam rangka meningkatkan *awareness* Insan Perseroan atas pengendalian Gratifikasi:

- Perseroan bekerjasama dengan Komisi Pemberantasan Korupsi (KPK) dan Badan Pengawasan Keuangan dan Pembangunan (BPKP) melaksanakan Focus Group Discussion (FGD) untuk membahas mengenai pengendalian Gratifikasi dan Anti Korupsi di Perseroan dan Pentingnya Penerapan GCG di Perseroan.
- Diseminasi pada *Website* Perseroan, C-News (Majalah Internal Perseroan), Sosialisasi melalui E-mail Perseroan, dan menempatkan *Banner* Anti Gratifikasi pada setiap Stasiun, Kantor dan Dipo.

### Pelaporan Gratifikasi 2019

Selama tahun 2019, terdapat 10 (sepuluh) laporan gratifikasi yang telah dilaporkan oleh pegawai, gratifikasi yang dilaporkan ke unit pengendali gratifikasi telah ditindaklanjuti dengan melakukan pelaporan tersebut hingga ke Komisi Pemberantasan Korupsi (KPK).

### Award

*Company's employee who adhere to the provision of gratification control can be considered to be a contributing factor in the performance assessment and consideration of employee promotion policy or providing incentives tailored to the regulations governing the performance assessment and discipline of the Company's prevailing officers.*

### Sanction

*Violation of the provisions of the gratuity guidelines at PT Kereta Commuter Indonesia will be subject to prevailing sanctions in the Company and the prevailing laws and regulations.*

### Gratification Dissemination

*Some measures taken by the Company in order to increase the Company's awareness for the control of gratification:*

- The Company in cooperation with the Corruption Eradication Commission (KPK) and the Finance and Development Supervisory Board (BPKP) conducts the Focus Group Discussion (FGD) to discuss the control of gratification and Anti-corruption in the Company and the importance of GCG implementation in the Company.*
- Dissemination on the Company's Website, C-News (Company's Internal magazine), socialization through the Company's E-mail, and put the Banner Anti gratification on each station, office and dipo.*

### 2019 Gratification Disclosure

*During 2019, there have been 10 (ten) reports of gratification that have been reported by employees, gratification reported to the gratification control unit has been followed up by reporting the report to the Corruption Eradication Commission (KPK).*

| Laporan Penerimaan Gratifikasi<br>Gratification Acceptance Report | 2019 | 2018 | Status |
|-------------------------------------------------------------------|------|------|--------|
| Jumlah Laporan Gratifikasi<br>Total Gratification Reports         | 10   | 1    | Closed |



## LHKPN

### KEBIJAKAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN) REPORTS ON ASSETS OF STATE OFFICIALS (LHKPN) POLICY

Kebijakan dasar Perseroan mengenai kewajiban pejabat Perseroan dalam melaporkan harta kekayaannya merujuk pada peraturan perundang-undangan sebagai berikut:

1. Undang-undang Nomor 28 Tahun 1999 tentang Penyelenggara negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme;
2. Undang-undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
3. Peraturan Komisi Pemberantasan Korupsi nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara; dan
4. Surat Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor: KEP.U/KP.402/II/1/KA-2017 tentang Perubahan atas Keputusan Direksi Nomor: KEP.U/KP.402/V/1/KA-2016 tentang Tata Cara Pelaporan, Pengumuman dan Pengelolaan LHKPN.

Berdasarkan hal tersebut Perseroan memiliki kebijakan atas kepatuhan Wajib Lapormelaporkan harta kekayaannya dengan penetapan Surat Keputusan nomor SK.036.1/CU/KCI/IX/2017 tentang Tata Cara Pelaporan, Pengumuman, dan Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan PT Kereta Commuter Indonesia yang ditetapkan pada 25 September 2017, di dalamnya telah mengatur mengenai wajib lapormelaporkan dan ketentuan penyampaian, waktu penyampaian, tata cara penyampaian, pengumuman dan pengelolaan LHKPN, serta pemberian sanksi bagi penyelenggara yang tidak menyampaikan LHKPN.

Penyelenggara Negara di Lingkungan PT Kereta Commuter Indonesia Wajib melaporkan harta kekayaannya, Penyelenggara Negara yang merupakan Wajib Lapormelaporkan meliputi:

- a. Direksi;
- b. Komisaris;
- c. Pekerja Perbantuan setara Manager ke atas.

*The Company's basic policy on the obligation of the Company's office in reporting its assets refers to the following laws and regulations:*

1. *Law number 28 year 1999 about Clean State Administration Organizer from Corruption, Collusion, and Nepotism;*
2. *Law Number 30 year 2002 concerning the Anti-Corruption Eradication Commission;*
3. *Regulation of the Corruption Eradication Commission No. 07 year 2016 on Procedures of Registration, Announcement and Inspection of the State's Intellectual Property; and*
4. *Decree of Directors of PT Kereta Api Indonesia (Persero) Number: KEP. U/KP. 402/II/1/KA-2017 on amendments to the decision of the Board of Directors number: KEP. U/KP. 402/V/1/KA-2016 on procedures for reporting, announcement and management of LHKPN.*

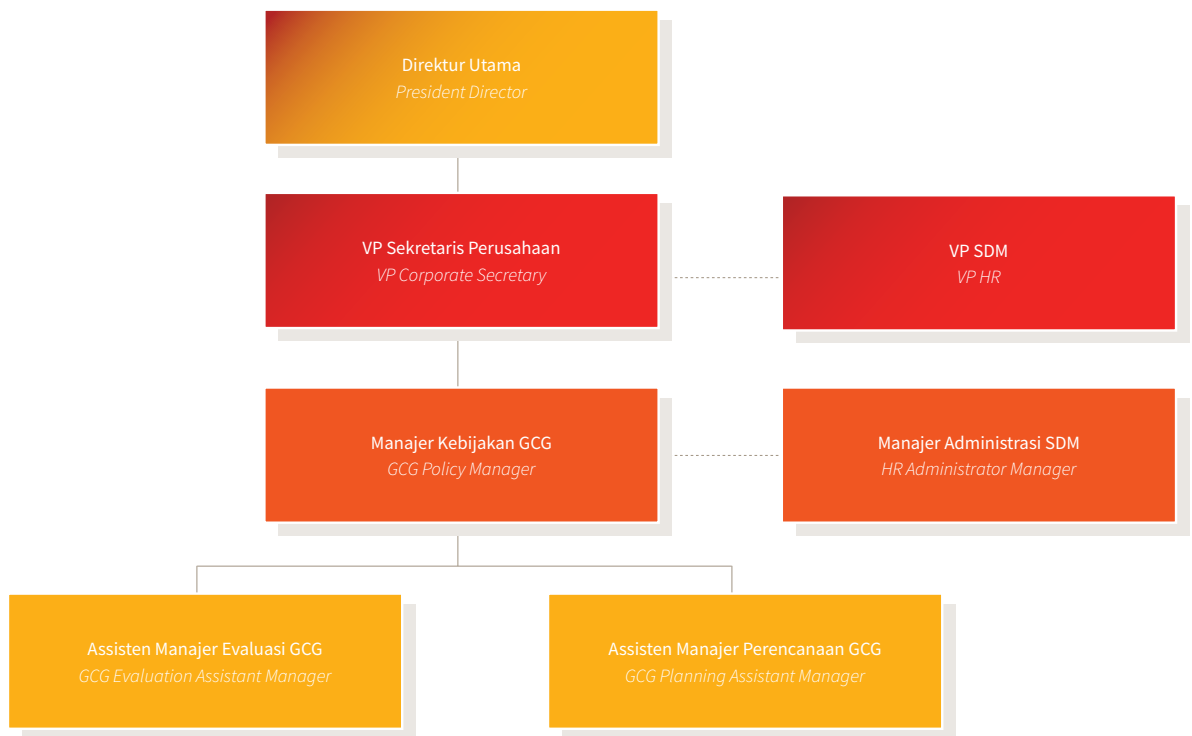
*Based on this, the Company has a policy of compliance must report to report its wealth with the determination of decree number SK. 036.1/CU/KCI/IX/2017 on the Procedures for Reporting, Announcement, and Management of State Organizer's Wealth Report in the PT Kereta Commuter Indonesia Environment, which was set on September 25, 2017, therein has set up the mandatory reporting and conditions of delivery, delivery time, procedure of delivery, announcement and management of LHKPN, and the sanction for the disobedient administrator.*

*State organizer in the environment of PT Kereta Commuter Indonesia is obliged to report its assets, the state organizer who is obliged to report includes:*

- a. *Directors;*
- b. *Commissioner;*
- c. *Assistance Workers and/or are equivalent to the above Managerial level.*

Dalam pelaksanaannya, terdapat Koordinator Pengelolaan LHKPN dan Pengelola data Wajib Laport yang dilaksanakan oleh Vice President Corporate Secretary dan Unit Policy Good Corporate Governance.

*In its implementation, there is the LHKPN management coordinator and mandatory report data Manager conducted by Vice President Corporate Secretary and Unit Policy Good Corporate Governance.*



### Koordinator Pengelolaan LHKPN

Koordinator pengelolaan LHKPN mempunyai tugas sebagai berikut:

- Melakukan koordinasi dengan KPK terkait pendistribusian, pemantauan, pengisian, dan penyampaian formulir LHKPN.
- Menyampaikan data mengenai perubahan jabatan di Perseroan kepada KPK.
- Melaksanakan sosialisasi kewajiban pelaporan LHKPN di lingkungan Perseroan.
- Melakukan koordinasi dengan KPK mengenai pengelolaan dan administrasi aplikasi wajib lapor LHKPN.
- Mengkoordinir bukti pelaporan LHKPN Penyelenggara Negara (para pejabat) Perseroan.

### LHKPN Management Coordinator

*The management coordinator of LHKPN has the following tasks:*

- Coordinating with KPK regarding the distribution, monitoring, filling and delivery of LHKPN forms.*
- Convey data about the change of position in the Company to the KPK.*
- Implementing the socialization of LHKPN reporting obligations in the Company environment.*
- Coordinating with KPK regarding the management and administration of LHKPN must report applications.*
- Coordinating the reporting evidence of the state Organizer (LHKPN) of the Company.*



- f. Menyampaikan data kepegawaian dan data perubahan jabatan Wajib Lapor kepada KPK paling lambat 15 Desember setiap tahunnya.
- g. Melakukan pemutakhiran data sebagaimana dimaksud dalam aplikasi E-LHKPN.

### Aplikasi E-LHKPN

Pengelola aplikasi E-LHKPN mempunyai tugas sebagai berikut:

- a. Menyusun daftar nama Penyelenggara Negara yang merupakan Wajib Lapor.
- b. Melakukan pemutakhiran data Penyelenggara Negara dan melaporkan kepada Koordinator pengelolaan LHKPN paling lambat tanggal 30 November setiap tahun.
- c. Melakukan koordinasi dengan koordinator pengelolaan LHKPN.
- d. Melakukan pemutakhiran data Wajib LHKPN pada aplikasi E-LHKPN.
- e. Menyampaikan data mengenai perubahan jabatan di Perseroan kepada Koordinator pengelolaan LHKPN.

Pada pelaksanaan tahun 2019 Perseroan telah bekerjasama dengan KPK dalam memberikan sosialisasi serta bimbingan teknis pengisian E-LHKPN.

Dari tahun 2017 hingga 2019 Wajib Lapor di PT KCI seluruhnya atau 100% dari Wajib Lapor telah melaporkan LHKPN secara tepat waktu. Berikut rincian pelaporannya:

- f. Submitting personnel data and change of department data must report to KPK no later than December 15, annually.
- g. Performing data updates as intended in E-LHKPN application.

### E-LHKPN Application

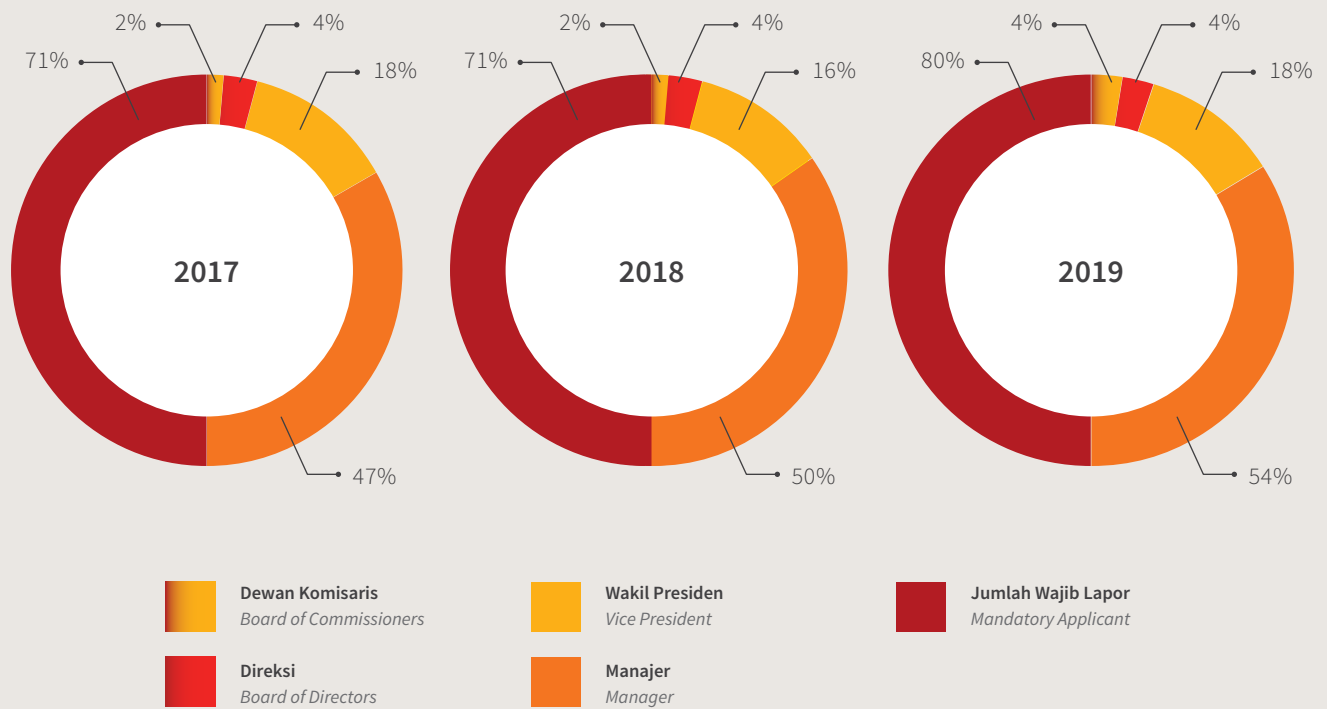
The E-LHKPN application Manager has the following tasks:

- a. Compiling the name of the state organizer which is mandatory report.
- b. Updating the state Organizer data and report to the management coordinator of LHKPN by November 30 each year.
- c. Coordinating with the management coordinator of LHKPN.
- d. Performing LHKPN mandatory data update in E-LHKPN application.
- e. Submitting data about the change of position in the Company to the management coordinator of LHKPN.

In the 2019 LHKPN implementation, the Company has collaborated with KPK to provide dissemination and technical guidance of E-LHKPN.

From 2017 to 2019 must be reported at PT KCI wholly or 100% from mandatory report has reported the LHKPN in timely manner. Here are the reports:

| Tahun Pelaporan<br>Reporting Year         | 2019 | 2018 | 2017 |
|-------------------------------------------|------|------|------|
| Jumlah Wajib Lapor<br>Mandatory Applicant | 80   | 72   | 71   |
| Total Pelaporan<br>Total Reports          | 80   | 72   | 71   |
| Persentase<br>Percentage                  | 100% | 100% | 100% |



## Tata Cara Pengelolaan LHKPN

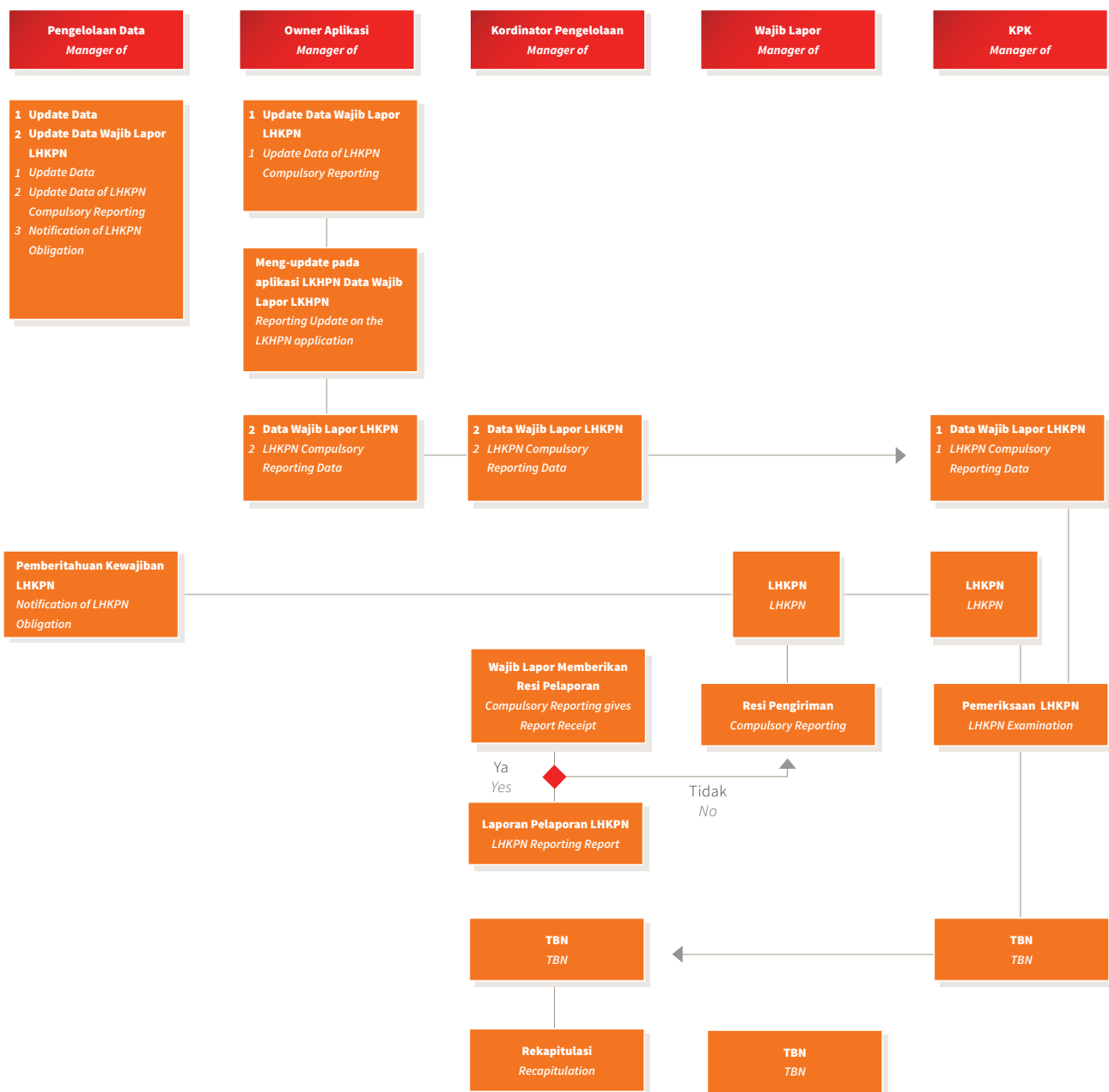
Berikut ini merupakan bagan tata cara alur pengelolaan LHKPN di PT Kereta Commuter Indonesia.

## Procedure of LHKPN Management

The following are the chart of procedures for the management of LHKPN in PT Kereta Commuter Indonesia.

### Bagan Alur Tata Cara Pengelolaan LHKPN

#### Flow Chart for LHKPN Management Procedures





## Akses Informasi dan Data Perusahaan

Access to Company Information and Data



Perseroan menyediakan sejumlah media dan saluran yang terbuka bagi seluruh *stakeholders*, di antaranya adalah *website*, penerbitan media internal secara berkala, penyediaan aplikasi KRL Access bagi penumpang serta akun media sosial. Berikut media dan/atau situs yang dapat diakses untuk mendapatkan akses informasi PT Kereta Commuter Indonesia:

*The Company provides numbers of media and channels that are open to all stakeholders, including websites, regular internal media publishing, providing KRL Access applications for passengers and social media accounts. Here are the media and/or accessible sites to access PT Kereta Commuter Indonesia Information:*



## MEDIA INFORMASI PERSEROAN THE COMPANY'S INFORMATION MEDIA



kci@krl.co.id



www.krl.co.id



C-News magazine



Stasiun Juanda Jl. Ir. Haji Juanda 1  
Jakarta Pusat, Jakarta – Indonesia  
10120



@CommuterLine



@CommuterLine



Informasi Commuterline



+62 21-345-3535



Informasi dan Keluhan



121

| No | Nama Media Informasi<br>Media Name | Jenis Informasi<br>Information Type                       |
|----|------------------------------------|-----------------------------------------------------------|
| 1  | Website PT KCI<br>www.krl.co.id    | Website                                                   |
| 2  | Contact Center<br>(021)121         | Layanan pelanggan<br>Customer service                     |
| 3  | KRL Access                         | Aplikasi Smart Phone<br>Smartphone App                    |
| 4  | Press Release                      | Informasi Resmi Perseroan<br>Official Company Information |
| 5  | Broadcast Rilis                    | Informasi Resmi Perseroan<br>Official Company Information |
| 6  | Twitter<br>@CommuterLine           | Media Sosial<br>Social Media                              |
| 7  | Instagram<br>@CommuterLine         | Media Sosial<br>Social Media                              |
| 8  | Facebook<br>Commuter Line          | Media Sosial<br>Social Media                              |



| No | Nama Media Informasi<br><i>Media Name</i>          |                  | Jenis Informasi<br><i>Information Type</i>                                     |
|----|----------------------------------------------------|------------------|--------------------------------------------------------------------------------|
| 9  | YouTube Channel                                    | Commuter Channel | Media Sosial<br><i>Social Media</i>                                            |
| 10 | E-mail Corporate                                   |                  | E-mail resmi Perusahaan<br><i>Official Company e-mail</i>                      |
| 11 | Majalah Internal                                   | C-News           | Informasi Internal Perseroan<br><i>Internal Company Information</i>            |
| 12 | Commuter Document System (CDS)                     |                  | Informasi Internal Perseroan<br><i>Internal Company Information</i>            |
| 13 | Milis Broadcast                                    |                  | Informasi Internal Perseroan<br><i>Internal Company Information</i>            |
| 14 | Media Informasi Real Time di Dalam KRL dan Stasiun |                  | Digital Informasi kepada penumpang<br><i>Digital Information to Passengers</i> |

## AKSES INFORMASI EKSTERNAL EXTERNAL INFORMATION ACCESS

Selain itu, disediakan pula layanan digital bagi pelanggan untuk memberikan kritikan dan masukan terhadap kinerja Perseroan atau sekadar mencari informasi tentang PT Kereta Commuter Indonesia. Layanan tersebut dapat dilakukan melalui Navigasi C-Care yang terdapat dalam *website* yang berisi:

### Call Center 021-121

Melalui Call Center PT Kereta Commuter Indonesia via telepon di nomor 021-121, Pelanggan dapat mengetahui informasi secara langsung dan lengkap tentang produk dan layanan Perseroan mulai dari jadwal perjalanan KRL, harga tiket, regulasi, dan lain sebagainya. Melalui Call Center, Pelanggan juga dapat menyampaikan kritik serta sarannya mengenai produk dan pelayanan KRL Commuter.

### E-mail: [kci@krl.co.id](mailto:kci@krl.co.id)

Tidak hanya via telepon, Pelanggan juga dapat mendapatkan informasi umum serta menyampaikan kritik/saran atas produk dan pelayanan KCI melalui e-mail ke alamat: [kci@krl.co.id](mailto:kci@krl.co.id)

*In addition, digital services are also provided for customers to provide criticism and input to the Company's performance or simply seek information about PT Kereta Commuter Indonesia. The services are able to be reached through C-Care navigation on the website containing:*

### Call Center 021-121

*Through Call Center of PT Kereta Commuter Indonesia via phone number 021-121, customer can know the information directly and complete about the Company's products and services from the schedule of KRL travel, ticket price, regulation, and so forth. Through Call Center, customer can also convey criticism and advice regarding KRL Commuter products and services.*

### E-mail: [kci@krl.co.id](mailto:kci@krl.co.id)

*Not only via the phone, customers can also get general information and provide feedback on products and services KCI by e-mail to the address: [kci@krl.co.id](mailto:kci@krl.co.id)*



**P.O. BOX (9559)**

Meskipun telah disediakan *platform* dalam bentuk elektronik dan digital, PT Kereta Commuter Indonesia juga menerima berbagai keluhan, kritik, saran, dan lainnya melalui surat (pos) yang dapat dikirim melalui P.O. BOX 9559. Perseroan sebisa mungkin memberikan respon bagi Pelanggan yang telah mengirim keluhan, kritik dan saran mereka tersebut sebagai bentuk komitmen keterbukaan Perseroan demi kenyamanan dan kesetiaan Pelanggan pada Perseroan.

**P.O. BOX (9559)**

*Although the platform has been provided in electronic and digital form, PT Kereta Commuter Indonesia also received various complaints, criticism, suggestions, and others by mail (postal) that can be sent through P.O. BOX 9559. The Company may respond to customers who have sent their complaints, criticism and advice as a form of commitment to the disclosure of the Company for the convenience and loyalty of customers in the Company.*

**KEBIJAKAN ATAS PENGADAAN BARANG DAN JASA  
POLICY FOR PROCUREMENT OF GOODS AND SERVICES**

Dalam melaksanakan Pengadaan barang dan jasa, Perseroan telah memiliki Petunjuk Pelaksanaan Pengadaan Barang/Jasa yang dimutakhirkan sesuai dengan kebutuhan. Pengadaan Barang/Jasa dilakukan dengan prinsip Good Corporate Governance yaitu dengan menerapkan prinsip-prinsip dasar Pengadaan Barang/Jasa yang efisien, efektif, kompetitif, transparan, wajar dan akuntabel, dalam rangka memenuhi kebutuhan Pengadaan Barang/Jasa, di mana hasilnya dapat dipertanggungjawabkan baik dari segi fisik, keuangan maupun manfaat bagi kelancaran operasional Perseroan.

*In carrying out the procurement of goods and services, the Company has manual to implement the procurement of goods/services that are updated as needed. The procurement of goods/services is carried out with the principles of Good Corporate Governance, namely by applying the basic principles of procurement of goods/services that are efficient, effective, competitive, transparent, fair and accountable, in order to meet the needs of the procurement of goods/services, where the results can be accounted for both from in terms of physical, financial and benefits for the smooth operation of the Company.*

Halaman ini sengaja dikosongkan  
*This page is intentionally left blank*





# 06

## Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility

**Secara umum program-program tanggung jawab sosial di Perseroan ditujukan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah Perseroan.**

In general, the social responsibility programs in the Company are aimed at establishing a harmonious relationship with the community around the Company's territory.







# Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibilities



**Program CSR bertujuan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah Perseroan.**

*CSR programs are intended to building harmonious relationships with communities around the Company's area.*

Sebagai wujud komitmen Perseroan dalam bertumbuh dan berkembang bersama seluruh pemangku kepentingan, merealisasikan tanggung jawab sosial dan lingkungan secara terpadu dalam seluruh kegiatan usaha guna mencapai tujuan pembangunan berkelanjutan sesuai dengan hukum dan norma yang berlaku. Amanat inilah yang menjadi semangat utama yang melandasi tugas, harapan, dan pelaksanaan tanggung jawab sosial dan lingkungan. KCI melaksanakan kegiatan Tanggung Jawab Sosial (Corporate Social Responsibility) di beberapa bidang, seperti pendidikan, sosial, dan keagamaan. Penerapan CSR di Perseroan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP dan program-program pada Induk Perseroan yaitu PT KAI. Secara umum lingkup tanggung jawab sosial Perusahaan mencakup Program Bina Lingkungan dan Program Community Development. Hal ini dikarenakan program kemitraan sudah dilakukan oleh PT KAI.

*As a manifestation of the Company's commitment to grow and develop with all stakeholders, realizing social and environmental responsibility is integrated in all business activities in order to achieve sustainable development objectives in accordance with applicable laws and civil norm. This mandate is the basic to retain our duty, wishes, and implementation of social and environmental responsibility. KCI conducts Corporate Social Responsibility activities in several areas, such as education, social, and religious affairs. The implementation of CSR in the Company is conducted based on the RKAP of the current year in line with RJPP and programs on the Holding Company, namely PT KAI. In general, the scope of corporate social responsibility includes the Program Bina Lingkungan and Community Development Program. This was due to the partnership program has been conducted by PT KAI.*

## DANA KEGIATAN CSR CSR FUNDS

Total dana yang digunakan Perseroan dalam kegiatan CSR selama tahun 2019 adalah sebesar Rp2.672.025.938 dengan rincian sebagai berikut:

*The total funds used by the Company in CSR activities during 2019 amounted to Rp2,672,025,938 with details as follows:*

| Bidang<br>Sector                                  | Biaya 2019<br>2019 Expense | Biaya 2018<br>2018 Expense |
|---------------------------------------------------|----------------------------|----------------------------|
| Pendidikan dan Budaya<br>Education and Culture    | 1.645.563.338              | 1.663.202.000              |
| Sosial dan Lingkungan<br>Social and Environmental | 683.562.600                | 391.200.000                |
| Keagamaan<br>Religious                            | 342.900.000                | 355.200.000                |
| <b>Total</b>                                      | <b>2.672.025.938</b>       | <b>2.409.602.000</b>       |

# Kebijakan dan Implementasi CSR

## CSR Policy and Implementation

Perseroan terus berupaya mewujudkan komitmen untuk terus tumbuh bersama seluruh pemangku kepentingan. Dalam pelaksanaannya, terdapat berbagai pihak yang terlibat, baik internal maupun eksternal, mulai dari pegawai, komunitas pengguna kereta *commuter*, hingga masyarakat umum. Hal ini bertujuan untuk menciptakan hubungan yang seimbang serta berkelanjutan sosial setiap tahunnya yang ditetapkan dalam RKAP 2020 dan sesuai dengan Undang-Undang Perseroan No. 40 Tahun 2007 tentang Perseroan Terbatas yang menyatakan bahwa Perseroan memiliki tanggung jawab untuk menciptakan hubungan yang serasi, seimbang dan sesuai dengan lingkungan, nilai, norma dan budaya masyarakat setempat. Perseroan selalu berkomitmen untuk menjalankan praktik bisnis yang tidak hanya mengejar profit namun selalu memperhatikan lingkungan dan masyarakat dengan semangat kemandirian. Secara umum program-program tanggung jawab sosial di Perseroan ditujukan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah Perseroan.

Dalam pelaksanaan, penyusunan berbagai strategi, pendekatan, desain program, serta monitoring dan evaluasi pelaksanaan *Corporate Social Responsibility* (CSR), KCI mengacu pada standar internasional pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) atau CSR SNI ISO 26000, yang terdiri dari tujuh aspek antara lain:

1. Tata Kelola Organisasi
2. Hak Asasi Manusia
3. Praktik-praktik Ketenagakerjaan
4. Lingkungan
5. Prosedur Operasi yang wajar
6. Isu Konsumen
7. Pelibatan dan pengembangan masyarakat

*The Company continues to strive to realize its commitment to continue growing with all stakeholders. In the implementation, there are various parties involved, both internal and external, ranging from employees, community commuter train users, to the general public. It aims to create a balanced and sustainable social relationship every year stipulated in the RKAP 2020 and in accordance with the Company Law No. 40 year 2007 about the Limited Liability Company stating that the Company has the responsibility to create a relationship that is harmonious, balanced and in accordance with the environment, values, norms and culture of the local community. The Company is always committed to conduct business practices that not only pursue profit but always pay attention to the environment and society with the spirit of self-reliance. In general, the social responsibility programs in the Company are aimed at establishing a harmonious relationship with the community around the Company's territory.*

*In the implementation, drafting various strategies, approaches, program design, as well as monitoring and evaluation of the implementation of Corporate Social Responsibility (CSR), KCI refers to the international standard of implementation of social and environmental Responsibility (TJSL) or CSR SNI ISO 26000, consisting of seven aspects, among others:*

1. *Governance of the Organization*
2. *Human Rights*
3. *Labor Practices*
4. *Environment*
5. *Reasonable Operating Procedures*
6. *Consumer issues*
7. *Involvement and community development*



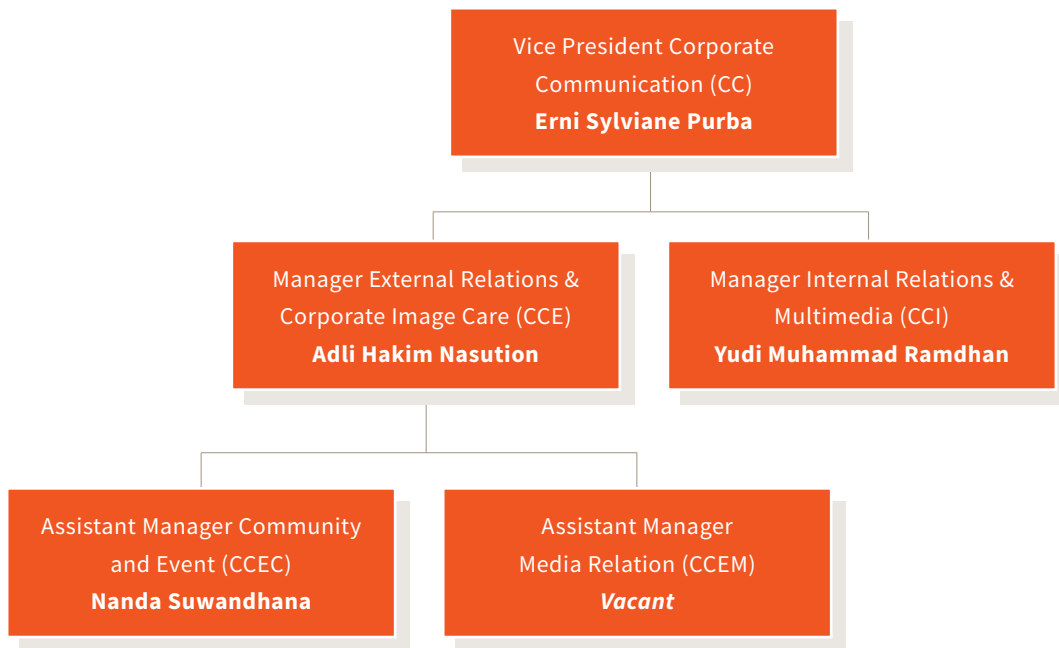


## Struktur Pengelola

### Management Structure

Struktur pengelola CSR di lingkungan Perseroan dipimpin oleh VP Corporate Communication dengan berada pada pengawasan Direktur Utama.

*CSR management structure in the Company's environment is led by VP Corporate Communication with the supervision of President Director.*



Sehubungan dengan tugasnya, VP Corporate Communication, bertanggung jawab:

1. Merumuskan dan menyusun strategi program membangun identitas Perseroan.
2. Merumuskan dan menyusun strategi program komunikasi Perseroan baik internal dan eksternal yang mendukung citra Perseroan.
3. Merumuskan dan menyusun strategi program komunikasi pemasaran Perseroan.
4. Merumuskan dan menyusun strategi pengelolaan hubungan internal dan eksternal Perseroan.
5. Merumuskan dan menyusun strategi program hubungan dengan *stakeholder*.
6. Mengintegrasikan unit-unit organisasi di bawahnya.

*In connection with its duties, VP Corporate Communication, is responsible to:*

1. *Formulate and develop a program strategy to build Company identity.*
2. *Formulate and develop strategies for corporate communication programs both internally and externally in which supporting the Company's impression.*
3. *Formulate and develop strategies for the Company's marketing communication programs.*
4. *Formulate and develop strategies for managing internal and external relationships of the Company.*
5. *Formulate and develop a relationship program strategy with the stakeholders.*
6. *Integrate the organizational units underneath.*

Manager Eksternal Relation and Corporate Image mempunyai tugas dan tanggung jawab:

1. Mengelola hubungan kehumasan eksternal Perusahaan dengan media.
2. Merumuskan dan menyusun program sosialisasi dan edukasi Perusahaan.
3. Merumuskan, mengkoordinasikan, mengendalikan dan mengevaluasi pelaksanaan tugas operasional bidang pelayanan umum, pengembangan kemasyarakatan, Program Kemitraan dan Bina Lingkungan (PKBL) serta kegiatan tanggungjawab sosial Perseroan.
4. Mengembangkan hubungan baik dengan kalangan pemerintahan, segenap pihak luar dan *stakeholders* lainnya serta memastikan terselenggaranya pelayanan umum dan kegiatan tanggung jawab sosial Perseroan secara efektif dan tepat guna.
5. Mengelola kegiatan Perseroan yang berkaitan dengan *brand* Perseroan.
6. Membantu menyusun desain strategi *branding* untuk produk yang dimiliki Perusahaan dengan optimal.
7. Menentukan strategi promosi di saluran distribusi dan area geografis yang efektif untuk setiap *brand* Perseroan.
8. Merencanakan strategi aktivitas promosi *above the line* (on-line) dan *below the line* (off-line).
9. Menyusun strategi dan teknik bekerjasama dengan pihak ketiga (EO and Agency) untuk kegiatan sosialisasi dan promosi.

Assistant Manager Community and Event, mempunyai tanggung jawab:

1. Menyusun kebijakan komunikasi yang berhubungan dengan komunitas yang berkaitan dengan operasional Perseroan.
2. Membuat rencana/program kegiatan untuk meningkatkan hubungan dengan *stakeholder*.
3. Memastikan pelaksanaan program Community Relation berjalan sesuai yang ditetapkan Perusahaan.

*Manager external Relation and Corporate Image has the duties and responsibilities:*

1. *Manages public relations of Corporate PR with media.*
2. *Formulating and organizing the Company's socialization and education program.*
3. *Formulating, coordinating, controlling and evaluating the implementation of operational tasks of public service, community development, partnership and Community Stewardship Program (PKBL) and social responsibility activities of the Company.*
4. *Developes good relations with the government, all outside parties and other stakeholders and ensure the implementation of public services and social responsibility activities of the Company effectively and appropriately.*
5. *Manages the Company's activities related to the Company's brand.*
6. *Help to develop the design of branding strategy for the Company's products optimally.*
7. *Determines the promotion strategy for effective distribution and geographic area for each Company brand.*
8. *Planning strategies above the line promotion activities (on-line) and below the line (off-line).*
9. *Developing strategies and techniques in cooperation with third parties (EO and Agency) for socialization and promotion activities.*

*Community and Event Assistant Managers is responsible to:*

1. *Developes communication policies related to the community related to the operation of the Company.*
2. *Creates plan/program activities to improve relations with stakeholders.*
3. *Ensures the implementation of the Community Relation program runs as defined by the Company.*

- |                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>4. Mengelola kegiatan sosialisasi dan edukasi</li> <li>5. Mengelola program tanggungjawab social dan lingkungan/Corporate Social Responsibility (CSR).</li> <li>6. Mengelola program <i>sponsorship</i> Perseroan.</li> <li>7. Koordinasi dengan unit terkait program Community Relation.</li> <li>8. Melaksanakan administrasi yang terkait dengan kegiatan Community Relations.</li> </ol> | <ol style="list-style-type: none"> <li>4. <i>Manages socialization and education activities</i></li> <li>5. <i>Manages the social responsibility program and the environment/Corporate Social Responsibility (CSR).</i></li> <li>6. <i>Manages Corporate sponsorship programs.</i></li> <li>7. <i>Coordination with related unit Community Relation program.</i></li> <li>8. <i>Implementing administration related to the activities of Community Relation.</i></li> </ol> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## PROFIL VP CORPORATE COMMUNICATION

### VP CORPORATE COMMUNICATION PROFILE



**Erni Sylviane Purba**  
Vice President Corporate  
Communication

|                                                                          |                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kewarganegaraan</b><br><i>Citizenship</i>                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Usia / Tempat &amp; Tanggal Lahir</b><br><i>Age / Place &amp; DOB</i> | Simalungun, 25 April 1984<br><i>Simalungun, 25 April 1984</i>                                                                                                                                                                                                                                                                                                                        |
| <b>Riwayat Pendidikan</b><br><i>Education History</i>                    | <ul style="list-style-type: none"> <li>S1 Teknik Informatika – Universitas Kristen Duta Wacana</li> <li><i>Bachelor Degree Informatics Engineering - Duta Wacana Christian University</i></li> </ul>                                                                                                                                                                                 |
| <b>Riwayat Jabatan</b><br><i>Position History</i>                        | VP Corporate Communication, Maret 2019 – Sekarang<br><i>VP Corporate Communication, March 2019 – Present</i>                                                                                                                                                                                                                                                                         |
| <b>Dasar Hukum Penunjukan</b><br><i>Legal Appointment</i>                | Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.U/KH.608/III/28/SAP/KA-2019 Tanggal 14 Maret 2019<br><i>Decree of Board of Directors of PT Kereta Commuter Indonesia number: SK. U/KH. 608/III/28/SAP/KA-2019 dated March 14, 2019</i>                                                                                                                                |
| <b>Pengalaman Kerja</b><br><i>Work Experience</i>                        | <ul style="list-style-type: none"> <li>Vice President Corporate Communication (Maret 2019 – Sekarang)</li> <li><i>Vice President Corporate Communication (March 2019 – present)</i></li> <li>Manager Customer Relation and Digital Community (Februari 2017 – Maret 2019)</li> <li><i>Manager of Customer Relation and Digital Community (February 2017 – March 2019)</i></li> </ul> |
| <b>Jabatan Rangkap</b><br><i>Concurrent</i>                              | Tidak ada<br><i>None</i>                                                                                                                                                                                                                                                                                                                                                             |
| <b>Afiliasi</b><br><i>Affiliation</i>                                    | Tidak memiliki afiliasi dengan Direksi, Dewan Komisaris dan Pemegang Saham<br><i>Not affiliated with the Board of Directors, Board of Commissioners and Shareholders</i>                                                                                                                                                                                                             |
| <b>Domisili</b><br><i>Domicile</i>                                       | Jakarta, Indonesia                                                                                                                                                                                                                                                                                                                                                                   |



## Due Diligence terhadap Dampak Sosial, Ekonomi dan Lingkungan

### Due Diligence Towards Social, Economic, and Environmental Impacts

Perseroan menyusun program CSR pada setiap tahunnya berdasarkan data dari pembelajaran pada tahun lalu yang diawali dengan pemetaan potensi kejadian ataupun melalui usulan masyarakat yang diajukan kepada Perseroan baik melalui Divisi Sekretaris Perusahaan maupun Divisi Komunikasi Perusahaan. Perseroan juga melakukan kerja sama dengan pihak ketiga dengan harapan bisa lebih detail dalam memenuhi kebutuhan dan harapan dari masyarakat.

Setelah dilakukan pemetaan maka tahap selanjutnya adalah menentukan prioritas dari pelaksanaan kegiatan CSR yang akan dilakukan yang kemudian dilakukan sosialisasi serta pelaksanaan kegiatan yang melibatkan pihak-pihak terkait mulai dari Pegawai Perseroan, mitra kerja, PT KAI, lembaga masyarakat sekitar dan aparat keamanan serta aparat pemerintahan setempat. Program CSR ini diharapkan dapat menghasilkan sesuatu hal yang positif bagi Perseroan dan kelangsungan bisnis operasional Perseroan.

*The Company prepares CSR programs annually based on what Company had learned from the previous year and initiates with mapping potential events or through community proposals submitted to the Company both through the Corporate Secretary Division and the Corporate Communication Division. The Company also cooperates with third parties in the expectation of meeting the needs that can be more detailed and the hopes from the community.*

*After mapping, the next step is to determine the priorities of the implementation of CSR activities that will be carried out which will then perform a socialization and implementation of the activities involving the related parties starting from Company Employees, associates, PT KAI, the surrounding community institutions and security services and local government executives. This CSR program is expected to create something positive for the Company and the continuity of the Company's operational business as the results.*

**TABEL KEBUTUHAN DAN HARAPAN STAKEHOLDERS YANG TERDAMPAK KEGIATAN PERSEROAN**  
**TABLE OF NEEDS AND EXPECTATIONS OF STAKEHOLDERS AFFECTED BY COMPANY ACTIVITIES**

| Stakeholders                                           | Kebutuhan<br>Needs                                                                                                                                                   | Harapan<br>Expectations                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kereta Api Indonesia                                   | Sebagai tulang punggung transportasi perkotaan<br><i>As a primary of urban transportation</i>                                                                        | Menghasilkan dividen yang tinggi<br><i>Produce high dividends</i>                                                                                                                                                                                                                                      |
| Pelanggan<br><i>Customers</i>                          | Transportasi yang nyaman, aman, murah dan lancar<br><i>Convenient, safe, inexpensive and smooth transportation</i>                                                   | Transportasi yang andal, tepat waktu, online based<br><i>Reliable, well-timed, online based transportation</i>                                                                                                                                                                                         |
| Tenaga Kerja<br><i>Labours</i>                         | Pemenuhan Hak Tenaga Kerja dan Perikatan Kontrak<br><i>Fulfillment of Labor Rights and Contract Engagement</i>                                                       | Peningkatan kesejahteraan, Fasilitas dan Remunerasi<br><i>Increased welfare, facilities and remuneration</i>                                                                                                                                                                                           |
| Pihak Ketiga (Vendor)<br><i>Third Parties (Vendor)</i> | Menjadi mitra kerja yang terpercaya bagi KCI dalam mendukung operasional Perseroan<br><i>Become a trusted partner for KCI in supporting the Company's operations</i> | <ul style="list-style-type: none"> <li>Perseroan yang sustainability terjamin<br/><i>Sustainability companies are guaranteed</i></li> <li>Pembayaran pengadaan barang dan jasa dilakukan tepat waktu<br/><i>Payment for the procurement of goods and services is carried out punctually</i></li> </ul> |



| Stakeholders                     | Kebutuhan<br>Needs                                                                                                                                                                                                         | Harapan<br>Expectations                                                                                                                                                                                                                                         |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lingkungan<br><i>Environment</i> | Transportasi yang ramah lingkungan<br><i>Environmentally friendly transportation</i>                                                                                                                                       | Ikut serta menjaga kelestarian lingkungan sekitar tempat kerja dan wilayah usaha<br><i>Participate in preserving the environment around the workplace and business area</i>                                                                                     |
| Pemerintah<br><i>Government</i>  | Menyediakan alat transportasi yang memadai bagi masyarakat<br><i>Providing adequate transportation for the community</i>                                                                                                   | <ul style="list-style-type: none"> <li>• Terintegrasi dengan transportasi nasional<br/><i>Integrated with national transportations</i></li> <li>• Mengurangi tingkat kemacetan di dalam kota<br/><i>Reducing the level of congestion in the city</i></li> </ul> |
| Masyarakat<br><i>Society</i>     | Mendukung tanggung jawab sosial yang tertuang dalam kebijakan yang dapat memberikan nilai dari manfaat sosial<br><i>Supporting social responsibility contained in policies that can provide value from social benefits</i> | Terciptanya hubungan yang harmonis yang mengedepankan prinsip normal dan etika<br><i>The creation of a harmonious relationship that promotes normal and ethical principles</i>                                                                                  |
| Media Massa<br><i>Mass Media</i> | Pemberian informasi yang akurat, relevan dan berimbang<br><i>Providing accurate, relevant and balanced information</i>                                                                                                     | Hubungan harmonis yang dapat mendukung terciptanya image Perseroan yang baik<br><i>Harmonious relationship that can support the creation of a good corporate image</i>                                                                                          |

## Strategi Penerapan CSR

### CSR Implementation Strategies

Tanggung jawab sosial Perusahaan ditetapkan dengan mempertimbangkan dua hal:

- a. Analisis atas sejumlah gangguan operasional/ eksternalitas yang terjadi dalam bisnis Perseroan. Hasilnya, terdapat gangguan yang berasal dari faktor internal maupun eksternal. Gangguan dari faktor eksternal inilah yang berusaha ditanggulangi melalui program-program berdimensi sosial, karena gangguan yang ada sifatnya lebih kepada masalah sosial bukan teknis.
- b. Nilai Perseroan untuk selalu meningkatkan pelayanan kepada penggunanya. Dengan nilai ini, Perseroan senantiasa memperbaiki layanannya, meskipun telah ada aturan dalam Standar Pelayanan Minimum. Dari layanan yang lebih baik dan disukai pelanggan, maka keberlanjutan bisnis Perseroan akan semakin terjamin.

Dengan mempertimbangkan kedua hal tersebut, kebijakan tanggung jawab sosial Perusahaan oleh manajemen kemudian ditetapkan untuk dijalankan Divisi Corporate Communications dengan bekerja sama dengan Divisi Sekretaris Perusahaan, Divisi Pelayanan dan Divisi Keamanan dan Keselamatan.

*Corporate social responsibility are determined by considering two matters:*

- a. Analysis of a number of operational disruptions/ externalities that occur in the Company's business. As a result, there are disturbances originating from internal and external factors. From these such disruptions of the external factors, we try to overcome through social dimension programs, because the existing disturbances are more publicspirited and not technical.*
- b. Company's Value is to always improve service to the users. With this value, the Company continues to improve its services, even though there are rules in the Minimum Service Standards. From better and preferred services to customers, the Company's business sustainability will be guaranteed.*

*By considering these two matters, the corporate social responsibility policies by management are set to be carried out by the Corporate Communications Division in collaboration with the Corporate Secretary Division, Service Division and Security and Safety Division.*

## Isu-isu Penting Sosial, Ekonomi dan Lingkungan

Important Issues concerning Social, Economy and Environment

Perseroan selalu melakukan pengamatan terhadap isu-isu yang beredar yang akan berdampak baik langsung maupun tidak langsung terhadap bisnis Perseroan. Isu-isu yang terkait pengembangan CSR sebagai berikut:

### 1. Isu Sosial dan Ekonomi

- Masih banyaknya penduduk Indonesia yang hidup dalam kemiskinan.
- Masih tingginya angka pengangguran di Indonesia.
- Harga-harga bahan pokok yang terus meningkat ditambah dengan rendahnya daya beli masyarakat.
- Menurunnya jiwa sosial, rasa kebersamaan dan kegotongroyongan masyarakat Indonesia.

### 2. Isu Lingkungan

- Kondisi lingkungan di sekitar wilayah usaha Perseroan yang masih memprihatinkan.
- Kurangnya kesadaran masyarakat akan kebersihan dan keindahan lingkungan.
- Pembuangan limbah rumah tangga dan sampah secara sembarangan yang dapat mengakibatkan pencemaran dan banjir.
- Banyaknya pemanfaatan dan perubahan lahan di sekitar rel yang dapat menyebabkan longsor.

### 3. Isu Konsumen

- Banyaknya konsumen yang semakin kritis dengan kualitas produk dan layanan.
- Mudah lunturnya kepercayaan dan loyalitas konsumen terhadap sebuah produk.

*The Company continuously observes outstanding issues that will directly or indirectly affect the Company's business. Issues related to the development of CSR are as follows:*

### 1. Social and Economic Issues

- There are still numerous Indonesians living in poverty.*
- The unemployment rate in Indonesia is still high*
- Prices of basic commodities that continue to increase as well as the low purchasing power of the people.*
- Decreasing social inner self, sense of togetherness and mutual cooperation of the people.*

### 2. Environmental Issues

- The environmental conditions around the Company's business area are still apprehensive.*
- Lack of public awareness of cleanliness and fineness of the environment.*
- Careless disposal of household waste and garbage that can cause pollution and flood.*
- Number of uses and changes in land around the railroad that can cause landslides.*

### 3. Consumer Issues

- The number of consumers who are increasingly critical of the quality of products and services.*
- An ease to fade the consumer trust and loyalty towards a product.*

## DASAR PELAKSANAAN DAN LINGKUP TANGGUNG JAWAB SOSIAL PERUSAHAAN

### BASIC IMPLEMENTATION AND SCOPE OF CORPORATE SOCIAL RESPONSIBILITY

Penerapan CSR di Perseroan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP Perseroan dan program-program pada Induk Perseroan yaitu PT KAI. Secara umum lingkup tanggung jawab sosial Perusahaan pada Program Bina Lingkungan dan Program Community Development hal ini dikarenakan program kemitraan sudah dilakukan oleh PT KAI.

*The implementation of CSR in the Company is based on the current RKAP which is in conformity with the Company's RJPP and programs at the Parent Company, namely PT KAI. In general, the scope of corporate social responsibility in the Community Development Program and Community Development Program is due to the partnership program has been already carried out by PT KAI.*



- a. Program Bina Lingkungan merupakan suatu kegiatan dengan tujuan pemberdayaan masyarakat yang berada atau terdampak dari kegiatan operasional Perseroan. Dalam pelaksanaannya kegiatan yang dilakukan oleh Perseroan antara lain: Peningkatan kualitas pendidikan, peningkatan layanan kesehatan, pengembangan sarana dan prasarana umum, bantuan korban bencana alam, bantuan sosial untuk pelestarian alam dan kemasyarakatan.
- b. Program Community Development merupakan program sosial yang bertujuan untuk membangun dan meningkatkan hubungan yang harmonis antara Perseroan dengan masyarakat guna mengatasi masalah-masalah sosial dan lingkungan yang timbul dari kegiatan operasional Perusahaan. Kegiatan Community Development ini juga dapat meningkatkan citra Perseroan di kalangan Stakeholders.

- a. *The Community Development Program is an activity with the aim of empowering communities that are affected by the Company's operational activities. In carrying out the activities carried out by the Company, among others: Improving the quality of education, improving health services, developing public facilities and infrastructure, assistance for victims of natural disasters, social assistance for nature and community conservation.*
- b. *The Community Development Program is a social program that aims to build and improve harmonious relationships between the Company and the community in order to overcome social and environmental problems arising from the Company's operational activities. This Community Development activity can also enhance the Company's image among stakeholders.*

**TABEL STRATEGI DAN PROGRAM KERJA PERUSAHAAN DALAM MENANGANI ISU SOSIAL, EKONOMI DAN LINGKUNGAN**  
**TABLE OF CORPORATE STRATEGY AND WORK PROGRAM IN ADDRESSING SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES**

| Sosial<br>Social                                                                                                                                                              | Ekonomi<br>Economic                                                                                                                                                                                                                                                                                                                                                                                                 | Lingkungan<br>Environmental                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Melaksanakan kegiatan CSR sesuai dengan program yang ditetapkan dalam RKAP 2018<br><i>Carry out CSR activities in accordance with the programs specified in the 2018 RKAP</i> | Tertib dalam pembayaran kewajiban<br><i>Orderly in payment of obligations</i>                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>Melakukan penghematan dalam bidang energi<br/><i>Execute an energy saving</i></li><li>Pengaturan pembuangan limbah dari kegiatan operasional<br/><i>Regulation of waste disposal from operational activities</i></li></ul> |
| Pemenuhan regulasi<br><i>Compliance with regulations</i>                                                                                                                      | Melakukan kegiatan operasional sesuai dengan standar pelayanan yang telah ditetapkan oleh Kementerian Perhubungan dan PT Kereta Api Indonesia<br><i>Conduct operational activities in accordance with the service standards set by the Ministry of Transportation and PT Kereta Api Indonesia</i>                                                                                                                   | Melakukan pemenuhan regulasi pada bidang lingkungan<br><i>Comply regulations in the field of environment</i>                                                                                                                                                     |
| Melakukan penerapan K3 sesuai dengan aturan SMK3 dan ISO 45001<br><i>Implement OHS in accordance with the rules of SMK3 and ISO 45001</i>                                     | Melakukan kegiatan pengembangan usaha Perseroan sesuai dengan RKAP tahun berjalan, RJPP Perseroan yang sejalan dengan RKAP dan RJPP KAI serta peraturan yang ditetapkan oleh Pemerintah<br><i>Conducting business development activities of the Company in accordance with the current RKAP, the Company's RJPP in conformity with the RKAP and RJPP of KAI as well as regulations stipulated by the Government</i> | Melakukan penerapan Sistem Manajemen Lingkungan<br><i>Implement the Environmental Management System</i>                                                                                                                                                          |



## PROGRAM YANG MELEBIHI TANGGUNG JAWAB MINIMAL PERSEROAN YANG RELEVAN DENGAN BISNIS YANG DIJALANKAN

### THE COMPANY PROGRAM THAT EXCEEDS THE MINIMUM RESPONSIBILITIES WITHIN ITS RELEVANCY TO THE EXISTING BUSINESS AFFAIR

Perseroan telah melaksanakan kegiatan CSR sesuai dengan peraturan, namun selain itu Perseroan juga terus berupaya agar pelaksanaan kegiatan dalam melebihi dari apa yang seharusnya dilakukan, kegiatan tersebut antara lain:

1. Membantu PT KAI dalam melakukan kegiatan sosial dengan Rail Clinic.
2. Bantuan dana *sponsorship*, Santunan dan kegiatan sosial lainnya.
3. Kegiatan-kegiatan BUMN lainnya terkait kegiatan sosial.

*The Company has carried out CSR activities in accordance with regulations, but other than that the Company also continues to strive so that the implementation of activities in excess of what should be done, these activities include:*

1. Assist PT KAI in carrying out social activities with Rail Clinic.
2. Aid for *sponsorship*, compensation and other social activities.
3. Other BUMN activities related to social activities.

## STAKEHOLDER PERUSAHAAN

### THE COMPANY STAKEHOLDER

Perseroan memahami peran penting *stakeholder* Perusahaan dalam seluruh kegiatan operasional Perseroan. Menjaga hubungan baik dengan para *stakeholder* merupakan hal menjadi perhatian Perseroan sebagai Perusahaan transportasi publik, untuk itu kritik dan saran yang membangun, kebutuhan dari *stakeholder* akan menjadi salah satu pertimbangan manajemen Perseroan dalam pengambilan keputusan.

*The Company understands the important role of corporate stakeholders throughout the Company's operational activities. Maintaining good relations with stakeholders is a concern for the Company as a public transportation Company, for which criticism and suggestions are constructive, the needs of the stakeholders will be one consideration of the Company's management in the decision making.*

Sesuai dengan standar ISO 26000 terdapat 7 (tujuh) subjek inti yang mencakup hal-hal sebagai berikut:

1. Tata Kelola.
2. Hak Asasi Manusia.
3. Ketenagakerjaan.
4. Lingkungan.
5. Praktik Operasi yang Adil.
6. Konsumen.
7. Pelibatan Pengembangan Masyarakat.

*In accordance with ISO standard 26000 there are 7 (seven) core subjects that include the following:*

1. Governance.
2. Human rights.
3. Employment.
4. Environment.
5. Fair operating Practices.
6. Consumers.
7. Involvement in community development.

Hasil dari proses identifikasi *stakeholder* tersebut akan menjadi pedoman Perseroan dalam merumuskan program

*The result of the identification process of the stakeholder will be the Company's guideline in formulating the Company's*



tanggung jawab sosial Perusahaan. Berikut adalah hasil identifikasi *stakeholder* Perseroan selama tahun 2019:

1. Pemegang Saham.
2. Pegawai.
3. Serikat Pekerja Kereta Api (SPKA).
4. Pemerintah (Pusat, Provinsi, Kabupaten/Kota).
5. Kementerian terkait.
6. Mitra Kerja (Industri Pelaku Usaha).
7. Pengguna Jasa/Pelanggan.
8. Masyarakat lingkungan kerja.
9. Media Masa.
10. Asosiasi Perkeretaapian.
11. Lembaga Swadaya..

*social responsibility program. The following are the results of the Company's stakeholder identification during 2019:*

1. *Shareholder.*
2. *Officers.*
3. *Railroad Union (SPKA).*
4. *Government (Central, Provincial, Regency/city).*
5. *Ministries Related.*
6. *Working partners (business actors).*
7. *Service Users/Customers.*
8. *Community Work Environment.*
9. *Mass-Media.*
10. *Railroad associations.*
11. *Nongovernmental organizations.*

## Kegiatan CSR dalam Bidang Lingkungan Hidup

CSR Activities Related to the Environment



Perseroan senantiasa berupaya menjaga komitmen dalam menyediakan komuter yang mengutamakan orientasi lingkungan sebagaimana menjadi salah satu misi Perseroan. Untuk mewujudkan misi tersebut, Perseroan menyediakan sarana kereta *commuter* bertenaga listrik. Melalui realisasi penyediaan kereta bertenaga listrik tersebut, maka Perseroan telah turut andil dalam penggunaan energi baru – terbarukan (*renewable energy*) serta berkontribusi pada pengurangan emisi karbon.

*The Company strives to maintain a commitment to provide commuting that prioritizes environmental orientation as one of the Company's mission. To fulfill this mission, the Company provided electric commuter train. Through the realization of the electricity-powered train, the Company has been involved in the use of new renewable energy and contributed to the reduction of carbon emissions.*

Perseroan menyadari bahwa upaya tersebut akan membawa dampak positif serta menjadi kontribusi nyata pada lingkungan. Maka dari itu, KCI juga terus berupaya untuk meminimalisir dampak limbah yang ada di wilayah-wilayah operasional Perseroan, baik di Stasiun, Dipo Kereta, maupun Kantor Pusat. Selain itu, Perseroan juga melakukan upaya inisiatif dalam penghematan energi dalam seluruh aktivitas operasional dan bisnis, baik efisiensi energi listrik, air, dan sumber daya lainnya.

*The Company realized that the efforts will bring positive impacts and become a real contribution to the environment. Therefore, the KCI also strives to minimize the impact of the waste that within the Company's operational territory, either in the station, the train Dipo, and the Head Office. In addition, the Company also conducts initiatives in energy savings in all operational and business activities, such as energy efficiency, water, and other resources.*





Salah satunya Perseroan berkomitmen dengan melaksanakan kegiatan KCI Go Green, yaitu pengurangan sampah plastik yang dihasilkan dari kegiatan sehari-hari, serta menetapkan 3 Stasiun KRL sebagai Stasiun Ramah Lingkungan yaitu Stasiun Sudirman, Stasiun Jurangmangu dan Stasiun Klender.

Di tiga Stasiun ini terdapat pengelolaan sampah terpadu dan pemilahan sampah yang dibagi menjadi jenis sampahnya, *charging corner* yang dayanya berasal dari panel sel surya, serta taman stasiun untuk membuat stasiun lebih sejuk dan asri. Selain itu, dalam memberi layanan di Stasiun KCI juga memilih fasilitas-fasilitas yang lebih ramah lingkungan antara lain menyediakan pengering tangan sebagai pengganti tisu di tempat cuci tangan; pemilihan tipe keran yang lebih hemat air; pembuatan biopori; mengganti sejumlah kipas angin dinding dengan satu unit kipas angin HVLS (High Volume Low Speed), hingga timer otomatis pengatur nyala dan padamnya lampu di stasiun.

*Among other is the most committed by conducting KCI Go Green activities, which are the reduction of plastic waste generated from daily activities, as well as establishing 3 KRL stations as an eco-friendly station, namely Sudirman Station, Jurangmangu Station and Klender station.*

*In this stations, there are integrated waste management and garbage sorting that is divided into the type of the boat, charging corner those power provided from the solar cell panels, and the station park to make the station cooler and beautiful. In addition, in providing services at KCI Station also choose the more environmentally friendly facilities, among others, provide a hand dryer in place of a tissue in the hand wash; more water-saving tap type selection; biopori development; Replacing a number of wall fans with one unit of HVLS (High Volume Low Speed), up to the automatic light timer on the stations.*

## Kegiatan CSR dalam Bidang Pengembangan Sosial dan Kemasyarakatan

CSR Activities Related to the Social and Community Development



Perseroan menyadari bahwa seluruh pemangku kepentingan kami merupakan bagian dari masyarakat. Untuk meningkatkan kepercayaan *stakeholders* pada kami, Perseroan senantiasa melakukan peningkatan kualitas dalam layanan transportasi kepada masyarakat dengan menyelenggarakan sejumlah kegiatan untuk berkontribusi langsung kepada masyarakat, terutama di sekitar wilayah operasional Perseroan. Perseroan menempatkan masyarakat sebagai salah satu *stakeholders* utama dalam perkembangan Perseroan. Seiring dengan peningkatan kualitas layanan transportasi kepada masyarakat, Perseroan terus menyelenggarakan berbagai aktivitas untuk berkontribusi langsung kepada masyarakat, khususnya di sekitar wilayah operasional Perseroan. CSR terkait pengembangan sosial dan kemasyarakatan dilaksanakan meliputi berbagai aspek yakni sosial, pendidikan dan keagamaan dalam melaksanakan kegiatan CSR dalam bentuk Program Edukasi Cinta KRL (cegah pelemparan KRL, pencegahan vandalisme, dan bahaya aktivitas di sekitar rel) ke sekolah-sekolah di sekitar jalur rel sebanyak 29 kali.

*The Company realizes that all of our stakeholders are part of the community. To increase the trust of stakeholders to us, the Company has always made quality improvement in transportation services to the community by organizing a number of activities to contribute directly to the community, especially around the Company's operational area. The Company puts the community as one of the main stakeholders in the Company's development. Along with the improvement of the quality of transportation services to the community, the Company continues to conduct various activities to contribute directly to the community, especially around the operational area of the Company. CSR related social and community development is implemented covering various aspects namely social, educational and religious in conducting CSR activities in the form of Love education Program KRL (prevent throwing KRL, prevention of vandalism, and danger of activity around the rails) to schools around the railway line 29 times.*

Kegiatan CSR dalam bidang pengembangan sosial dan kemasyarakatan yang dilakukan selama tahun 2019 pada berbagai aspek, di antaranya yaitu aspek sosial, pendidikan, dan keagamaan yang mengeluarkan biaya sebanyak Rp2.6 miliar dengan kegiatan-kegiatan sebagai berikut:

1. Program Edukasi Cinta KRL.
2. Pembangunan Taman Baca Inovator SiKarel.
3. Focus Group Discussion dengan Stakeholders.
4. Kegiatan Santunan Yatim.
5. Penyembelihan Hewan Qurban Idul Adha.

#### **Edukasi Cinta KRL dan Rumah Baca**

Program Edukasi Cinta KRL dilakukan dengan sosialisasi pencegahan tindakan vandalisme terhadap Sarana dan Prasarana Perkeretaapian serta membagikan sembako dan peralatan shalat kepada masyarakat kurang mampu dan rumah ibadah di sekitar stasiun. Sedangkan Rumah Baca (Taman Baca Inovator SiKarel) dibangun di Kecamatan Tenjo Kabupaten Bogor. Tujuan kegiatan ini untuk meningkatkan minat baca pada anak-anak yang tinggal di sekitar area rel. Semua kegiatan tersebut ditujukan untuk menghindari tindakan vandalisme khususnya bagi anak-anak yang tinggal di sekitar rel agar tidak lagi bermain di area tersebut sehingga dapat meminimalisir tindakan pelemparan KRL dan aksi vandalisme lainnya.

Perseroan melakukan kegiatan CSR untuk meningkatkan minat baca masyarakat dengan menggandeng sukarelawan dan komunitas literasi dengan melakukan kegiatan literasi di Rumah Baca Inovator SiKarel. Kegiatan ini juga ditujukan untuk para ibu-ibu untuk diberikan pembelajaran dalam mendidik anak dan memberikan keahlian khusus dalam berkreasi untuk menambah perekonomiannya.

#### **Taman Baca Inovator SiKarel**

Taman Baca Inovator (TBI) merupakan program untuk meningkatkan minat baca warga di sekitar rel di wilayah Kecamatan Tenjo Kabupaten Bogor. Perseroan bekerja

*CSR activities in social and community development conducted during 2019 in various aspects, including social, educational, and religious aspects that cost as much as Rp2.6 billion with the following activities:*

1. *Cinta KRL Education Program.*
2. *SiKarel's development of Innovator Park.*
3. *Focus Group Discussion with Stakeholders.*
4. *Orphans Compensation Activities.*
5. *Eid al-Adha Qurban.*

#### **Education of Cinta KRL and Rumah Baca**

*The Cinta KRL Education Program was implemented by socializing the prevention of vandalism measures against railway facilities and infrastructure as well as distributing food and prayer equipment to underprivileged communities and houses of worship around the station. While the Reading House (Taman Baca innovator SiKarel) was built in Tenjo Sub-district, Bogor. The purpose of this activity is to increase the interest of reading in children living around the rail area. All of these activities are aimed at avoiding vandalism actions especially for children living around the rails in order to no longer play in the area so as to minimize the action of KRL's throwing and other vandalism.*

*The Company conducted CSR activities to increase the interest in reading society by hiring volunteers and literacy communities by conducting literacy activities at SiKarel's home innovator reading House. This activity is also aimed at mothers to be given learning in educating children and providing special skills in creating to increase their economy.*

#### **Taman Baca Inovator SiKarel**

*Taman Baca Inovator (TBI) is a program to increase the interest of reading people around the rails in the area of Tenjo district of Bogor Regency. The Company cooperated*

sama dengan Yayasan Taman Baca Inovator untuk pengelolaan dan pengembangan TBI siKarel. TBI siKarel ini berlokasi di Kampung Sukasari. Berdasarkan hasil peninjauan lapangan, Kampung Sukasari memiliki populasi anak yatim dan orang tua tunggal yang tinggi dibanding desa lainnya di Kecamatan Tenjo. Sebelum ada TBI SiKarel, telah ada aktivitas TPQ El Huda dengan bangunan seadanya, namun diikuti sekitar 30 siswa setiap hari. TBI SiKarel pertama kali dibuka pada tanggal 13 Desember 2018 dan dibuka oleh Direktur Utama PT KCI dan Yayasan Taman Baca Inovator Pusat. Hingga akhir 2018, terdapat 450 eksemplar buku di TBI SiKarel. Jumlah ini akan terus ditingkatkan melalui berbagai mekanisme donasi buku hingga mencapai 1.500 eksemplar di akhir tahun 2019.

Selain buku tersedia juga puzzle, kartu pintar, dan kartu bahasa. Program TBI siKarel juga membaca pesan kepada masyarakat sekitar khususnya anak-anak untuk tidak bermain di jalur rel dan melakukan vandalisme terhadap KRL. Selain itu tim TBI siKarel juga rutin melakukan sosialisasi ke sekolah-sekolah sekitar untuk meningkatkan kunjungan.

#### **Santunan Yatim dan Piatu**

Kegiatan santunan yatim dilaksanakan dua kali dalam satu bulan selama satu tahun dengan memberikan santunan kepada anak yatim dan sumbangan ke masjid yang letaknya di sekitar jalur rel atau stasiun operasi KRL.

#### **Sumbangan Idul Adha**

Kegiatan penyembelihan hewan qurban dilaksanakan satu kali setahun dengan membagikan daging qurban kepada masyarakat di sekitar Stasiun Manggarai; Stasiun Cilebut; Stasiun Citayam; Stasiun Klender; Stasiun Duri; dan Stasiun Jurangmangu.

*with the Taman Baca Innovator Foundation for TBI siKarel's management and development. TBI SiKarel is located in Sukasari Village. Based on field review, Sukasari village has a population of orphans and a single high parent compared to other villages in Tenjo subdistrict. Prior to TBI Si Karel, there has been a TPQ El Huda activity with a building, but followed by about 30 students daily. TBI SiKarel was first opened on December 13, 2018 and opened by the President Director of PT KCI and the central garden Read Innovator Foundation. Until the end of 2018, there were 450 copies of the book at TBI SiKarel. This amount will continue to be increased through the various book donation mechanisms up to 1,500 copies by the end of the year 2019.*

*In addition to books, puzzles, smart cards, and language cards are available. The TBI siKarel Program also reads the message to the local community especially for children not to play on the rail line and to vandalism against KRL. In addition, TBI siKarel team also routinely socialize to the schools around to increase the visit.*

#### **Orphans Compensation**

*Orphan compensation activities are carried out twice in a month for one year by providing compensation to orphans and donations to mosques located around the railway line or operating EMU station.*

#### **Eid Adha Donation**

*Qurban activities were performed once a year by distributing Qurban meat to the community around Manggarai station; Cilebut Station; Citayam Station; Klender Station; Duri Station; and the Jurangmangu station.*





## Kegiatan CSR dalam Bidang Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja

### CSR Activities Related to Occupational, Health, and Safety Employment

Sebagai Perusahaan yang menyediakan layanan jasa transportasi publik, aspek Kesehatan dan Keselamatan Kerja (K3) merupakan aspek terpenting dalam menjalankan kegiatan operasional di dalam Perseroan. Tidak hanya untuk dipraktikkan, namun KCI menanamkan nilai pada seluruh insan Perseroan bahwa K3 merupakan landasan dalam menciptakan lingkungan kerja yang sehat, aman, dan nyaman di mana seluruh pegawai dapat bekerja secara optimal dan menghadirkan layanan jasa transportasi publik yang andal di wilayah pelayanan PT Kereta Commuter Indonesia.

Selama tahun 2019, pelaksanaan program K3 bertujuan untuk meningkatkan tingkat keselamatan dan kesehatan di lingkungan kerja melalui program dan kegiatan yang melibatkan seluruh pegawai secara langsung, antara lain:

1. Pemeriksaan kesehatan berkala tahunan (MCU) bagi seluruh pegawai.
2. Donor Darah melibatkan pegawai maupun pengguna sebanyak 4 kali kegiatan dengan bekerja sama dengan PMI Provinsi Jakarta.
3. Ikut serta dalam Rail Clinic PT KAI untuk pengobatan gratis di wilayah PT KAI Daop 1 Jakarta.
4. Pelatihan Bantuan Hidup Dasar.
5. Pelatihan Penggunaan APAR bagi petugas PKD, Awak KA, dan Petugas PPK.
6. Pemeriksaan urin untuk tes narkoba secara acak.
7. Health Talk bidang kesehatan bekerja sama dengan rumah sakit.
8. Melakukan sertifikasi tenaga kerja yang terkait dengan kesehatan dan keselamatan kerja.

*As a company that provided public transportation services, the Occupational Health and Safety (K3) aspect is the most crucial aspect in carrying out operational activities within the Company. It is not only to be practiced, but the KCI instilled value in all of the Company's employees that K3 is the basis for generating a healthy, safe and comfortable work environment where all employees can work optimally and provide reliable public transportation services in the service area of PT Kereta Commuter Indonesia.*

*Through 2019, the implementation of K3 program aims to improve the level of safety and health in the work environment through programs and activities that involve directly all employees, including:*

1. Annual Medical Check-Up (MCU) for all employees.
2. Four times in performing blood donation, involving employees and passengers in collaboration with Jakarta's Red Cross.
3. Participated in PT KAI's Rail Clinic for free treatment in the PT KAI Daop 1 Jakarta area.
4. Basic Life Assistance Training.
5. Training on the use of fire extinguishers for PKD officers, train crews and PPK officers.
6. Urine examination for random drug tests.
7. Health Talk in collaboration with hospitals.
8. Conducted employment certification related to occupational health and safety.



## KINERJA K3 TAHUN 2019

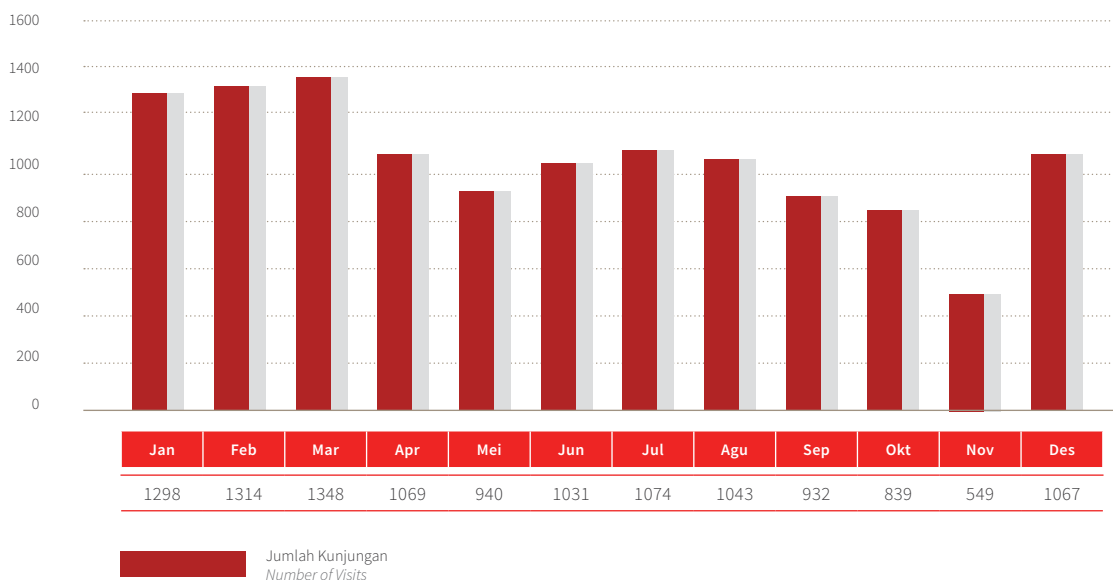
### K3 PERFORMANCE IN 2019

| Uraian<br>Description                  | Jumlah<br>Total |
|----------------------------------------|-----------------|
| Data kecelakaan kerja<br>Work accident | 0               |
| Lost time injury frequency rate        | 0               |
| <b>Total recordable injury rate</b>    | <b>0</b>        |

Perseroan selalu menyediakan tenaga kesehatan yang ditempatkan di beberapa stasiun yang terdiri atas 28 pos kesehatan dengan tenaga medis berjumlah 96 orang dengan standar peralatan dan waktu dinas sesuai dengan peraturan perundang-undangan yang berlaku.

*The Company always provided healthcare personnel stationed at several stations consisting of 28 health posts with medical personnel amounting to 96 persons with standard equipment and service time in accordance with the prevailing laws and regulations.*

Jumlah Kunjungan Pos Kesehatan Tahun 2019 | Number of Health Post Visits in 2019



# Tanggung Jawab Sosial Terkait Hak Asasi Manusia

The Company Responsibility Related to Human Rights

Perseroan selalu menjunjung tinggi Hak Asasi Manusia (HAM) bagi para *stakeholders* yang terlibat dalam kegiatan Perseroan. Perseroan berkomitmen untuk selalu menghormati dan menaati HAM yang diwujudkan dalam kebijakan-kebijakan yang dikeluarkan oleh Perseroan dan sesuai dengan prinsip-prinsip Good Corporate Governance (GCG) dalam berbagai kegiatan sebagai berikut:

## 1. Keadilan di Tempat Kerja

Perseroan telah menetapkan kebijakan atau kegiatan-kegiatan untuk mewujudkan keadilan di tempat kerja antara lain dengan menerapkan prinsip-prinsip HAM, penerapan kode etik, melakukan pemberian kompensasi yang adil bagi seluruh pegawai, peningkatan tingkat kesehatan dan kesejahteraan pegawai dan berusaha untuk *zero accident* pada setiap kegiatan Perseroan.

## 2. Prinsip Kesetaraan untuk Semua

Perseroan memiliki kebijakan untuk melakukan penerimaan, penilaian kerja, remunerasi, pengembangan karir dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, golongan, gender dan kondisi fisik.

## 3. Kesetaraan Gender

Perseroan menjunjung tinggi aspek kesetaraan dan persamaan kesempatan kerja kepada seluruh pegawai dengan memberikan kesempatan yang sama bagi pegawai baik laki-laki maupun perempuan untuk berkarya dan mengisi berbagai posisi di Perseroan, mulai dari tahap rekrutmen pegawai hingga pengembangan karir. Perseroan menjamin tidak adanya diskriminasi berdasarkan suku, agama, ras, gender dan golongan dalam aspek remunerasi, kesempatan maupun jenjang karir. Penilaian kinerja sepenuhnya mempertimbangkan kinerja pegawai yang bersangkutan dan faktor-faktor yang relevan.

SDM KCI memiliki berbagai macam latar belakang yang oleh karena itu Perusahaan menerapkan

*The Company always uphold Human Rights for the stakeholders involved in the Company's activities. The Company is committed to always respecting and complying with human rights, which is realized in policy policies issued by the Company and in accordance with the principles of Good Corporate Governance (GCG) in the following activities:*

## 1. Fairness in the Working Site

*The Company has established policies or activities to create fairness in the workplace, such as by implementing the principles of human rights, implementing a code of conduct, performing fair compensation for all employees, improving the level of health and welfare of employees and attempting to zero accident on every activity of the Company.*

## 2. Diversity Principles for All

*The Company has the policy to conduct acceptance, assessment of work, remuneration, development of career and carry out its duties professionally without distinguishing ethnicity, religion, race, class, gender and physical condition.*

## 3. Gender Equality

*The Company uphold the equality aspect and equality of employment opportunities to all employees by giving the same opportunity for both male and female employees to work and fill various positions in the Company, ranging from employee recruitment stage to career development. The Company guarantees the absence of discrimination based on ethnic, religious, racial, gender and group aspects of remuneration, opportunity and career path. The performance assessment fully considers the performance of the employees concerned and the relevant factors.*

*KCI labour has a wide range of backgrounds that therefore the Company applies the principle of equality*

prinsip kesetaraan untuk semua dalam pengelolaan SDM. KCI memiliki kebijakan yang diatur dalam Pedoman Perilaku dan Etika Kerja yang menjelaskan bahwa Perusahaan harus melakukan penerimaan, penilaian kinerja, remunerasi dan pengembangan karir tanpa membedakan suku, agama, ras, golongan, gender dan kondisi fisik. KCI mendukung prinsip kemanusiaan serta menghormati hak asasi manusia dalam pengelolaan sumber daya manusia. Kebijakan tersebut dijamin dan telah disahkan oleh Surat Keputusan Direksi yang mengatur tentang kode etik, pedoman GCG, dan Peraturan Perusahaan.

#### 4. Kesetaraan Gender untuk Promosi

Jumlah pegawai yang dipromosikan tahun 2019 adalah 79 orang dengan komposisi 63 orang laki-laki dan 16 orang perempuan.

#### 5. Pencegahan Eksploitasi Anak dan Kerja Paksa.

Sesuai dengan peraturan Perseroan tentang kebijakan rekrutmen pegawai, Perseroan mempunyai syarat usia minimum calon pegawai yaitu 18 tahun, hal ini sejalan dengan peraturan yang sudah dibuat oleh PT KAI. Perseroan juga mengharuskan para mitra yang bekerja di lingkungan Perseroan mempunyai aturan yang sama. Perseroan juga telah mengatur kebijakan SDM dan waktu bekerja sesuai dengan konvensi Internasional Labour Organization (ILO).

#### 6. Kebebasan Berserikat

Perseroan memberikan kebebasan sebesar-besarnya kepada Insan Perseroan untuk berserikat dan berkumpul dengan syarat sesuai dengan peraturan perundang-undangan yang berlaku dan tidak bertentangan dengan norma-norma yang ada. Perseroan mempunyai Serikat Pekerja PT KCI untuk memberikan kritik dan saran terhadap manajemen Perusahaan dan sebagai *partner* dalam mencapai target Perseroan.

*for all in the management of human resources. The KCI has policies set out in the Code of Conduct and work ethics explaining that the Company must undertake acceptance, performance assessment, remuneration and career development without distinguishing ethnic, religious, racial, tribal, gender and physical conditions. The KCI supports the humanitarian principle and respects human rights in human resource management. The policy is guaranteed and has been ratified by the Board of Directors ' decree governing the Code of Conducts, GCG guidelines, and Company regulation.*

#### 4. Gender Equality for Promotion

*Total promoted employees in 2019 were 79 employees with 63 male and 16 female employees.*

#### 5. Prevention of Child Exploitation and Forced Lab

*In accordance with Company regulations regarding employee recruitment policies, Company has a minimum age requirement for prospective employees, in which of 18 years minimum, this is in conformity with the regulations made by PT KAI. The Company also requires partners working in the Company's environment to have the alike rules. The Company has also arranged HR policies and work hours in accordance with the International Labor Organization (ILO) convention.*

#### 6. Freedom of Association

*The Company provides the greatest freedom to the Company Personnel to associate and gather with conditions in accordance with prevailing laws and regulations and does not contradictory with the existing norms. The Company has PT KCI Workers Union to provide criticism and suggestions to the Company's management and as partners in achieving the Company's targets.*



## 7. Sosialisasi HAM

Perseroan memberikan sosialisasi HAM kepada para pegawainya melalui sosialisasi kode etik dan peraturan Perusahaan yang dilaksanakan oleh Unit Policy GCG bekerja sama dengan Unit SDM Perseroan.

## 8. Penghormatan kepada Masyarakat

Perseroan selalu menghormati masyarakat sekitar agar operasional Perseroan dapat berjalan aman, lancar, dan terkendali. Hal ini terwujud dengan baik di mana pada masa pelaporan tahunan ini, Perseroan berhasil mempertahankan hubungan baik dengan masyarakat dan tidak ada kejadian yang signifikan berdampak pada operasional Perseroan.

## 9. Pemasok

Perseroan memberikan kebebasan kepada para pemasok untuk bisa melakukan kerja sama dengan Perseroan sesuai dengan persyaratan- persyaratan yang telah ditetapkan. Perseroan melakukan kerja sama dan pemilihan pemasok sesuai dengan prinsip GCG.

## 7. Socialization of Human Rights

The Company provides socialization of human rights to the employees through socialization of the Code of Conducts implemented by the GCG Unit Policy in collaboration with the Company's HR Unit

## 8. Respect for the Community

The Company always respects the surrounding community therefore the Company's operations can run safely, effortlessly and in a controlled manner. This was well realized where during this annual report, the Company managed to maintain good relations with the community and no significant events had an impact on the Company's operations.

## 9. Supplier

The Company gives freedom to suppliers to be able to work together with the Company in accordance with the stipulated requirements. The Company cooperates and selects suppliers in accordance with GCG principles.

Komposisi Pegawai KCI berdasarkan gender sebagai berikut:

The composition of KCI officers based on gender as follows:

| Jenis Kelamin<br>Gender | Jumlah Pegawai Tahun 2019<br>2019 Total Employee |              | Jumlah Pegawai Tahun 2018<br>2018 Total Employee |             |
|-------------------------|--------------------------------------------------|--------------|--------------------------------------------------|-------------|
|                         | Jumlah<br>Total                                  | %            | Jumlah<br>Total                                  | %           |
| Pria<br>Male            | 2,549                                            | 3,166        | 3,166                                            | 89%         |
| Wanita<br>Female        | 302                                              | 455          | 455                                              | 11%         |
| <b>Jumlah<br/>Total</b> | <b>2,852</b>                                     | <b>3,621</b> | <b>3,621</b>                                     | <b>100%</b> |

### Komposisi Pegawai Berdasarkan Penempatan Pegawai *Composition of Employee Based on Employment Placement*

| Jenis Kelamin<br><i>Gender</i>                                                        | 2019                |                         |                        | 2018                |                         |                        |
|---------------------------------------------------------------------------------------|---------------------|-------------------------|------------------------|---------------------|-------------------------|------------------------|
|                                                                                       | Pria<br><i>Male</i> | Wanita<br><i>Female</i> | Jumlah<br><i>Total</i> | Pria<br><i>Male</i> | Wanita<br><i>Female</i> | Jumlah<br><i>Total</i> |
| Direktorat Utama<br><i>Main Directorate</i>                                           | 147                 | 101                     | 248                    | 148                 | 92                      | 240                    |
| Direktorat Keuangan dan Administrasi<br><i>Finance and Administration Directorate</i> | 49                  | 26                      | 75                     | 37                  | 26                      | 63                     |
| Direktorat Teknik<br><i>Engineering Directorate</i>                                   | 663                 | 12                      | 675                    | 625                 | 16                      | 641                    |
| Direktorat Operasi dan Pemasaran<br><i>Operational and Marketing Directorate</i>      | 1,684               | 164                     | 1,848                  | 2,351               | 320                     | 2,671                  |
| <b>Total</b>                                                                          | <b>2,543</b>        | <b>303</b>              | <b>2,846</b>           | <b>3,161</b>        | <b>454</b>              | <b>3,615</b>           |

### Komposisi Pegawai Berdasarkan Penempatan Pegawai *Composition of Employee Based on Employment Placement*

| Jenis Kelamin<br><i>Gender</i>                        | 2019                |                         |                        | 2018                |                         |                        |
|-------------------------------------------------------|---------------------|-------------------------|------------------------|---------------------|-------------------------|------------------------|
|                                                       | Pria<br><i>Male</i> | Wanita<br><i>Female</i> | Jumlah<br><i>Total</i> | Pria<br><i>Male</i> | Wanita<br><i>Female</i> | Jumlah<br><i>Total</i> |
| Komisaris<br><i>Board of Commissioners</i>            | 6                   | 1                       | 7                      | 6                   | 1                       | 7                      |
| Perangkat Komisaris<br><i>Commissioners Committee</i> | 3                   | 0                       | 3                      | 2                   | 1                       | 3                      |
| VP<br><i>Vice President</i>                           | 15                  | 3                       | 18                     | 14                  | 3                       | 17                     |
| Manager                                               | 46                  | 8                       | 54                     | 44                  | 8                       | 52                     |
| Junior Manager-Assistant Manager                      | 93                  | 14                      | 107                    | 86                  | 14                      | 100                    |
| Senior Supervisor-Junior Supervisor                   | 277                 | 67                      | 344                    | 242                 | 55                      | 297                    |
| Junior Staff-Staff, MPP, Probation                    | 1,850               | 125                     | 1,975                  | 1,606               | 98                      | 1,704                  |
| PKWT<br><i>Contract</i>                               | 262                 | 85                      | 347                    | 1166                | 275                     | 1,441                  |
| <b>Total</b>                                          | <b>2,549</b>        | <b>303</b>              | <b>2,852</b>           | <b>3,166</b>        | <b>455</b>              | <b>3,621</b>           |



## CAPAIAN DAN PENGHARGAAN ACHIEVEMENTS AND AWARDS

Sampai dengan 31 Desember 2019, secara spesifik capaian yang dilakukan di bidang HAM adalah bahwa Perseroan tidak mendapatkan tuntutan dan sanksi hukum terkait pelanggaran HAM.

Pencapaian dalam bidang kegiatan Perseroan secara umum dapat dilihat pada daftar penghargaan Perseroan.

*Until December 31, 2019, specifically the achievement conducted in the field of human rights is that the Company does not get claims and legal sanctions related to human rights violations.*

*Achievement in the field of activities of the Company in general can be seen on the Company's awards list.*

## Kegiatan CSR Berkaitan dengan Tanggung Jawab kepada Konsumen

CSR Activities Related to Responsibility to the Customers

Dengan bertambahnya jumlah penumpang tiap tahunnya, Perseroan terus termotivasi untuk melakukan perbaikan maupun peningkatan layanan kepada seluruh konsumen. Hal ini merupakan bentuk tanggung jawab Perseroan kepada seluruh pengguna jasa KRL. Selain komitmen dalam memberikan pelayanan yang maksimal, Perseroan juga melaksanakan kegiatan-kegiatan guna membina hubungan yang baik dengan seluruh konsumen agar para pengguna jasa KRL terus menaruh kepercayaannya pada KCI dalam menyediakan moda transportasi yang senantiasa memenuhi kebutuhannya.

Beberapa kegiatan yang melibatkan para Konsumen Perusahaan

- FGD dilakukan setiap tahun dengan beberapa komunitas pelanggan, diskusi melibatkan Manajemen PT KCI, interaksi dan tanya jawab dilakukan ataupun penjelasan kebijakan dari manajemen PT KCI kepada pengguna KRL.

*With the upsurge in the number of passengers in each year, the Company continues to be motivated to make improvements and improve services to all customers. This is a form of the Company's responsibility to all EMU service users. In addition to commitment in providing maximum service, the Company also carries out activities to foster good relations with all customers therefore EMU service users continue to place their trust in KCI in providing transportation modes that continuously meet their needs.*

*Some activities involving the Company's customers*

- FGD is conducted annually with several customer communities, discussion involving PT KCI management, interactions and questions and answers conducted and policy explanation from PT KCI's management to users of KRL.*

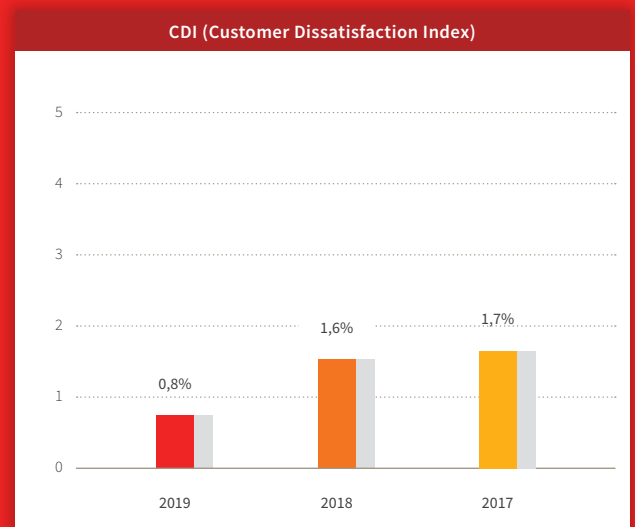


b. Survey kepuasan pelanggan dilakukan setiap tahun dengan menggunakan beberapa metode antara lain pengukuran indeks CSI, CDI, HFI dll, dengan tujuan mengetahui ekspektasi dan persepsi pelanggan dan tentunya mengukur indeks kepuasan pelanggan. Hasil survey kemudian dilaporkan ke Manajemen untuk dievaluasi dan dilakukan perbaikan.

b. The customer satisfaction survey is conducted annually using several methods such as CSI index measurement, CDI, HFI etc., with the aim of knowing the expectations and perception of customers and certainly measuring the customer satisfaction index. The survey results were then reported to the management for evaluation and repair.

Hasil survei kepuasan pelanggan sebagai berikut:

Customer satisfaction survey results are as follows:



## **PENANGANAN KELUHAN PELANGGAN** **MANAGEMENT OF CUSTOMER COMPLAINTS**

Perseroan selalu melakukan perbaikan dari waktu ke waktu dengan berdasarkan data yang digunakan salah satunya adalah penanganan keluhan pelanggan. Penanganan keluhan pelanggan dilakukan melalui unit Pelayanan dengan Commuter Control Room (CCR). Keluhan pelanggan terdefinisi dengan baik sesuai dengan kategori dan subjeknya sehingga dapat dilaporkan setiap hari kepada unit-unit terkait. Setiap keluhan terdefinisi dengan baik. Sehingga laporan keluhan pelanggan dapat menjadi acuan perbaikan pelayanan.

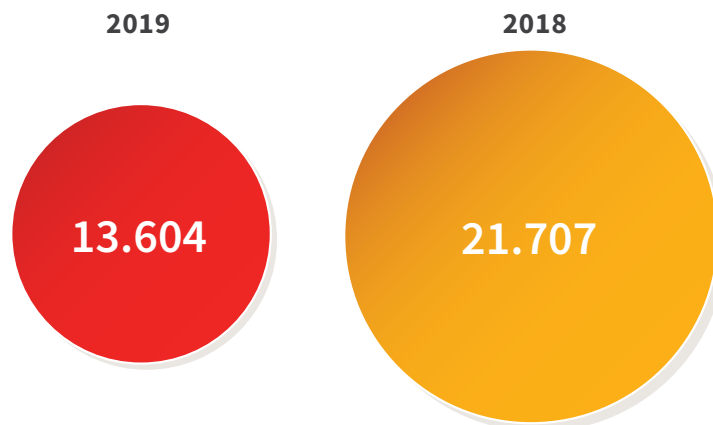
The Company continually make improvements from time to time based on the data used, one of which is managing customer complaints. Managing customer complaints is done through the Service Unit with the Commuter Control Room (CCR). Customer complaints are well defined according to the category and subject thereby it can be reported daily to the relevant units. Every complaint is well defined. Therefore, customer complaint reports can be a reference for service improvement.



PT KCI juga melakukan pendataan melalui media sosial baik Twitter, Facebook, Instagram, e-mail dan Form Keluhan pelanggan yang mana masukan, kebutuhan, dan keinginan pelanggan bisa terserap. Perseroan membuka berbagai saluran untuk para *stakeholders* menyampaikan tentang keluhannya pada saluran tersebut, antara lain *face to face* atau datang langsung ke stasiun dan menyampaikan kepada petugas Passenger Service, atau via telepon ke Call Center 121 (021-121), juga melalui surat elektronik, dan melalui media-media sosial resmi Perseroan. Perseroan melakukan kerjasama dengan PT KAI untuk pelayanan pelanggan dan terintegrasi dengan sistem CRM (Customer Relationship Management). Hal ini dilakukan agar dapat memudahkan dalam pemantauan dan penanganan keluhan tersebut.

*PT KCI also conducted data collection through social media both Twitter, Facebook, Instagram, e-mail and customer complaints Form where the input, needs, and wishes of customers can be absorbed. The Company opened various channels for the stakeholders to convey about complaints on the channel, such as face to face or come directly to the station and convey to the Passenger Service officers, or via telephone to Call Center 121 (021-121), also by electronic mail, and through the Company's official social media. The Company is collaborating with PT KAI for customer service and integrated with the CRM (Customer Relationship Management) system. This is done so that it can facilitate the monitoring and handling of complaints.*

#### Keluhan Pelanggan Customer Complaint



## STANDAR PELAYANAN SERVICE STANDARD

Pelaksanaan tanggung jawab kepada konsumen dilakukan berdasarkan Peraturan Menteri Perhubungan Nomor: PM.48 Tahun 2015 Tentang Standar Pelayanan Minimum Angkutan Orang dengan Kereta Api dan berdasarkan peraturan Direksi PT KAI Nomor: 6/LL.006/KA-2015 Tanggal 7 Desember tentang Standar Pelayanan Minimum Angkutan Orang dengan Kereta Api.

Berikut adalah hasil standar pelayanan yang dilakukan oleh Perseroan:

*The implementation of responsibility to the consumer is conducted based on the regulation of the Minister of Transportation number: PM. 48 years 2015 about the Minimum service standard of people transportation by train and according to the regulation of Board of Directors of PT KAI number: 6/LL. 006/KA-2015 dated 7 December concerning the standard of service of the passenger transport by train.*

*The following are the standard results of service conducted by the Company:*



# Tanggung Jawab Sosial Terkait Core Subject Operasi yang Adil

Social Responsibility Related to Equitable Operational Core Subject

## Komitmen dan Kebijakan

Tanggung jawab sosial terkait operasi yang adil merupakan aktivitas di dalam kegiatan utama operasional Perseroan yang secara umum menciptakan *value* tersendiri bagi Perseroan. Dalam upaya melakukan operasi yang adil, Perseroan menerapkan Good Corporate Governance agar dalam pelaksanaan kegiatannya bersifat *Fairness, Independence, Transparency, Responsibility, Accountability*. Kegiatan yang dilakukan oleh Perseroan secara umum berdasarkan peraturan *anti-fraud*, anti penyuapan, anti korupsi, kebebasan politik yang bertanggung jawab, kompetisi yang adil serta bertanggung jawab sosial. Perseroan juga selalu terbuka terhadap aturan-aturan dan keterbukaan terhadap informasi publik sesuai dengan aturan yang telah ditetapkan.

## Perencanaan dan Pelaksanaan Kegiatan

Perseroan berkomitmen untuk melakukan penerapan budaya *anti-fraud*, anti penyuapan dan anti korupsi sebagai bentuk aplikasi penerapan GCG di lingkungan Perseroan. Hal ini dilakukan sesuai dengan identitas Perseroan dalam bentuk budaya Perseroan C-Great (Integritas, Profesional, Inovasi dan Keselamatan) serta program kerja Perseroan tahun berjalan. Untuk mendukung kegiatan tersebut, PT KCI melakukan sosialisasi baik melalui media sosial, *broadcast* e-mail, diseminasi sosialisasi budaya yang disediakan pada lokasi-lokasi strategis Perusahaan.

Dalam rangka mewujudkan kegiatan Perseroan yang adil, Perseroan membuat kebijakan-kebijakan baru dan merevisi kebijakan yang ada untuk menciptakan keadilan dalam kegiatan Perseroan. Kebijakan-kebijakan tersebut juga dibuat untuk mencegah terjadinya pelanggaran yang melanggar kode etik Perseroan. Perseroan juga telah membangun saluran pelaporan pelanggaran (*Whistleblowing System*) agar adanya kejelasan dan transparansi dalam melakukan penindakan pelanggaran di lingkungan Perseroan. Selama periode pelaporan, tidak ada insiden penyuapan dan korupsi yang terbukti dan terjadi di lingkungan Perseroan.

## Commitments and Policies

*Social responsibility related to the reasonable operations is an activity in the main activities of the Company's operations of which generally creating its own value for the Company. To attain a certain aim in a fair operation, the Company implements Good Corporate Governance thereby its activities are Fairness, Independence, Transparency, Responsibility, and Accountability. Activities carried out by the Company are generally based on anti-fraud regulations, antibribery, anti-corruption, responsible political freedom, reasonable and socially responsible competition. The Company is also constantly open to rules and openness to public information in accordance with established rules.*

## Planning and Implementation of Activities

*The Company is committed to implementing anti-fraud, anti-bribery and anti-corruption culture as the application of GCG implementation in the Company's environment. This is done in accordance with the Company's identity in the form of the Company's culture C-Great (integrity, professional, innovation and safety) and the Company's work program of the year. To support the activities, PT KCI conducts socialization through social media, broadcast e-mails, dissemination of cultural socialization provided at the strategic locations of the Company.*

*In order to realize the Company's fair activities, the Company makes new policies and revises the existing policies to create justice in the Company's activities. These policies are also made to prevent violations that violate the Company's code of ethics. The Company has also built a Whistleblowing System for clarity and transparency in conducting violations in the Company's environment. During the reporting period, no incidents of bribery and corruption were proven and occurred in the Company's environment.*

Halaman ini sengaja dikosongkan  
*This page is intentionally left blank*



## Pernyataan Tanggung Jawab Dewan Komisaris untuk Laporan Tahunan 2019

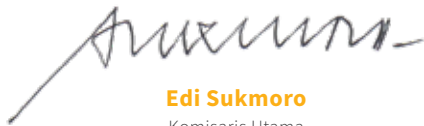
Statement of Responsibility from Board of Commissioners for the 2019 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Kereta Commuter Indonesia Tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan. Demikian pernyataan ini dibuat dengan sebenarnya.

*We, the undersigned, hereby declare that all information contained in PT Kereta Commuter Indonesia Annual Report 2019 have been fully disclosed and being solely responsible upon accountability of the Annual Report contents. This statement is made truthfully.*

Jakarta, Juli 2020

*Jakarta, July 2020*



**Edi Sukmoro**

Komisaris Utama

*President Commissioner*



**Edy Widayaya**

Komisaris

*Commissioner*



**Dariyadi**

Plt. Komisaris

*Acting Commissioner*



# Pernyataan Tanggung Jawab Direksi untuk Laporan Tahunan 2019

Statement of Responsibility from Board of Directors for the 2019 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Kereta Commuter Indonesia Tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan. Demikian pernyataan ini dibuat dengan sebenarnya.

*We, the undersigned, hereby declare that all information contained in PT Kereta Commuter Indonesia Annual Report 2019 have been fully disclosed and being solely responsible upon accountability of the Annual Report contents. This statement is made truthfully.*

Jakarta, Juli 2020

*Jakarta, July 2020*



**Wiwik Widayanti**

Direktur Utama  
*President Director*



**Saridal**

Plt. Direktur Teknik  
*Acting Technical Director*



**Januar Parlindungan**

Plt. Direktur Keuangan dan Administrasi  
*Acting Director of Finance and Administration*



**Subakir**

Direktur Operasi dan Pemasaran  
*Operations and Marketing Director*



# Referensi Kriteria Penilaian Annual Report Award

## Reference of Annual Report Award Criteria

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman Page                                       | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I. UMUM</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                    | <b>I. GENERAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1. Laporan tahunan disajikan dalam Bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam Bahasa Inggris.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ✓                                                  | 1. Annual report is presented in good and correct Indonesian and it is also recommended to present the report in English.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2. Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | ✓                                                  | 2. Annual report is printed in good quality and and use readable font type and size.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 3. Laporan tahunan mencantumkan identitas Perusahaan dengan jelas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ✓                                                  | 3. Annual report should state clearly the identity of the Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4. Nama Perusahaan dan tahun annual report ditampilkan di:<br>1. Sampul muka;<br>2. Samping;<br>3. Sampul belakang; dan<br>4. Setiap halaman.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | ✓                                                  | 4. Name of the Company and year of the annual report is placed on:<br>1. The front cover;<br>2. Sides;<br>3. Back cover; and<br>4. Each page.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 5. Laporan tahunan ditampilkan di website Perusahaan, mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ✓                                                  | 5. Annual report is uploaded in the Company's website, including the latest annual report and at least the last 4 years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>II. IKHTISAR DATA KEUANGAN PENTING</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                    | <b>II. SUMMARY OF KEY FINANCIAL INFORMATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1. Informasi hasil usaha Perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.<br><br>Informasi memuat antara lain:<br>1. Penjualan/pendapatan usaha;<br>2. Laba (rugi);<br>a. Diatribusikan kepada pemilik entitas induk<br>b. Diatribusikan kepada kepentingan non-pengendali<br>3. Penghasilan komprehensif periode berjalan;<br>a. Diatribusikan kepada pemilik entitas induk; dan<br>b. Diatribusikan kepada kepentingan non-pengendali<br>4. Laba (rugi) per saham.<br><br>Catatan: Apabila Perusahaan tidak memiliki entitas anak, Perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total | 8-13<br><br>10<br>10<br><br><br><br><br><br><br>10 | 1. Information of Company's business result in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years.<br><br>The information contained includes:<br>1. Operating sales/revenue;<br>2. Profit (loss);<br>a. Attributable to parent entity<br>b. Attributable to non-controlling interest<br>3. Comprehensive income for the current period;<br>a. Attributable to parent entity; and<br>b. Attributable to non-controlling interest<br>4. Profit (loss) per share.<br><br>Note: If the Company does not have a subsidiary, the Company presents total profit (loss) and comprehensive income for the current period |
| 2. Informasi posisi keuangan Perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.<br><br>Informasi memuat antara lain:<br>1. Jumlah investasi pada entitas asosiasi;<br>2. Jumlah aset;<br>3. Jumlah liabilitas; dan<br>4. Jumlah ekuitas.                                                                                                                                                                                                                                                                                                                                                                                            | 10<br><br>10<br>11<br>11                           | 2. Information of Company's financial position in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years.<br><br>The information contained includes:<br>1. Total investment in associates;<br>2. Total assets;<br>3. Total liabilities;<br>4. Total equity.                                                                                                                                                                                                                                                                                                                                                         |
| 3. Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 11                                                 | 3. Financial ratios in comparative form over a period of 3 (three) financial years or since the commencement of business if the Company has been running its business activities for less than 3 (three) years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman Page                     | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Informasi harga saham dalam bentuk tabel dan grafik.</p> <p>1. Informasi dalam bentuk tabel yang memuat:</p> <ol style="list-style-type: none"> <li>Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;</li> <li>Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan;</li> <li>Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.</li> </ol> <p>2. Informasi dalam bentuk grafik yang memuat paling kurang:</p> <ol style="list-style-type: none"> <li>Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan;</li> <li>Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan, untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.</li> </ol> <p>Catatan: Apabila Perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.</p> | N/A                              | <p>4. Share price information in tables and charts.</p> <p>1. Information in form of tables which contain:</p> <ol style="list-style-type: none"> <li>Market capitalization based on prices on the Stock Exchange where the share is listed;</li> <li>Highest, lowest, and closing price based on prices on the Stock Exchange where the share is listed;</li> <li>Share trading volume on the Stock Exchange where the share is listed.</li> </ol> <p>2. Information in form of charts which containat least:</p> <ol style="list-style-type: none"> <li>Closing price based on prices on the Stock Exchange where the share is listed;</li> <li>Share trading volume based on the Stock Exchange where the share is listed, for every quater in the last 2 (two) fiscal years.</li> </ol> <p>Note: The Company shall disclose if it does not have market capitalization, share price information, and shall trading volume.</p> |
| <p>5. Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir.</p> <p>Informasi memuat:</p> <ol style="list-style-type: none"> <li>Jumlah obligasi/sukuk/obligasi konversi yang beredar;</li> <li>Tingkat bunga/imbalan;</li> <li>Tanggal jatuh tempo; dan</li> <li>Peringkat obligasi/sukuk.</li> </ol> <p>Catatan: Apabila Perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | N/A                              | <p>5. Information on outstanding bonds, sukuk or convertible bonds in the latest 2 (two) fiscal years.</p> <p>Information contains:</p> <ol style="list-style-type: none"> <li>Total outstanding bonds/sukuk/convertible bonds;</li> <li>Yield/interest rate;</li> <li>Maturity date; and</li> <li>Bonds/sukuk rating.</li> </ol> <p>Note: The Company shall disclose if it does not have outstanding bonds, sukuk or convertible bonds.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| III. LAPORAN DEWAN KOMISARIS DAN DIREKSI                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  | III. THE BOARD OF COMMISSIONERS' AND BOARD OF DIRECTORS' REPORT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>1. Laporan Dewan Komisaris memuat hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> <li>Penilaian atas kinerja Direksi mengenai pengelolaan Perusahaan dan dasar penilaiannya;</li> <li>Pandangan atas prospek usaha Perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;</li> <li>Pandangan atas penerapan/pengelolaan whistleblowing system (WBS) di Perusahaan dan peran Dewan Komisaris dalam WBS tersebut;</li> <li>Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada).</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                        | <p>26</p> <p>29</p> <p>31-32</p> | <p>1 The Board of Commissioners' report contains the following items:</p> <ol style="list-style-type: none"> <li>Assessment on the performance of the Board of Directors in managing the Company and the basis of assessment;</li> <li>The outlook over the prospects of the Company's business which set by the Board of Directors and its basis of consideration;</li> <li>The outlook over the implementation/management of a whistleblowing system (WBS) in the Company and the role of the Board of Commissioners in the WBS; and</li> <li>Changes in the composition of the Board of Commissioners (if any).</li> </ol>                                                                                                                                                                                                                                                                                                     |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman<br>Page                                      | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Laporan Direksi memuat hal-hal sebagai berikut:<br>1. Analisis atas kinerja Perusahaan, yang mencakup antara lain:<br>a. Kebijakan strategis,<br>b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan, dan<br>c. Kendala-kendala yang dihadapi Perusahaan;<br>2. Analisis tentang prospek usaha;<br>3. Perkembangan penerapan tata kelola Perusahaan pada tahun buku;<br>4. Perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada).                                                                                                                                                                                                                                                         | 36-38<br><br>37<br><br>38<br>43-44<br>38-40<br>42-43 | 2. <i>The Board of Directors' Report contains the following items:</i><br>1. <i>Analysis of Company's performance, which includes, among others:</i><br>a. <i>Strategic policies,</i><br>b. <i>Comparison between achievement of results and targets, and</i><br>c. <i>Challenges faced by the Company;</i><br>2. <i>Analysis of business prospects;</i><br>3. <i>Development of the implementation of corporate governance;</i><br>4. <i>Changes in the composition of the Board of Directors (if any).</i>                                                                                                                                                                                                                                                     |
| 3. Tanda tangan anggota Direksi dan anggota Dewan Komisaris memuat hal-hal sebagai berikut:<br><br>1. Tanda tangan dituangkan pada lembaran tersendiri;<br>2. Pernyataan bahwa Direksi dan Dewan Komisaris bertanggung jawab penuh atas kebenaran isi laporan tahunan;<br>3. Ditandatangani seluruh anggota Direksi dan anggota Dewan Komisaris dengan menyebutkan nama dan jabatannya; dan<br>4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Direksi atau anggota Dewan Komisaris yang tidak menandatangani laporan tahunan, atau: penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. | 510-511                                              | 3. <i>Signatures of the members of the Board of Directors and the Board of Commissioners contains the following items:</i><br>1. <i>Signatures are appended in separated sheet;</i><br><br>2. <i>Statement that the Board of Directors and the Board of Commissioners are fully responsible for the authenticity of the annual report;</i><br>3. <i>Signed by all members of the Board of Directors and the Board of Commissioners by stating name and position; and</i><br>4. <i>Written statement in separate letter if there is member of the Board of Directors and the Board of Commissioners who do not sign the annual report, or: written statement in separate letter from other members if there is no written statement from the relevant member.</i> |
| <b>IV. PROFIL Perusahaan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                      | <b>IV. Company PROFILE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 1. Nama dan alamat lengkap Perusahaan yang memuat informasi antara lain nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 48                                                   | 1 <i>Name and address of the Company contains information such as name and address, zip code, telephone and/or facsimile, email, and website.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2. Riwayat singkat Perusahaan.<br><br>Mencakup antara lain: tanggal/tahun pendirian, nama, dan perubahan nama Perusahaan (jika ada).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 50-52                                                | 2. <i>Brief history of the Company.</i><br><br><i>Includes among others: date/year of establishment, name and changes in the Company name (if any).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 3. Bidang usaha.<br><br>Uraian mengenai antara lain:<br>1. Kegiatan usaha Perusahaan menurut anggaran dasar terakhir;<br>2. Kegiatan usaha yang dijalankan; dan<br>3. Produk dan/atau jasa yang dihasilkan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 59-63                                                | 3 <i>Business lines.</i><br><br><i>The description includes:</i><br>1. <i>Business activities of the Company according to recent articles of association;</i><br>2. <i>Conducted business activities; and</i><br>3. <i>Products and/or services produced.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4. Struktur Organisasi.<br><br>Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 66-67                                                | 4 <i>Organizational structure.</i><br><br><i>In form of chart, which includes names and titles at least up to the one level below the Board of Directors.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Halaman Page                                                              | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5 Visi, Misi, dan Budaya Perusahaan.</p> <p>Mencakup:</p> <ol style="list-style-type: none"> <li>1. Visi Perusahaan;</li> <li>2. Misi Perusahaan; dan</li> <li>3. Keterangan bahwa visi dan misi tersebut telah disetujui oleh Direksi/Dewan Komisaris; dan</li> <li>4. Pernyataan mengenai budaya Perusahaan (corporate culture) yang dimiliki Perusahaan</li> </ol>                                                                                                                                                                                                                                                                                                               | 68-69                                                                     | <p>5 <i>Company's Vision, Mission, and Corporate Culture.</i></p> <p><i>Includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Company's vision;</i></li> <li>2. <i>Company's mission; and</i></li> <li>3. <i>Statement that the Company's vision and mission have been approved by the Board of Directors/Board of Commissioners; and</i></li> <li>4. <i>Statement on Company's corporate culture.</i></li> </ol>                                                                                                                                                                                                                                                                                                           |
| <p>6 Identitas dan riwayat hidup singkat anggota Dewan Komisaris.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama;</li> <li>2. Jabatan (termasuk jabatan pada Perusahaan atau lembaga lain);</li> <li>3. Umur;</li> <li>4. Domisili;</li> <li>5. Pendidikan;</li> <li>6. Pengalaman kerja;</li> <li>7. Tanggal penunjukkan pertama kali sebagai anggota Dewan Komisaris.</li> </ol>                                                                                                                                                                                                                                                            | 75-78                                                                     | <p>6 <i>Brief identity and curriculum vitae of the members of the Board of Commissioners.</i></p> <p><i>The information should contain:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name;</i></li> <li>2. <i>Position (including the position in other Company or institution);</i></li> <li>3. <i>Age;</i></li> <li>4. <i>Domicile;</i></li> <li>5. <i>Education;</i></li> <li>6. <i>Work experience;</i></li> <li>7. <i>Date of first appointment as the member of the Board of Commissioners.</i></li> </ol>                                                                                                                                                                                                             |
| <p>7 Identitas dan riwayat hidup singkat anggota Direksi.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama;</li> <li>2. Jabatan (termasuk jabatan pada Perusahaan atau lembaga lain);</li> <li>3. Umur;</li> <li>4. Domisili;</li> <li>5. Pendidikan;</li> <li>6. Pengalaman kerja;</li> <li>7. Tanggal penunjukkan pertama kali sebagai anggota Direksi.</li> </ol>                                                                                                                                                                                                                                                                            | 79-83                                                                     | <p>7 <i>Brief identity and curriculum vitae of the members of the Board of Directors.</i></p> <p><i>The information should contain:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name;</i></li> <li>2. <i>Position (including the position in other Company or institution);</i></li> <li>3. <i>Age</i></li> <li>4. <i>Domicile;</i></li> <li>5. <i>Education;</i></li> <li>6. <i>Work experience;</i></li> <li>7. <i>Date of first appointment as the member of the Board of Directors.</i></li> </ol>                                                                                                                                                                                                                      |
| <p>8. Jumlah karyawan (komparatif 2 tahun) dan deskripsi pengembangan kompetensinya (misal: aspek pendidikan dan pelatihan karyawan).</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Jumlah karyawan untuk masing-masing level organisasi;</li> <li>2. Jumlah karyawan untuk masing-masing tingkat pendidikan;</li> <li>3. Jumlah karyawan berdasarkan status kepegawaian;</li> <li>4. Deskripsi dan data pengembangan kompetensi karyawan yang telah dilakukan dengan mencerminkan adanya persamaan kesempatan kepada seluruh karyawan; dan</li> <li>5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.</li> </ol> | <p>49, 119</p> <p>123</p> <p>124</p> <p>126</p> <p>128-136</p> <p>128</p> | <p>8. <i>Number of employees (2 years comparatively) and description of competence building (such as: aspect of education and training of employees).</i></p> <p><i>The information should contain:</i></p> <ol style="list-style-type: none"> <li>1. <i>Total employees for each organization level;</i></li> <li>2. <i>Total employees for each level of education;</i></li> <li>3. <i>Total employees based on employment status;</i></li> <li>4. <i>Description and data of employee's competency development which has been done by reflecting the equality of opportunity to all employees; and</i></li> <li>5. <i>The cost of employee's competency development which has been incurred in the financial year.</i></li> </ol> |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman Page                                         | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>9 Komposisi pemegang saham.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;</li> <li>2. Rincian pemegang saham dan persentase kepemilikannya meliputi: <ol style="list-style-type: none"> <li>a. Nama pemegang saham yang memiliki 5% atau lebih saham;</li> <li>b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.</li> </ol> </li> <li>3. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung.</li> </ol> <p>Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.</p> | <p>93-94</p> <p>93</p> <p>93</p> <p>93</p> <p>94</p> | <p>9 Shareholders composition.</p> <p>Among others includes:</p> <ol style="list-style-type: none"> <li>1. Details of shareholders name which include 20 majority shareholders and their ownership percentage;</li> <li>2. Details of shareholders and their ownership percentage which include: <ol style="list-style-type: none"> <li>a. Name of shareholders who have 5% or more shares;</li> <li>b. Group of public shareholders who each own less than 5% of shares.</li> </ol> </li> <li>3. Name of Directors and Commissioners who each own less than 5% of shares.</li> </ol> <p>Note: it requires disclosure if the Director and Commissioner does not own direct and indirect shares.</p> |
| <p>10 Daftar entitas anak dan/atau entitas asosiasi.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama entitas anak dan/atau asosiasi;</li> <li>2. Persentase kepemilikan saham;</li> <li>3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan</li> <li>4. Keterangan tentang status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).</li> </ol>                                                                                                                                                                                                                                                                                                    |                                                      | <p>10. List of subsidiaries and/or associates.</p> <p>The information should contain:</p> <ol style="list-style-type: none"> <li>1. Name of subsidiaries and/or associates;</li> <li>2. Share ownership percentage;</li> <li>3. Description of subsidiaries and/or associates business line; and</li> <li>4. Description of subsidiaries and/or associates operation status (has operated or has not operated).</li> </ol>                                                                                                                                                                                                                                                                          |
| <p>11 Struktur grup Perusahaan.</p> <p>Struktur grup Perusahaan dalam bentuk bagan yang menggambarkan entitas anak, entitas asosiasi, joint venture, dan special purpose vehicle.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>96</p>                                            | <p>11 Corporate group structure.</p> <p>Corporate group structure in form of chart which describes subsidiaries, associates, joint venture, and special purpose vehicle.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>12 Kronologis pencatatan saham.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Kronologis pencatatan saham;</li> <li>2. Jenis tindakan korporasi (corporate action) yang menyebabkan perubahan jumlah saham;</li> <li>3. Perubahan jumlah saham dari awal pencatatan sampai dengan akhir tahun buku; dan</li> <li>4. Nama bursa di mana saham Perusahaan dicatatkan.</li> </ol> <p>Catatan: Apabila Perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.</p>                                                                                                                                                                                                                                              | <p>95</p>                                            | <p>12 Share listing chronology.</p> <p>Among others, include:</p> <ol style="list-style-type: none"> <li>1. Chronology of share listing;</li> <li>2. Corporate action that changes in the number of shares;</li> <li>3. Share volume changes from the beginning until the end of fiscal year; and</li> <li>4. Name of stock exchange where the Company's share is listed (if any).</li> </ol> <p>Note: If the Company does not have a chronology of share listing, it should be disclosed.</p>                                                                                                                                                                                                      |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>13 Kronologis pencatatan efek lainnya.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Kronologis pencatatan efek lainnya;</li> <li>2. Jenis tindakan korporasi (corporate action) yang menyebabkan perubahan jumlah efek lainnya;</li> <li>3. Perubahan jumlah efek lainnya dari awal pencatatan sampai dengan akhir tahun buku; dan</li> <li>4. Nama bursa di mana efek lainnya dicatatkan; dan</li> <li>5. Peringkat efek.</li> </ol> <p>Catatan: Apabila Perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan.</p> | 95           | <p>13 Listing chronology of other securities.</p> <p>Among others, include:</p> <ol style="list-style-type: none"> <li>1. Listing chronology of other securities;</li> <li>2. Corporate action that cause changes in the number of other securities;</li> <li>3. Changes of the number of other securities from the beginning until the end of fiscal year; and</li> <li>4. Name of stock exchange where the other securities is listed; and</li> <li>5. Securities rating.</li> </ol> <p>Note: If the Company does not have a chronology of other securities listing, it should be disclosed.</p> |
| <p>14 Nama dan alamat lembaga dan/atau profesi penunjang pasar modal.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama dan alamat BAE/pihak yang mengadministrasikan saham Perusahaan;</li> <li>2. Nama dan alamat Kantor Akuntan Publik; dan</li> <li>3. Nama dan alamat Perusahaan pemeringkat efek.</li> </ol>                                                                                                                                                                                                                                     | 170          | <p>14 Name and address of capital market institutions and/or supporting professions.</p> <p>The information should contain:</p> <ol style="list-style-type: none"> <li>1. Name and address of Securities Administration Bureau/ parties that administered the Company's share;</li> <li>2. Name and address of Public Accounting Firm; and</li> <li>3. Name and address of securities rating agency.</li> </ol>                                                                                                                                                                                    |
| <p>15 Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama penghargaan dan/atau sertifikat;</li> <li>2. Tahun perolehan;</li> <li>3. Badan pemberi penghargaan dan/atau sertifikat; dan</li> <li>4. Masa berlaku (untuk sertifikasi).</li> </ol>                                                                                                                                  | 53-56        | <p>15 Award received by the Company in the latest fiscal year and/ or valid certification in the latest fiscal year both on a national and international scale.</p> <p>The information should contain:</p> <ol style="list-style-type: none"> <li>1. Name of award and/or certificate;</li> <li>2. Year of acquisition;</li> <li>3. Name of agency that give the award and/or certification; and</li> <li>4. Validity period (for certification).</li> </ol>                                                                                                                                       |
| <p>16 Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada).</p> <p>Memuat informasi antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama dan alamat entitas anak; dan</li> <li>2. Nama dan alamat kantor cabang/perwakilan.</li> </ol> <p>Catatan: Apabila Perusahaan tidak memiliki entitas anak/ cabang/perwakilan agar diungkapkan.</p>                                                                                                                                                                                                       | N/A          | <p>16 Name and address of subsidiary and/or branch offices or representative offices (if any).</p> <p>The information should contain:</p> <ol style="list-style-type: none"> <li>1. Name and address of subsidiaries; and</li> <li>2. Name and address of branch/representative offices.</li> </ol> <p>Note: It requires a disclosure if the Company has no subsidiaries/branch/representative.</p>                                                                                                                                                                                                |
| <p>17 Informasi pada Website Perusahaan</p> <p>Meliputi paling kurang:</p> <ol style="list-style-type: none"> <li>1. Informasi pemegang saham sampai dengan pemilik akhir individu;</li> <li>2. Struktur grup Perusahaan (jika ada);</li> <li>3. Analisis kinerja keuangan;</li> <li>4. Laporan keuangan tahunan (5 tahun terakhir); dan</li> <li>5. Profil Dewan Komisaris dan Direksi.</li> </ol>                                                                                                                                                                                          | 171-172      | <p>17 Information on Company Website</p> <p>Include at least:</p> <ol style="list-style-type: none"> <li>1. Information on shareholders information up to individual owners, either direct or indirect;</li> <li>2. Company's group stucture;</li> <li>3. Financial performance analysis</li> <li>4. Financial statements for 5 (five) years; and</li> <li>5. Board of Commissioners and Board of Directors</li> </ol>                                                                                                                                                                             |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Halaman<br>Page                                                                           | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>18 Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal, meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):</p> <ol style="list-style-type: none"> <li>1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris</li> <li>2. Pendidikan dan/atau pelatihan untuk Direksi</li> <li>3. Pendidikan dan/atau pelatihan untuk Komite Audit</li> <li>4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi</li> <li>5. Pendidikan dan/atau pelatihan untuk Komite Lainnya</li> <li>6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan</li> <li>7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal yang diikuti pada tahun buku.</li> </ol> <p>Catatan: Apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan.</p> | 173-175                                                                                   | <p>18 <i>Education and/or training of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit, includes at the least the following information (types and relevant parties in participating):</i></p> <ol style="list-style-type: none"> <li>1. <i>Education and/or training of the Board of Commissioners</i></li> <li>2. <i>Education and/or training of the Board of Directors</i></li> <li>3. <i>Education and/or training of the Audit Committee</i></li> <li>4. <i>Education and/or training of the Nomination and Remuneration Committee</i></li> <li>5. <i>Education and/or training of the other Committees</i></li> <li>6. <i>Education and/or training of the Corporate Secretary</i></li> <li>7. <i>Education and/or training of the Internal Audit Unit attended in the fiscal year.</i></li> </ol> <p><i>Note: If there is no education and/or training in the fiscal year, it should be disclosed.</i></p> |
| <b>V. ANALISIS DAN PEMBAHASAN MANAJEMEN</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                           | <b>V. MANAGEMENT DISCUSSION AND ANALYSIS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>1. Tinjauan operasi per segmen usaha.</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Penjelasan masing-masing segmen usaha.</li> <li>2. Kinerja per segmen usaha, antara lain: <ol style="list-style-type: none"> <li>a. Produksi;</li> <li>b. Peningkatan/penurunan kapasitas produksi;</li> <li>c. Penjualan/pendapatan usaha; dan</li> <li>d. Profitabilitas.</li> </ol> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 181-182                                                                                   | <p>1. <i>Operational review per business segment.</i></p> <p><i>Contains the description of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Description of each business business segment.</i></li> <li>2. <i>Performance of Production/business activity;</i> <ol style="list-style-type: none"> <li>a. <i>Production;</i></li> <li>b. <i>Increase/decrease of production capacity;</i></li> <li>c. <i>Operating sales/revenue; and</i></li> <li>d. <i>Profitability.</i></li> </ol> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>2. Uraian atas kinerja keuangan Perusahaan.</p> <p>Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan (dalam bentuk narasi dan tabel), antara lain mengenai:</p> <ol style="list-style-type: none"> <li>1. Aset lancar, aset tidak lancar, dan total aset;</li> <li>2. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;</li> <li>3. Ekuitas;</li> <li>4. Penjualan/pendapatan usaha, beban dan laba (rugi), pendapatan komprehensif lain, dan total laba (rugi) komprehensif; dan</li> <li>5. Arus kas.</li> </ol>                                                                                                                                                                                                                     | <p>183-197</p> <p>183-185</p> <p>185-188</p> <p>188-189</p> <p>189-194</p> <p>194-197</p> | <p>2. <i>Description of Company's financial performance.</i></p> <p><i>Analysis of financial performance which includes a comparison between current fiscal year and the previous year and the cause of increase/decrease (in form of tables and charts), among others, concerning:</i></p> <ol style="list-style-type: none"> <li>1. <i>Current assets, non-current assets, and total assets;</i></li> <li>2. <i>Short-term liabilities, long-term liabilities, and total liabilities;</i></li> <li>3. <i>Equity;</i></li> <li>4. <i>Operating sales/revenue, expense and profit (loss), other comprehensive income, and total of comprehensive profit (loss); and</i></li> <li>5. <i>Cash flow.</i></li> </ol>                                                                                                                                                                                                                                                           |
| <p>3. Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang Perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri Perusahaan.</p> <p>Penjelasan tentang:</p> <ol style="list-style-type: none"> <li>1. Kemampuan membayar utang, baik jangka pendek maupun jangka panjang; dan</li> <li>2. Tingkat kolektibilitas piutang.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>198</p> <p>198</p> <p>198</p>                                                          | <p>3 <i>Discussion and analysis of capacity to pay debts and the collectibility of account receivables, by presenting relevant ratio calculation in accordance with the type of Company's industry.</i></p> <p><i>Description of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Ability to pay debts, both in short and long term; and</i></li> <li>2. <i>Collectibility of account receivables.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Bahasan tentang struktur modal (capital structure), dan kebijakan manajemen atas struktur modal (capital structure policy).</p> <p>Penjelasan atas:</p> <ol style="list-style-type: none"> <li>1. Struktur modal (capital structure); dan</li> <li>2. Kebijakan manajemen atas struktur modal (capital structure policies) dan dasar pemilihan kebijakan tersebut.</li> </ol>                                                                                                                                                                                                                                                | 198-199      | <p>4. Discussion of capital structure and management policy on capital structure policy.</p> <p>Description of:</p> <ol style="list-style-type: none"> <li>1. Capital structure; and</li> <li>2. Management policy on capital structure policies and the basis of the policies.</li> </ol>                                                                                                                                                                                                                                                                                               |
| <p>5. Bahasan mengenai ikatan yang material untuk investasi barang modal.</p> <p>Penjelasan tentang:</p> <ol style="list-style-type: none"> <li>1. Nama pihak yang melakukan ikatan;</li> <li>2. Tujuan dari ikatan tersebut;</li> <li>3. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;</li> <li>4. Mata uang yang menjadi denominasi, dan</li> <li>5. Langkah-langkah yang direncanakan Perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.</li> </ol> <p>Catatan: Apabila Perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.</p> | N/A          | <p>5. Discussion on significant ties for the investment of capital goods.</p> <p>Description of:</p> <ol style="list-style-type: none"> <li>1. The name of ties executor;</li> <li>2. The purpose of the ties;</li> <li>3. Source of funds expected to fulfill the said ties;</li> <li>4. Currency of denomination; and</li> <li>5. Steps taken by the Company to protect the position of related foreign currency against risks.</li> </ol> <p>Note: It requires a disclosure if the Company has no significant ties for the investment of capital goods in the latest fiscal year.</p> |
| <p>6. Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir.</p> <p>Penjelasan tentang:</p> <ol style="list-style-type: none"> <li>1. Jenis investasi barang modal;</li> <li>2. Tujuan investasi barang modal; dan</li> <li>3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.</li> </ol> <p>Catatan: Apabila tidak terdapat realisasi investasi barang modal agar diungkapkan.</p>                                                                                                                                                                                         | 199-204      | <p>6. Discussion of capital goods investment that was realized in the latest fiscal year.</p> <p>Description of:</p> <ol style="list-style-type: none"> <li>1. Type of capital goods investment;</li> <li>2. The purpose of capital goods investment; and</li> <li>3. The value of capital goods investment in the latest fiscal year.</li> </ol> <p>Note: It requires a disclosure if there is no realization capital goods investment.</p>                                                                                                                                             |
| <p>7. Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, struktur permodalan, atau lainnya yang dianggap penting bagi Perusahaan.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan</li> <li>2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.</li> </ol>                                                                     | 205-207      | <p>7. Comparative information of target in the beginning of fiscal year and its realization, and target or projection to be achieved for the next year which include income, profit, capital structure, or others that considered important for the Company.</p> <p>Information, among others, includes:</p> <ol style="list-style-type: none"> <li>1. Comparison between target in the beginning of fiscal year and its realization; and</li> <li>2. Target or projection to be achieved in the next 1 (one) year.</li> </ol>                                                           |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.</p> <p>Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.</p> <p>Catatan: Apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.</p>                                                                                                                                                                                                                                                   | 207             | <p>8. <i>Significant information and fact subsequent to the accountant's report date.</i></p> <p><i>Description of subsequent event including its impact to the business performance and risk in the future.</i></p> <p><i>Note: It requires a disclosure if there is no subsequent event.</i></p>                                                                                                                                                                                                                                                                                                                |
| <p>9. Uraian tentang prospek usaha Perusahaan.</p> <p>Uraian mengenai prospek Perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.</p>                                                                                                                                                                                                                                                                                                                                                           | 210-212         | <p>9. <i>Description of Company's business prospects.</i></p> <p><i>Description of the Company's prospects in regards with the industry and economy in general accompanied with supporting quantitative data from reliable data source.</i></p>                                                                                                                                                                                                                                                                                                                                                                   |
| <p>10. Uraian tentang aspek pemasaran.</p> <p>Uraian tentang aspek pemasaran atas produk dan/atau jasa Perusahaan, antara lain strategi pemasaran dan pangsa pasar.</p>                                                                                                                                                                                                                                                                                                                                                                                                             | 208             | <p>10. <i>Description of marketing aspects.</i></p> <p><i>Description of marketing aspect for the Company's products and/or services, such as marketing strategy and market segment.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>11. Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir.</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Kebijakan pembagian dividen;</li> <li>2. Total dividen yang dibagikan;</li> <li>3. Jumlah dividen kas per saham;</li> <li>4. Payout ratio; dan</li> <li>5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun.</li> </ol> <p>Catatan: Apabila tidak ada pembagian dividen, agar diungkapkan alasannya.</p> | 214             | <p>11. <i>Description of and total of cash dividend per share and total of dividend per year that announced or paid for the last 2 (two) fiscal years.</i></p> <p><i>Contains the description of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Dividend distribution policy;</i></li> <li>2. <i>Total of distributed dividends;</i></li> <li>3. <i>Total of cash dividend per share;</i></li> <li>4. <i>Payout ratio; and</i></li> <li>5. <i>Announcement date and cash dividend payment for each year.</i></li> </ol> <p><i>Note: It requires a disclosure if there is no dividend distribution.</i></p> |
| <p>12. Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Perusahaan (ESOP/MSOP).</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Jumlah saham ESOP/MSOP dan realisasinya;</li> <li>2. Jangka waktu;</li> <li>3. Persyaratan karyawan dan/atau manajemen yang berhak; dan</li> <li>4. Harga exercise.</li> </ol> <p>Catatan: Apabila tidak memiliki program dimaksud, agar diungkapkan.</p>                                                                                                                                  | 214             | <p>12. <i>Employee Share Ownership Program and/or Management Share Ownership Program (ESOP/MSOP) which conducted by the Company.</i></p> <p><i>Contains the description of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Total of ESOP/MSOP shares and its realization;</i></li> <li>2. <i>Term;</i></li> <li>3. <i>The requirements for the employee and/or management; and</i></li> <li>4. <i>Exercise price.</i></li> </ol> <p><i>Note: It requires a disclosure if there is no referred program.</i></p>                                                                                              |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>13 Realisasi penggunaan dana hasil penawaran umum (dalam hal Perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana).</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Total perolehan dana;</li> <li>2. Rencana penggunaan dana;</li> <li>3. Rincian penggunaan dana;</li> <li>4. Saldo dana; dan</li> <li>5. Tanggal persetujuan RUPS atas perubahan penggunaan dana (jika ada).</li> </ol> <p>Catatan: Apabila tidak memiliki informasi realisasi dana penawaran umum, agar diungkapkan.</p>                                                                                                              | 215          | <p>13 Realization of the use of proceeds from the public offering (in terms of the Company still has the obligation to submit the report of proceeds realization).</p> <p>Contains the description of:</p> <ol style="list-style-type: none"> <li>1. Total proceeds acquired;</li> <li>2. Plan of proceeds utilization;</li> <li>3. Detail of proceeds utilization;</li> <li>4. Balance of proceeds; and</li> <li>5. GMS approval date for the change of proceeds utilization (if any).</li> </ol> <p>Note: It requires a disclosure if there is no information of realization of the use of proceeds from the public offering.</p>                                                                    |
| <p>14 Informasi material mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal.</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Tujuan dilakukannya transaksi;</li> <li>2. Nilai transaksi atau jumlah yang direstrukturisasi; dan</li> <li>3. Sumber dana.</li> </ol> <p>Catatan: Apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.</p>                                                                                                                                                                                                                        | 215-216      | <p>14 Significant information on investment, expansion, divestment, business merger/consolidation, acquisition, restructuring of debt/capital.</p> <p>Contains the description of:</p> <ol style="list-style-type: none"> <li>1. The purpose of transaction;</li> <li>2. The value of transaction or the restructured amount; and</li> <li>3. Source of fund.</li> </ol> <p>Note: It requires a disclosure if there is no referred transaction.</p>                                                                                                                                                                                                                                                    |
| <p>15 Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi.</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi;</li> <li>2. Penjelasan mengenai kewajaran transaksi;</li> <li>3. Alasan dilakukannya transaksi;</li> <li>4. Realisasi transaksi pada periode tahun buku terakhir;</li> <li>5. Kebijakan Perusahaan terkait dengan mekanisme review atas transaksi; dan</li> <li>6. Pemenuhan peraturan dan ketentuan terkait.</li> </ol> <p>Catatan: Apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.</p> | 218-219      | <p>15 Information of significant transaction which contains conflict of interest and/or transaction with affiliated parties.</p> <p>Contains the description of:</p> <ol style="list-style-type: none"> <li>1. Name of parties which conduct transaction and the nature of affiliation;</li> <li>2. Explanation about the fairness of the transaction;</li> <li>3. Reasons of transaction;</li> <li>4. Realization of transaction in the latest fiscal year period;</li> <li>5. Relevant Company's policy on the transaction review mechanism; and</li> <li>6. Compliance toward relevant rules and regulations.</li> </ol> <p>Note: It requires a disclosure if there is no referred transaction.</p> |
| <p>16 Uraian mengenai perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perusahaan.</p> <p>Uraian memuat antara lain: perubahan peraturan perundang-undangan dan dampaknya terhadap Perusahaan.</p> <p>Catatan: Apabila tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan, agar diungkapkan.</p>                                                                                                                                                                                                                                                                                                      | 220-221      | <p>16 Description of changes in regulation which have a significant impact on the Company.</p> <p>The description, among others, includes: changes in regulation and its impact toward the Company.</p> <p>Note: It requires a disclosure if there is no changes in regulation which have a significant impact.</p>                                                                                                                                                                                                                                                                                                                                                                                    |



| Materi & Penjelasan                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Halaman<br>Page              | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17                                   | <p>Informasi kelangsungan usaha.</p> <p>Pengungkapan informasi mengenai:</p> <ol style="list-style-type: none"> <li>Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan pada tahun buku terakhir;</li> <li>Assessment manajemen atas hal-hal pada angka 1; dan</li> <li>Asumsi yang digunakan manajemen dalam melakukan assessment.</li> </ol> <p>Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan pada tahun buku.</p> | 222                          | <p>18 Business Continuity Information.</p> <p>Disclosure of information regarding:</p> <ol style="list-style-type: none"> <li>Any material issues that would affect Company's business continuity in the current year;</li> <li>Management's assessment on the matters on number 1; and</li> <li>Assumptions used by the management to conduct assessment.</li> </ol> <p>Note: if there was any material issues that would affect Company's business continuity in the current year, assumption that allowed the management to ensure that there was no material issues that would affect the Company's business continuity in the current year.</p> |
| VI. TATA KELOLA Perusahaan YANG BAIK |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                              | VI. GOOD CORPORATE GOVERNANCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 1.                                   | <p>Uraian Dewan Komisaris.</p> <p>Uraian memuat antara lain:</p> <ol style="list-style-type: none"> <li>Uraian tanggung jawab Dewan Komisaris;</li> <li>Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan</li> <li>Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Dewan Komisaris).</li> </ol>                                                                                                                                                                                                                                                                                                                                                       | 285<br>290<br>300<br>292-293 | <p>1. Description of the Board of Commissioners.</p> <p>The description, among others, includes:</p> <ol style="list-style-type: none"> <li>Description of the responsibility of the Board of Commissioners;</li> <li>Assessment on each committee under the Board of Commissioners and evaluation basis; and</li> <li>Disclosure of Board Charter (guidelines and work order of the Board of Commissioners).</li> </ol>                                                                                                                                                                                                                             |
| 2.                                   | <p>Uraian mengenai Komisaris Independen.</p> <p>Meliputi antara lain:</p> <ol style="list-style-type: none"> <li>Kriteria penentuan Komisaris Independen; dan</li> <li>Pernyataan tentang independensi masing-masing Komisaris Independen.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | N/A<br>289                   | <p>2. Description of Independent Commissioner.</p> <p>Among others, includes:</p> <ol style="list-style-type: none"> <li>Criteria for appointing Independent Commissioner; and</li> <li>Statement about the independency of each Independent Commissioner.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                |
| 3.                                   | <p>Uraian Direksi.</p> <p>Uraian memuat antara lain:</p> <ol style="list-style-type: none"> <li>Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;</li> <li>Program pelatihan dalam rangka meningkatkan kompetensi Direksi atau program orientasi bagi Direksi baru;</li> <li>Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi); dan</li> </ol>                                                                                                                                                                                                                                                                                                                                    | 301<br>307-309<br>322<br>306 | <p>3. Description of the Board of Directors.</p> <p>The description, among others, includes:</p> <ol style="list-style-type: none"> <li>Scope of work and responsibility of each member of the Board of Directors;</li> <li>Training program in order to improve the competency of the Board of Directors or orientation program for the new Director; and</li> <li>Disclosure of Board Charter (guidelines and work order of the Board of Directors); and</li> </ol>                                                                                                                                                                                |
| 4.                                   | <p>Penilaian Penerapan GCG untuk tahun buku 2018 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi, memuat uraian mengenai:</p> <ol style="list-style-type: none"> <li>Kriteria yang digunakan dalam penilaian</li> <li>Pihak yang melakukan penilaian</li> <li>Skor penilaian masing-masing kriteria</li> <li>Rekomendasi hasil penilaian</li> <li>Alasan belum/tidak diterapkannya rekomendasi.</li> </ol> <p>Catatan: Apabila tidak ada penilaian penerapan GCG untuk tahun buku 2018, agar diungkapkan.</p>                                                                                                                                                                                                         | 236-266                      | <p>4. GCG assessment for fiscal year 2018 which covering at least the aspect of the Board of Commissioners and Board of Directors, contains disclosure as follows:</p> <ol style="list-style-type: none"> <li>Criteria used in the assessment</li> <li>Party that conducts the assessment</li> <li>Assessment scores for each criterion</li> <li>Recommendation from assessment result</li> <li>The reason for not implementing the recommendation.</li> </ol> <p>Note: If there is no assessment of GCG implementation for fiscal year 2018, it should be disclosed.</p>                                                                            |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5. Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;</li> <li>2. Pengungkapan prosedur penetapan remunerasi Direksi;</li> <li>3. Struktur remunerasi yang menunjukkan komponen remunerasi dan nominal per komponen untuk setiap anggota Dewan Komisaris;</li> <li>4. Struktur remunerasi yang menunjukkan komponen remunerasi dan nominal per komponen untuk setiap anggota Direksi; dan</li> <li>5. Pengungkapan indikator untuk penetapan remunerasi Direksi.</li> <li>6. Pengungkapan bonus kinerja, bonus nonkinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada).</li> </ol> <p>Catatan: apabila tidak terdapat bonus kinerja, bonus nonkinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.</p> | 362-365      | <p>5. <i>Description of the remuneration policy for the Board of Commissioners and Directors.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Disclosure of the Board of Commissioners' remuneration proposal to stipulation procedure;</i></li> <li>2. <i>Disclosure of the Board of Directors' remuneration proposal to stipulation procedure;</i></li> <li>3. <i>Remuneration structure that indicates the remuneration component and each component nominal for each member of the Board of Commissioners; and</i></li> <li>4. <i>Remuneration structure that indicates the remuneration component and each component nominal for each member of the Board of Directors; and</i></li> <li>5. <i>Disclosure of remuneration stipulation indicators for the Board of Directors.</i></li> <li>6. <i>Disclosure of performance bonus, non performance bonus, and/or share option for each Board of Commissioners and Board of Directors (if any).</i></li> </ol> <p><i>Note: It requires a disclosure if there is no performance bonus, and/or share option for each Board of Commissioners and Board of Directors.</i></p> |
| <p>6. Frekuensi dan tingkat kehadiran rapat Dewan Komisaris, rapat Direksi, dan rapat gabungan Dewan Komisaris dengan Direksi</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Tanggal Rapat;</li> <li>2. Peserta Rapat; dan</li> <li>3. Agenda Rapat.</li> </ol> <p>untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 295, 334-347 | <p>6. <i>Frequency of meeting and attendance of the Board of Commissioners, the Board of Directors, and joint meeting of the Board of Directors and the Board of Commissioners</i></p> <p><i>Information includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Meeting Date;</i></li> <li>2. <i>Meeting Participants; and</i></li> <li>3. <i>Meeting Agenda.</i></li> </ol> <p><i>for meeting of the Board of Commissioners, the Board of Directors, and joint meeting of the Board of Directors and the Board of Commissioners.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>7. Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung sampai kepada pemilik individu.</p> <p>Dalam bentuk skema or diagram, kecuali untuk BUMN yang dimiliki sepenuhnya oleh pemerintah.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | N/A          | <p>7. <i>Information of major and controlling shareholders, both direct or indirect, up to the individual owners.</i></p> <p><i>In form of scheme or chart, except for the SOE that is fully owned by the government.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>8. Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;</li> <li>2. Hubungan afiliasi antara anggota Direksi dengan anggota Dewan Komisaris;</li> <li>3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau pengendali;</li> <li>4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan</li> <li>5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau pengendali.</li> </ol> <p>Catatan: Apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.</p> | 344-347      | <p>8. <i>Disclosure of affiliation relationship between the member of the Board of Directors, the Board of Commissioners, and Major and/or controlling Shareholders.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Affiliation relationship between the member of the Board of Directors and other member of the Board of Directors;</i></li> <li>2. <i>Affiliation relationship between the member of the Board of Directors and the member of the Board of Commissioners;</i></li> <li>3. <i>Affiliation relationship between the member of the Board of Directors and Major and/or controlling Shareholders;</i></li> <li>4. <i>Affiliation relationship between the member of the Board of Commissioners and other member of the Board of Commissioners; and</i></li> <li>5. <i>Affiliation relationship between the member of the Board of Commissioners and Major and/or controlling Shareholders.</i></li> </ol> <p><i>Note: It requires a disclosure if there is no referred affiliation relationship.</i></p> |
| <p>9. Komite Audit.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama, jabatan dan periode jabatan anggota komite audit;</li> <li>2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;</li> <li>3. Independensi anggota komite audit;</li> <li>4. Uraian tugas dan tanggung jawab;</li> <li>5. Laporan singkat pelaksanaan kegiatan komite audit; dan</li> <li>6. Frekuensi pertemuan dan tingkat kehadiran komite audit.</li> </ol>                                                                                                                                                                                                                               | 350-355      | <p>9. <i>Audit Committee.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name, position and tenure of the member of the audit committee;</i></li> <li>2. <i>Educational background (Major and Institution) and working experience (Position, Institution and Tenure);</i></li> <li>3. <i>Independency of the member of the audit committee;</i></li> <li>4. <i>Description of task and responsibility;</i></li> <li>5. <i>Brief report on the activities carried out by the audit committee; and</i></li> <li>6. <i>Frequency of meetings and attendance of the audit committee.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>10 Komite/Fungsi Nominasi dan Remunerasi.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;</li> <li>2. Independensi anggota komite nominasi dan/atau remunerasi;</li> <li>3. Uraian tugas dan tanggung jawab;</li> <li>4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi; dan</li> <li>5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi.</li> </ol>                                                                                                                                                                                                                                                                      | N/A          | <p>10. <i>Nomination and Remuneration Committee/Function.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name, position, and brief curriculum vitae of the member of nomination and/or remuneration committee;</i></li> <li>2. <i>Independency of the member of nomination and/or remuneration committee;</i></li> <li>3. <i>Description of task and responsibility;</i></li> <li>4. <i>Description of activities carried out by the nomination and/or remuneration committee; and</i></li> <li>5. <i>Frequency of meetings and attendance of the nomination and/or remuneration committee.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                              |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>11. Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh Perusahaan.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;</li> <li>2. Independensi anggota komite lain;</li> <li>3. Uraian tugas dan tanggung jawab;</li> <li>4. Uraian pelaksanaan kegiatan komite lain; dan</li> <li>5. Frekuensi pertemuan dan tingkat kehadiran komite lain.</li> </ol>                                                                                                                                                                                                        | 355-358      | <p>11. Other committees under the Board of Commissioners which owned by the Company.</p> <p>Among others, includes:</p> <ol style="list-style-type: none"> <li>1. Name, position, and brief curriculum vitae of the member of other committees;</li> <li>2. Independence of the member of other committees;</li> <li>3. Description of task and responsibility;</li> <li>4. Description of activities carried out by other committees; and</li> <li>5. Frequency of meetings and attendance of other committees.</li> </ol>                                                                                |
| <p>12 Uraian tugas dan fungsi sekretaris Perusahaan.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama dan riwayat jabatan singkat sekretaris Perusahaan;</li> <li>2. Domisili</li> <li>3. Uraian tugas dan tanggung jawab</li> <li>4. Uraian pelaksanaan tugas sekretaris Perusahaan; dan</li> <li>5. Program pelatihan dalam rangka mengembangkan kompetensi sekretaris Perusahaan.</li> </ol>                                                                                                                                                                                                                                      | 366-378      | <p>12 Description of task and function of corporate secretary.</p> <p>Among others, includes:</p> <ol style="list-style-type: none"> <li>1. Name and brief curriculum vitae of corporate secretary;</li> <li>2. Domicile;</li> <li>3. Description of duties and responsibilities;</li> <li>4. Description of task implementation of corporate secretary; and</li> <li>5. Training program in order to improve the competency of corporate secretary.</li> </ol>                                                                                                                                            |
| <p>13 Uraian mengenai unit audit internal.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama ketua unit audit internal;</li> <li>2. Jumlah pegawai (auditor internal) pada unit audit internal;</li> <li>3. Sertifikasi sebagai profesi audit internal;</li> <li>4. Kedudukan unit audit internal dalam struktur Perusahaan;</li> <li>5. Laporan singkat pelaksanaan kegiatan unit audit internal; dan</li> <li>6. Pihak yang mengangkat/memberhentikan ketua unit audit internal.</li> </ol>                                                                                                                                         | 379-406      | <p>13 Description of internal audit unit.</p> <p>Among others, includes:</p> <ol style="list-style-type: none"> <li>1. Name of the chairman of internal audit unit;</li> <li>2. Number of employees (internal auditor) in internal audit unit;</li> <li>3. Certification as internal auditor;</li> <li>4. Position of the internal audit unit in Company's structure;</li> <li>5. Brief report of activities carried out by the internal audit unit; and</li> <li>6. Party that appoints/dismisses the chairman of internal audit unit.</li> </ol>                                                         |
| <p>14 Akuntan publik.</p> <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;</li> <li>2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;</li> <li>3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh akuntan publik pada tahun buku terakhir; dan</li> <li>4. Jasa lain yang diberikan akuntan selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.</li> </ol> <p>Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.</p> | 407-410      | <p>14 Public accountant.</p> <p>Information should contain, among others:</p> <ol style="list-style-type: none"> <li>1. The amount of period the public accountant has audited the annual financial statements;</li> <li>2. The amount of period the Public Accounting Firm has audited the annual financial statements;</li> <li>3. The amount of fee for each service provided by the public accountant; and</li> <li>4. Other services provided by the accountant other than the audit of annual financial statements.</li> </ol> <p>Note: It requires disclosure if there is no referred services.</p> |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>15 Uraian mengenai manajemen risiko Perusahaan.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Penjelasan mengenai sistem manajemen risiko yang diterapkan Perusahaan;</li> <li>2. Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem manajemen risiko;</li> <li>3. Penjelasan mengenai risiko-risiko yang dihadapi Perusahaan; dan</li> <li>4. Upaya untuk mengelola risiko tersebut.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 415-427         | <p>15 <i>Description of Company's risk management.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Description of risk management system implemented by the Company;</i></li> <li>2. <i>Description of the evaluation implemented on the effectiveness of the risk management system;</i></li> <li>3. <i>Description of risks faced by the Company; and</i></li> <li>4. <i>Attempt to manage those risks.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>16 Uraian mengenai sistem pengendalian internal.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Penjelasan singkat mengenai sistem pengendalian internal, antara lain mencakup pengendalian keuangan dan operasional;</li> <li>2. Penjelasan kesesuaian sistem pengendalian internal dengan kerangka yang diakui secara internasional (COSO – internal control framework); dan</li> <li>3. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 411-414         | <p>16 <i>Description of internal control system.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Brief description of internal control system, among others, includes financial and operational control;</i></li> <li>2. <i>Description of the compliance of internal control system toward the internationally acknowledged framework (COSO – internal control framework); and</i></li> <li>3. <i>Description of the review on the effectiveness of internal control system in the financial year.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>17 Uraian mengenai corporate social responsibility yang dengan terkait tata kelola tanggung jawab sosial.</p> <ol style="list-style-type: none"> <li>1. Informasi komitmen pada tanggung jawab sosial</li> <li>2. Informasi mengenai methoda dan lingkup due diligence terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas Perusahaan</li> <li>3. Informasi tentang stakeholder penting yang terdampak atau berpengaruh pada dampak dari kegiatan Perusahaan</li> <li>4. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan Perusahaan</li> <li>5. Informasi tentang lingkup tanggung jawab sosial Perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban</li> <li>6. Informasi tentang strategi dan program kerja Perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya stakeholders engagement dan meningkatkan value untuk stakeholder dan shareholder</li> <li>7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal Perusahaan yang relevan dengan bisnis yang dijalankan</li> <li>8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial</li> </ol> | 482-490         | <p>17 <i>Description of corporate social responsibility regarding the governance of social responsibility.</i></p> <ol style="list-style-type: none"> <li>1. <i>Information on commitment to social responsibility</i></li> <li>2. <i>Information about methods and scope of due diligence on social, economic and environmental impacts of Company activities</i></li> <li>3. <i>Information about significant stakeholders affected or influences the impact of Company activities</i></li> <li>4. <i>Information about important socio-economic and environmental issues related to the impact of Company activities</i></li> <li>5. <i>Information about the scope of corporate social responsibility, which is both an obligation and beyond obligation</i></li> <li>6. <i>Information about the Company's strategies and work programs in handling social, economic and environmental issues in the effort of stakeholder engagement and increasing value for stakeholders and shareholders</i></li> <li>7. <i>Information about various programs that exceeds the Company's minimum responsibilities that are relevant to the business</i></li> <li>8. <i>Information about financing and social responsibility budgets</i></li> </ol> |
| <p>18 Uraian mengenai corporate social responsibility yang terkait core subject hak asasi manusia.</p> <ol style="list-style-type: none"> <li>1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subject hak asasi manusia</li> <li>2. Informasi tentang rumusan Perusahaan lingkup tanggung jawab sosial core subject hak asasi manusia</li> <li>3. Informasi tentang perencanaan corporate social responsibility bidang hak asasi manusia</li> <li>4. Informasi tentang pelaksanaan inisiatif CSR bidang hak asasi manusia</li> <li>5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang hak asasi manusia</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 500-503         | <p>18 <i>Description of corporate social responsibility regarding the core subject of human rights.</i></p> <ol style="list-style-type: none"> <li>1. <i>Information about social responsibility commitment and policies for the core subject of human rights</i></li> <li>2. <i>Information about the formulation of the Company's scope of social responsibility for the core subject of human rights</i></li> <li>3. <i>Information about the planning of corporate social responsibility in the field of human rights</i></li> <li>4. <i>Information on the implementation of CSR initiatives in the aspect of human rights</i></li> <li>5. <i>Information on the achievement and award of CSR initiatives in the aspect of human rights</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Materi & Penjelasan |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19                  | <p>Uraian mengenai corporate social responsibility yang terkait core subject operasi yang adil.</p> <ol style="list-style-type: none"> <li>1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subject operasi yang adil</li> <li>2. Informasi tentang rumusan Perusahaan lingkup tanggung jawab sosial core subject operasi yang adil</li> <li>3. Informasi tentang perencanaan corporate social responsibility bidang operasi yang adil</li> <li>4. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil</li> <li>5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 508-509         | <p>19 Description of corporate social responsibility regarding the core subject of fair operating procedures.</p> <ol style="list-style-type: none"> <li>1. Information about social responsibility commitment and policies for the core subject of fair operating procedures</li> <li>2. Information about the formulation of the Company's scope of social responsibility for the core subject of fair operating procedures</li> <li>3. Information about the planning of corporate social responsibility in the field of fair operating procedures</li> <li>4. Information on the implementation of CSR initiatives in the aspect of fair operating procedures</li> <li>5. Information on the achievement and award of CSR initiatives in the aspect of fair operating procedures</li> </ol>                                                                                                                                                                                                                                                                                                                                     |
| 20                  | <p>Uraian mengenai corporate social responsibility yang terkait dengan lingkungan hidup.</p> <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> <li>1. Informasi tentang komitmen dan kebijakan lingkungan</li> <li>2. Informasi tentang dampak dan resiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan Perusahaan</li> <li>3. Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen;</li> <li>4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional Perusahaan</li> <li>5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup</li> <li>6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah Perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain.</li> <li>7. Sertifikasi di bidang lingkungan yang dimiliki.</li> </ol> | 493-494         | <p>20 Description of corporate social responsibility related to the environment.</p> <p>Information should contain, among others:</p> <ol style="list-style-type: none"> <li>1. Information about environmental commitments and policies</li> <li>2. Information about important environmental impacts and risks that are directly or indirectly related to the Company</li> <li>3. Information about the target/plan of activities in 2018 determined by management;</li> <li>4. Information about activities carried out and related to environmental programs related to the Company's operational activities</li> <li>5. Information about the implementation of CSR initiatives related to the environment</li> <li>6. Information about the quantitative impacts of these activities; and, such as the use of materials and energy that are environmentally friendly and can be recycled, the Company's waste management system, complaints mechanism for environmental problems, consideration of environmental aspects in providing financing to customers, and others.</li> <li>7. Environmental certifications</li> </ol> |
| 21                  | <p>Uraian mengenai corporate social responsibility yang terkait dengan ketenagakerjaan, kesehatan dan keselamatan kerja.</p> <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> <li>1. Kebijakan dan komitmen tanggung jawab sosial Perusahaan core subjek ketenagakerjaan</li> <li>2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan</li> <li>3. Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan</li> <li>4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut</li> <li>5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.</li> </ol>                                                                                                                                                                                                                                | 498-499         | <p>21 Description of corporate social responsibility related to the employment, occupational health and safety.</p> <p>Information should contain, among others:</p> <ol style="list-style-type: none"> <li>1. Policies and commitments in terms of corporate social responsibility related to employment</li> <li>2. Information about scope and formulation of corporate social responsibility related to employment</li> <li>3. Information about activities target/plan set by the management in 2018; and</li> <li>4. Activities and its quantitative impact that are carried out in regards with the activities</li> <li>5. Information about the practice of employment, occupational health and safety, such as the equality of gender and work opportunity, occupational facility and safety, employee turnover rate, accident rate, remuneration, complaints mechanism for environmental problems, etc.</li> </ol>                                                                                                                                                                                                        |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Halaman Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>22 Uraian mengenai corporate social responsibility yang terkait dengan pengembangan sosial dan kemasyarakatan.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Target/rencana kegiatan yang pada tahun 2018 ditetapkan manajemen; dan</li> <li>2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut</li> <li>3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 504-507      | <p>22 <i>Description of corporate social responsibility related to the community and social development.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Target/plan activities set by the management;</i></li> <li>2. <i>Activities that are carried out and the impacts of such activities.</i></li> <li>3. <i>In regards with the product responsibility, such as customer health and safety, product information, facility, total and customer complaint control, etc.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p>23 Uraian mengenai corporate social responsibility yang terkait dengan tanggung jawab kepada konsumen.</p> <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> <li>1. Kebijakan dan komitmen tanggung jawab sosial Perusahaan core subject pengembangan sosial dan kemasyarakatan</li> <li>2. Informasi tentang isu-isu sosial yang relevan dengan Perusahaan</li> <li>3. Informasi tentang resiko sosial yang dikelola Perusahaan</li> <li>4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan</li> <li>5. Target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen;</li> <li>6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan</li> <li>7. Biaya yang dikeluarkan</li> <li>8. Terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar Perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain.</li> </ol> <p>Terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar Perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, dan lain-lain.</p> | 495-497      | <p>23 <i>Description of Corporate Social Responsibility related to the product responsibility toward consumer.</i></p> <p><i>Information should contain, among others:</i></p> <ol style="list-style-type: none"> <li>1. <i>Policies and commitments in terms of corporate social responsibility related to community and social development</i></li> <li>2. <i>Information about social issues relevant to the Company</i></li> <li>3. <i>Information about social risks managed by the Company</i></li> <li>4. <i>Information about the scope and formulation of social responsibility in the field of social and community development</i></li> <li>5. <i>Target/plan of activities in 2018 determined by management;</i></li> <li>6. <i>Activities and its quantitative impact that are carried out in regards with the activities; and</i></li> <li>7. <i>Costs incurred.</i></li> <li>8. <i>In regards with the community and social development, such as local worker recruitment, community empowerment around the Company, social facilities repairement, other donations, etc.</i></li> </ol> <p><i>In regards with the product responsibility, such as customer health and safety, product information, facility, total and customer complaint control, etc.</i></p> |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Halaman Page   | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>24 Perkara penting yang sedang dihadapi oleh Perusahaan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang menjabat pada periode laporan tahunan.</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> <li>1. Pokok perkara/gugatan;</li> <li>2. Status penyelesaian perkara/gugatan;</li> <li>3. Pengaruhnya terhadap kondisi Perusahaan; dan</li> <li>4. Sanksi administrasi yang dikenakan kepada entitas, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).</li> </ol> <p>Catatan: Dalam hal Perusahaan, entitas anak, anggota Dewan Komisaris dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.</p> | <p>428</p>     | <p>24 <i>Legal disputes faced by the Company, subsidiaries, member of the Board of Directors and/or the Board of Commissioners that served during the period of annual report.</i></p> <p><i>Among others, includes:</i></p> <ol style="list-style-type: none"> <li>1. <i>Subject of the case/lawsuit;</i></li> <li>2. <i>Settlement status of the case/lawsuit;</i></li> <li>3. <i>Potential impacts on the financial condition of the Company; and</i></li> <li>4. <i>Administrative sanctions imposed on the entity, member of the Board of Commissioners and the Board of Directors, by the relevant authority (the capital market, banking and others) in the last fiscal year (or statement of no administrative sanctions imposed on the Company).</i></li> </ol> <p><i>Note: It requires a disclosure if the Company, subsidiaries, member of the Board of Directors and/or the Board of Commissioners have no dispute.</i></p> |
| <p>25 Akses informasi dan data Perusahaan.</p> <p>Uraian mengenai tersedianya akses informasi dan data Perusahaan kepada publik, misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>476-479</p> | <p>25 <i>Access to information and corporate data.</i></p> <p><i>Description of the availability of access to information and corporate data to the public, for example through the website (in Indonesian and English), mass media, mailing lists, newsletters, analyst meetings, etc.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>26 Bahasan mengenai kode etik.</p> <p>Memuat uraian antara lain:</p> <ol style="list-style-type: none"> <li>1. Pokok-pokok kode etik;</li> <li>2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;</li> <li>3. Penyebarluasan kode etik;</li> <li>4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan.</li> <li>5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.</li> </ol> <p>Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.</p>                                                                                                                                                                                                                     | <p>430-459</p> | <p>26 <i>Discussion of code of conduct.</i></p> <p><i>Contains description of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Contents of the code of conduct;</i></li> <li>2. <i>Disclosure of the code of conduct applies to all organization level;</i></li> <li>3. <i>Dissemination of code of conduct;</i></li> <li>4. <i>Sanction for each violation stipulated in the code of conduct (normative); and</i></li> <li>5. <i>Total code of conduct violations including the sanctions in the recent financial year.</i></li> </ol> <p><i>Note: It requires disclosure if there is no code of conduct violations in the recent year.</i></p>                                                                                                                                                                                                                                                                                   |
| <p>27 Pengungkapan mengenai whistleblowing system.</p> <p>Memuat uraian tentang mekanisme whistleblowing system antara lain:</p> <ol style="list-style-type: none"> <li>1. Penyampaian laporan pelanggaran;</li> <li>2. Perlindungan bagi whistleblower;</li> <li>3. Penanganan pengaduan;</li> <li>4. Pihak yang mengelola pengaduan; dan</li> <li>5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir serta tindak lanjutnya.</li> <li>6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.</li> </ol> <p>Catatan: Apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.</p>                                                                                                                   | <p>460-469</p> | <p>27. <i>Disclosure of whistleblowing system.</i></p> <p><i>Contains a description of the mechanism of whistleblowing system, among others:</i></p> <ol style="list-style-type: none"> <li>1. <i>Submission of violation reports;</i></li> <li>2. <i>Protection for the whistleblower;</i></li> <li>3. <i>Handling the complaint;</i></li> <li>4. <i>Party that manages the complaint; and</i></li> <li>5. <i>Amount of incoming complaints and processed in the last fiscal year as well as its follow-up.</i></li> <li>6. <i>Sanction/follow up on settled complaints in the financial year.</i></li> </ol> <p><i>Note: If there are no incoming complaints and have been processed in the last fiscal year, it should be disclosed.</i></p>                                                                                                                                                                                         |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>28 Keberagaman Komposisi Dewan Komisaris dan Direksi.</p> <p>Uraian kebijakan Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.</p> <p>Catatan: Apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.</p>                                                                                                                                                                                                                                                                                                                                                                                             | 348-349         | <p>28 <i>Diversity in the Composition of the Board of Commissioners and Board of Directors.</i></p> <p><i>Description of Company's policy on diversity in the composition of the Board of Commissioners and Board of Directors in terms of education (field of study), work experience, age, and gender.</i></p> <p><i>Note: If there is no such policy, disclosure of the reason and consideration are required.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| VII. INFORMASI KEUANGAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 | VII. FINANCIAL INFORMATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>1. Surat pernyataan Direksi dan/atau Dewan Komisaris tentang tanggung jawab atas laporan keuangan.</p> <p>Kesesuaian dengan peraturan terkait tentang tanggung jawab atas laporan keuangan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | √               | <p>1. <i>Statement by the Board of Directors and/or the Board of Commissioners concerning the responsibility toward financial statements.</i></p> <p><i>Compliance with relevant regulations on the responsibility toward financial statements.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2. Opini auditor independen atas laporan keuangan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | √               | 2. <i>Opinion of independent auditor on the financial statements.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>3. Deskripsi auditor independen di opini.</p> <p>Deskripsi memuat tentang:</p> <ol style="list-style-type: none"> <li>1. Nama dan tanda tangan;</li> <li>2. Tanggal laporan audit; dan</li> <li>3. Nomor izin KAP dan nomor izin akuntan publik.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | √               | <p>3. <i>Description of the independent auditor in the opinion.</i></p> <p><i>Description should contain:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name and signature;</i></li> <li>2. <i>Date of audit report; and</i></li> <li>3. <i>License number of PAF and license number of public accountants.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>4. Laporan keuangan yang lengkap.</p> <p>Memuat secara lengkap unsur-unsur laporan keuangan:</p> <ol style="list-style-type: none"> <li>1. Laporan posisi keuangan (neraca);</li> <li>2. Laporan laba rugi dan penghasilan komprehensif lain;</li> <li>3. Laporan perubahan ekuitas;</li> <li>4. Laporan arus kas;</li> <li>5. Catatan atas laporan keuangan;</li> <li>6. Informasi komparatif mengenai periode sebelumnya; dan</li> <li>7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).</li> </ol> | √               | <p>4. <i>Comprehensive financial statements.</i></p> <p><i>Comprehensively contains the elements of financial statements:</i></p> <ol style="list-style-type: none"> <li>1. <i>Statement of financial position (balance sheet);</i></li> <li>2. <i>Statement of profit/loss and other comprehensive income;</i></li> <li>3. <i>Statement of changes in equity;</i></li> <li>4. <i>Statement of cash flows;</i></li> <li>5. <i>Notes to the financial statements;</i></li> <li>6. <i>Comparative information regarding the previous period; and</i></li> <li>7. <i>Statement of financial position in the beginning of previous period which presented when the entity applies an accounting policy retrospectively or restates its accounts of financial statements, or when entity reclassifies the accounts in its financial statements (if applicable).</i></li> </ol> |
| 5. Perbandingan tingkat profitabilitas menampilkan perbandingan laba (rugi) tahun berjalan dengan tahun sebelumnya.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 | 5. <i>Comparison of profitability presenting the comparison of profit (loss) in the current year and previous year.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>6. Laporan arus kas yang memenuhi ketentuan sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;</li> <li>2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi;</li> <li>3. Pemisahan penyajian antara penerimaan kas dan/atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan</li> <li>4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.</li> </ol>                                                                                                                                                                                                                                                                       |                 | <p>6. <i>Statement of cash flow which meet the following requirements:</i></p> <ol style="list-style-type: none"> <li>1. <i>Clustered in three activity categories: operating, investing, and financing;</i></li> <li>2. <i>Use of direct method to report cash flows from the operating activity;</i></li> <li>3. <i>Separation of presentation between cash acceptance and/or disbursement during the current year in the operating, investing and financing activities; and</i></li> <li>4. <i>Disclosure of non cash transaction should be stated in the accompanying notes of financial statements.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                        |
| <p>7. Ikhtisar kebijakan akuntansi yang meliputi sekurang-kurangnya:</p> <ol style="list-style-type: none"> <li>1. Pernyataan dan kepatuhan terhadap SAK;</li> <li>2. Dasar pengukuran dan penyusunan laporan keuangan;</li> <li>3. Pengakuan pendapatan dan beban;</li> <li>4. Imbalan kerja; dan</li> <li>5. Instrumen keuangan.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 | <p>7. <i>Overview of accounting policies which includes at least:</i></p> <ol style="list-style-type: none"> <li>1. <i>Statement and compliance with FAS;</i></li> <li>2. <i>Basis of measurement and preparation of financial statements;</i></li> <li>3. <i>Acknowledgement of income and expenses;</i></li> <li>4. <i>Employee benefits; and</i></li> <li>5. <i>Financial instruments.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>8. Pengungkapan transaksi pihak berelasi, di mana hal-hal yang diungkapkan antara lain:</p> <ol style="list-style-type: none"> <li>1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;</li> <li>2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan</li> <li>3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 | <p>8. <i>Disclosure on transactions with related parties, in which disclosing several issues as follows:</i></p> <ol style="list-style-type: none"> <li>1. <i>Name of related party, as well as the nature and relationship with the related party;</i></li> <li>2. <i>Value of transaction and its percentage toward the relevant total income and expenses; and</i></li> <li>3. <i>Amount of balance and its percentage toward total assets or liabilities.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>9. Pengungkapan yang berhubungan dengan perpajakan.</p> <p>Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> <li>1. Rekonsiliasi fiskal dan perhitungan beban pajak kini;</li> <li>2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;</li> <li>3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan;</li> <li>4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan</li> <li>5. Pengungkapan ada atau tidak ada sengketa pajak.</li> </ol> |                 | <p>9. <i>Disclosure related to the taxation.</i></p> <p><i>Issues that should be disclosed:</i></p> <ol style="list-style-type: none"> <li>1. <i>Fiscal reconciliation of and calculation of current tax expenses;</i></li> <li>2. <i>Explanation on the relation between tax expenses (income) and accounting income;</i></li> <li>3. <i>Statement that Taxable Income from the result of reconciliation becomes the basis of filling the Annual Agency Income Tax Returns;</i></li> <li>4. <i>Details of deferred tax assets and liabilities which acknowledged in the statement of financial position in every reporting period, and the amount of deferred tax expenses (income) acknowledged in the statement of income if the amount is not visible from the total deferred tax assets or liabilities which presented in the statement of financial position; and</i></li> <li>5. <i>Disclosure of whether or not there is a tax dispute.</i></li> </ol> |



| Materi & Penjelasan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Halaman<br>Page | Subject & Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>10 Pengungkapan yang berhubungan dengan aset tetap.</p> <p>Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> <li>1. Metode penyusutan yang digunakan;</li> <li>2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;</li> <li>3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan</li> <li>4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.</li> </ol>                                   |                 | <p>10 <i>Disclosure related to fixed assets.</i></p> <p><i>Issues that should be disclosed:</i></p> <ol style="list-style-type: none"> <li>1. <i>Depreciation method used;</i></li> <li>2. <i>Description of the selected accounting policies between the revaluation model and cost model;</i></li> <li>3. <i>The methods and significant assumptions used in estimating the fair value of fixed assets (revaluation model) or disclosure of the fair value of fixed assets (cost model); and</i></li> <li>4. <i>Reconciliation of the gross book value and accumulated depreciation of fixed assets at the beginning and end of the reporting period, showing any addition, reduction and reclassification.</i></li> </ol> |
| <p>11 Pengungkapan yang berhubungan dengan segmen operasi.</p> <p>Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> <li>1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;</li> <li>2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;</li> <li>3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan</li> <li>4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.</li> </ol> |                 | <p>11 <i>Disclosure related to the operation segment.</i></p> <p><i>Issues that should be disclosed:</i></p> <ol style="list-style-type: none"> <li>1. <i>General information that includes the factors that are used to identify the reported segment;</i></li> <li>2. <i>Information of income, assets, and liabilities of reported segment;</i></li> <li>3. <i>Reconciliation from the total revenue, income, assets segment, liabilities, other significant elements of reported segment toward the relevant total in the entity; and</i></li> <li>4. <i>Disclosure on entity level, which includes information of products and/or services, geographic areas and major customers.</i></li> </ol>                        |
| <p>12 Pengungkapan yang berhubungan dengan instrumen keuangan.</p> <p>Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> <li>1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;</li> <li>2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;</li> <li>3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;</li> <li>4. Kebijakan manajemen risiko;</li> <li>5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.</li> </ol>                                                                                                                              |                 | <p>12 <i>Disclosures related to financial instruments.</i></p> <p><i>Issues that should be disclosed:</i></p> <ol style="list-style-type: none"> <li>1. <i>Details of financial instruments based on its classification;</i></li> <li>2. <i>The fair value and its hierarchy for each class of financial instruments;</i></li> <li>3. <i>Explanation of the risks associated with financial instruments: market risk, credit risk and liquidity risk;</i></li> <li>4. <i>Policies of risk management;</i></li> <li>5. <i>Quantitative risk analysis relevant to the financial instruments.</i></li> </ol>                                                                                                                    |
| <p>13 Penerbitan laporan keuangan.</p> <p>Hal-hal yang diungkapkan antara lain:</p> <ol style="list-style-type: none"> <li>1. Tanggal laporan keuangan diotorisasi untuk terbit; dan</li> <li>2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 | <p>13 <i>Publication of financial statements.</i></p> <p><i>Issues that should be disclosed, among others:</i></p> <ol style="list-style-type: none"> <li>1. <i>The date that financial statements is authorized to be published; and</i></li> <li>2. <i>The party responsible to authorize the published financial statements.</i></li> </ol>                                                                                                                                                                                                                                                                                                                                                                               |

# 2019

LAPORAN TAHUNAN  
ANNUAL REPORT



Stasiun Juanda  
Jl. Ir H. Juanda 1, Jakarta Pusat  
Jakarta-Indonesia

No. Telepon : (021) 3453535 (hunting)  
Fax : (021) 34834084