



Angkasa Pura | AIRPORTS

BERTRANSFORMASI MENJADI LEBIH TANGGUH TRANSFORMING STRONGER





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PT Angkasa Pura I, hereinafter referred to as the “Company”, is engaged in the airport business and has been publishing annual reports since 1964. This annual report contains financial and income statements, projections, plans, strategies, policies, and the company’s objectives. These statements are subject to risks, and uncertainties, and may result in actual developments to differ materially from those reported.

The forward-looking statements in this report are based on various assumptions about current and future conditions and the business environment where the Company operates. The company does not guarantee that the validated documents will provide the expected results.

Readers of this annual report may submit any questions, comments, or request further information about PT Angkasa Pura I through:

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BERTRANSFORMASI MENJADI LEBIH TANGGUH TRANSFORMING STRONGER

PT Angkasa Pura I, seperti banyak industri dan entitas lainnya, mengalami fase fluktuatif yang signifikan akibat dampak domino pandemi COVID-19. Meskipun demikian, perusahaan telah berhasil mengembalikan stabilitas kegiatan operasional dan meningkatkan kinerja melalui inovasi dan langkah-langkah strategis yang diimplementasikan. Keberhasilan ini mencerminkan peran penting perusahaan dalam berkolaborasi dengan berbagai *stakeholder*, terutama dalam pengembangan industri aviasi dan pariwisata, mengingat lokasi strategis bandara-bandara yang dikelola oleh PT Angkasa Pura I di destinasi wisata unggulan.

Semangat dan komitmen perusahaan untuk menjawab setiap tantangan tercermin melalui implementasi program transformasi yang berbasis empat pilar, yaitu *business turnaround, organization and culture, financial restructuring, dan digitalization*. Dampak positif dari program transformasi ini tampak pada kinerja operasional dan keuangan yang semakin membaik sepanjang tahun 2023.

Dalam upaya menjaga pertumbuhan ekonomi dan meningkatkan pelayanan kepada seluruh pemangku kepentingan, PT Angkasa Pura I merencanakan optimalisasi aset dan peluang lintas entitas. Rencana ini bertujuan untuk melakukan ekspansi ke segmen dan pasar baru di luar bisnis inti perusahaan, menggambarkan langkah strategis guna memastikan pertumbuhan berkelanjutan serta responsif terhadap dinamika pasar yang terus berubah.

PT Angkasa Pura I, similar to numerous other businesses and entities, is currently undergoing a substantial period of volatility as a result of the cascading effects of the COVID-19 epidemic. However, the organisation has effectively restored stability to its operational activities and enhanced performance by means of innovation and the implementation of strategic measures. The achievement exemplifies the significant contribution of the company in engaging with diverse stakeholders, particularly in the advancement of the aviation and tourism sector, given the advantageous positioning of the airports overseen by PT Angkasa Pura I in prominent tourist destinations.

The adoption of a transformation programme based on four pillars, namely business turnaround, organisation and culture, financial restructuring, and digitalization, demonstrates the company's passion and dedication to addressing various challenges. The transformation programme has demonstrated a significant impact on both operational and financial performance, exhibiting consistent improvement throughout the year 2023.

PT Angkasa Pura I intends to enhance its assets and capitalise on opportunities across various entities in order to sustain economic growth and enhance services for all stakeholders. The objective of this strategy is to broaden the company's presence in untapped categories and markets beyond its primary business. It outlines strategic measures to guarantee long-term growth and adaptability to evolving market conditions.



KESINAMBUNGAN TEMA Themes Continuity



2022



BERKOMITMEN UNTUK PULIH LEBIH KUAT COMMITTED TO RECOVER STRONGER

Tahun 2022 adalah tahun yang menjadi momentum pemulihan trafik penerbangan global yang mulai menguat serta pulih secara substansial karena pembatasan persyaratan perjalanan yang dicabut serta masyarakat yang menyatakan keinginannya untuk melakukan perjalanan. PT Angkasa Pura I memanfaatkan momentum tersebut dan berkomitmen untuk pulih lebih kuat dengan menjalankan strategi *dual transformation* demi tercipta pertumbuhan berkelanjutan.

The year 2022 is a momentum for the recovery of global aviation traffic which has begun to strengthen and recover substantially due to the lifting of restrictions on travel requirements and the community expressing their interest in traveling. PT Angkasa Pura I seized the momentum and committed to recover stronger by implementing a dual transformation strategy to create sustainable growth.



2020



SURVIVING AND INNOVATING

Pandemi COVID-19 yang mendunia menyebabkan menurunnya operasional penerbangan di seluruh dunia, termasuk PT Angkasa Pura I. Dalam rangka mempertahankan kinerja dan menyongsong era *new normal*, maka PT Angkasa Pura I akan terus berinovasi dalam berbagai aspek untuk menanggapi pandemi sekaligus meningkatkan kinerja.

The global COVID-19 pandemic has caused a decline in flight traffic across the globe, including in PT Angkasa Pura I. In order to maintain performance and welcome the new normal era, The company continues to innovate in various aspects to respond to the pandemic as well as improve performance.



2021



BANGKIT DAN MENJADI LEBIH TANGGUH RISE AND BECOME STRONGER

Tahun 2021 merupakan tahun keniscayaan. Pandemi yang melanda hebat dan menghantam perekonomian pada tahun sebelumnya sudah mulai mereda. Ini saatnya bagi PT Angkasa Pura I untuk bangkit dan kembali berperan sebagai salah satu penopang utama industri penerbangan nasional. Dengan adanya pandemi, PT Angkasa Pura I menempa diri menjadi lebih tangguh menjadi organisasi berdaya tahan tinggi dalam menghadapi berbagai tekanan di masa depan.

2021 was a difficult year. The pandemic that hit the economy hard in the previous year has begun to subside. This was PT Angkasa Pura I's moment to rebound and return to its role as a main pillar of the national aviation industry. During the pandemic, PT Angkasa Pura I has forged itself to become a highly resilient organization in facing various pressures in the future.

2019



MEMPERKUAT BISNIS DAN PORTOFOLIO, MENINGKATKAN KENYAMANAN PENUMPANG Strengthening Business and Portfolio, Enhancing Passenger Experience

PT Angkasa Pura I terus berupaya mamantapkan jalan untuk menjadi salah satu operator bandara terbaik di Asia dengan memperkuat bisnis dan portofolio. Hal ini dilakukan melalui pembangunan kinerja finansial yang baik, pengembangan bandara baru, peningkatan pelayanan serta menerapkan standar internasional. Selain itu, inovasi pelayanan serta fasilitas di bandara baru maupun bandara eksisting menjadi prioritas untuk meningkatkan kualitas pengalaman penumpang.

PT Angkasa Pura I continues to strengthen its business and portfolio in order to become one of Asia's best airport operators. The endeavor was carried out by achieving good financial performance, developing a new airport, improving services, and implementing international standards. Furthermore, innovation in services and facilities at new and existing airports is a priority in order to improve the quality of the passenger experience.



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Kesinambungan Tema
Themes Continuity

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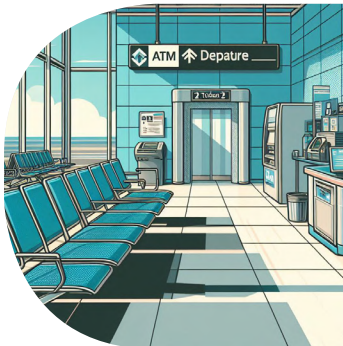


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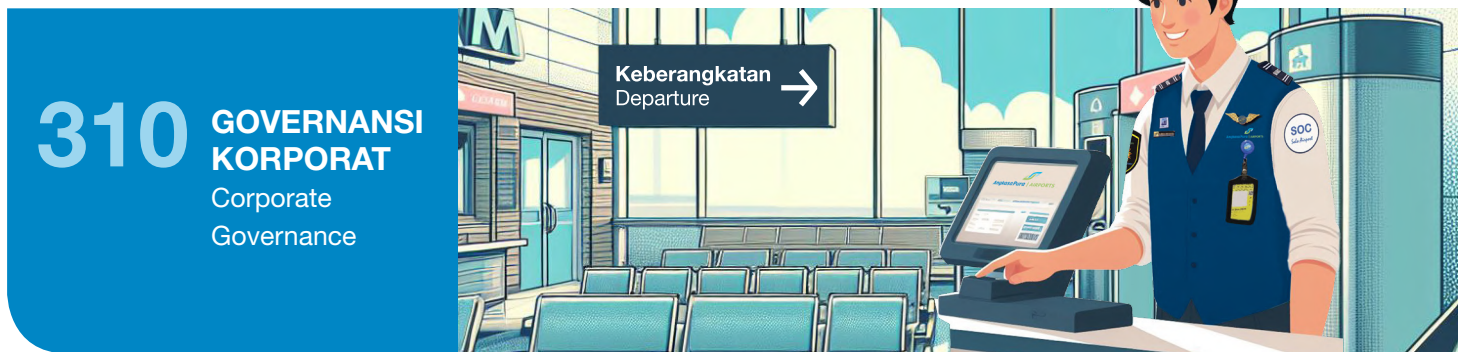
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Referensi SEOJK Nomor 16/SEOJK.04/2021: Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik

SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

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Kriteria Annual Report Award 2018

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KILAS CAPAIAN

Highlights of Achievements



5,43
triliun trillion

Pendapatan Aeronautika
Aeronautical Revenue



3,90
triliun trillion

Pendapatan Nonaeronautika
Non-aeronautical Revenue



20.824.844
ton ton

Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U)
Landing, Parking, and Hangar Service Charge (PJP4U)



30.293.750
penumpang passengers

Pelayanan Jasa Penumpang Pesawat Udara (PJP2U)
Passenger Service Charge (PJP2U)



43,74
triliun trillion

Total Aset
Total Asset



69,85
juta million

Trafik Penumpang
Passengers Movement



612.422
pergerakan movement

Trafik Pesawat
Aircraft Movement



481.556
ton ton

Trafik Kargo
Cargo Movement



IKHTISAR KEUANGAN

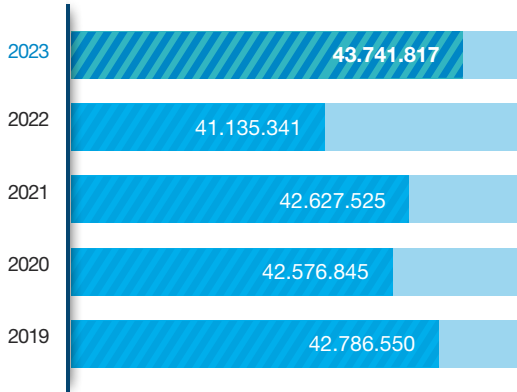
Financial Highlights

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

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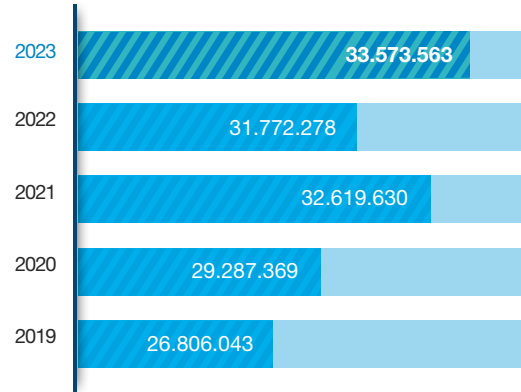
Jumlah Aset

Total Assets
dalam jutaan Rupiah
in million of Rupiah



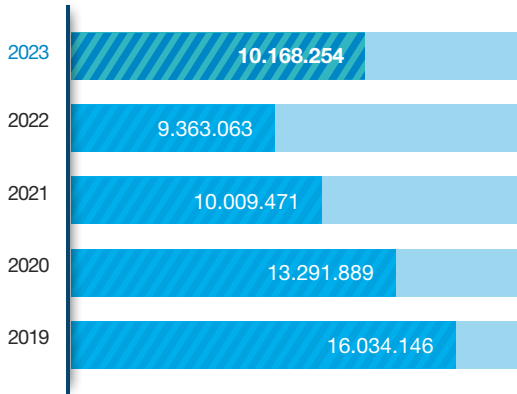
Jumlah Liabilitas

Total Liabilities
dalam jutaan Rupiah
in million Rupiah



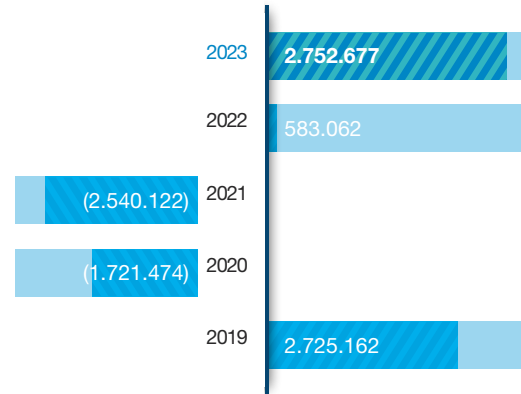
Jumlah Ekuitas

Total Equity
dalam jutaan Rupiah
in million Rupiah



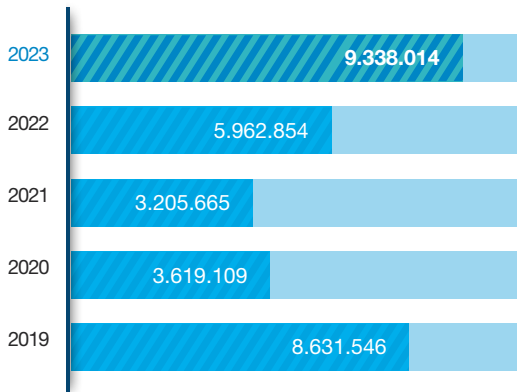
Laba Usaha

Operating Profit



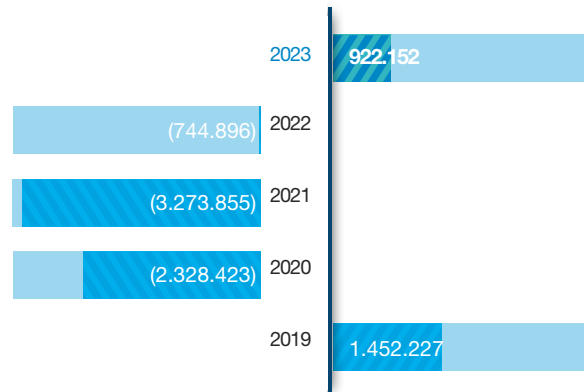
Total Pendapatan Usaha

Total Operating Revenue



Laba Rugi Tahun Berjalan

Income (Los) for the Year





ASET

ASSETS

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Aset lancar Current assets					
Kas dan setara kas Cash and cash equivalent	5.244.395	2.220.932	1.273.304	1.470.030	5.510.904
Kas yang dibatasi penggunaannya Placement of restricted cash	265.766	-	-	-	-
Investasi jangka pendek Short-term investment	84.071	103.557	83.232	96.115	665.862
Piutang usaha-bersih Account receivables-net	507.417	540.808	524.383	576.387	527.767
Piutang lain-lain Other receivables	26.321	11.965	329	22.585	80.344
Persediaan Inventories	22.491	23.306	31.232	25.559	69.404
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	45.141	32.186	42.410	46.465	139.960
Pendapatan yang masih harus diterima Accrued income	306.909	215.957	135.817	358.456	291.022
Pajak dibayar dimuka Prepaid taxes	27.892	35.949	1.160.295	1.278.468	840.958
Aset lancar lain-lain Other current asset	64.087	32.102	28.391	8.990	64.277
Jumlah aset lancar Total current assets	6.594.494	3.216.762	3.279.393	3.883.055	8.190.498
Aset tidak lancar Non-current assets					
Piutang jangka panjang, neto Long-term receivables, net					
Pihak berelasi Related parties	54.624	54.162	-	-	-
Pihak ketiga Third parties	9.013	-	-	-	-
Estimasi tagihan pajak Estimated tax bill	220.183	93.329	144.364	273.077	112.711
Aset pajak tanggungan Deferred tax assets	1.462.898	1.637.221	1.602.905	623.257	48.495
Investasi jangka panjang Long-term investment	330.779	312.989	339.164	101.264	109.819
Properti investasi Investment property	113.569	117.962	124.497	102.233	128.888
Aset tetap Fixed assets	34.367.571	35.476.103	36.825.217	36.919.784	34.127.911
Aset tak berwujud Intangible assets	32.957	46.448	116.157	132.359	43.466
Aset hak guna Right of use assets	157.270	174.476	197.858	530.457	
Kas yang dibatasi penggunaannya - bagian tidak lancar Restricted cash - non-current portion	385.214	-	-	-	-
Aset tidak lancar lainnya Other non-current assets	13.245	5.890	4.780	11.358	12.097
Jumlah aset tidak lancar Total non-current assets	37.147.323	37.918.579	39.348.132	38.693.790	34.596.052
Jumlah aset Total assets	43.741.817	41.135.341	42.627.525	42.576.845	42.786.550

LIABILITAS

LIABILITY

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Liabilitas jangka pendek Current liabilities					
Beban akrual Accrued expenses	1.032.789	780.540	1.225.194	1.104.794	1.322.288
Utang usaha Account payable	295.596	560.599	502.081	193.454	314.867
Utang lain-lain Other payables	807.199	783.146	1.585.623	1.663.961	3.292.812
Pendapatan diterima di muka Unearned revenue	101.326	105.056	125.476	104.972	128.332
Utang pajak Tax payable	106.628	96.333	125.595	291.380	425.502
Utang bank jangka pendek Short term bank loan	95.552	107.285	114.656	110.495	-
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	28.851	17.722	73.968	-	158.011
Bagian jangka pendek pinjaman jangka panjang Current portion of long-term loan	529.860	480.236	474.059	1.171.507	538.976
Liabilitas sewa Lease liability	20.573	14.448	38.385	126.090	-
Jumlah liabilitas jangka pendek Total current liabilities	3.018.376	2.945.366	4.265.038	4.766.653	6.180.789
Liabilitas jangka panjang Non-current liabilities					
Utang bank jangka panjang Long-term bank loans	23.216.954	23.217.821	23.114.109	20.729.080	16.724.208
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	4.241.984	3.270.623	3.712.680	2.106.092	2.994.896
Liabilitas sewa Lease liability	181.046	188.458	181.829	394.083	-
Utang jangka panjang lainnya Other long-term debt	2.195.593	1.338.017	392.993	404.200	388.971
Liabilitas imbalan kerja karyawan Post-employment benefits liability	719.609	811.993	952.980	887.261	437.293
Liabilitas pajak tangguhan Deferred tax liabilities	-	-	-	-	79.886
Jumlah liabilitas jangka panjang Total non-current liabilities	30.555.187	28.826.912	28.354.592	24.520.716	20.625.255
Jumlah liabilitas Total liabilities	33.573.563	31.772.278	32.619.630	29.287.369	26.806.043



EKUITAS

EQUITY

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Modal saham Share capital	6.414.412	6.414.412	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	16.425	16.425	16.425	16.425	-
Penyertaan modal negara (PMN) State equity participation	22.963	22.963	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	(37.005)	(37.005)	(37.005)	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYPDS Accumulated depreciation of fixed assets navigation from BPYPDS	408.394	408.394	408.394	408.394	408.394
Saldo laba Retained earning					
Dicadangkan Appropriated	9.225.382	9.225.382	9.225.382	9.225.382	7.774.022
Belum dicadangkan Unappropriated	(5.462.343)	(6.384.573)	(5.639.501)	(2.366.453)	1.451.360
Penghasilan komprehensif lain Other comprehensive income	424.287	(306.846)	(405.331)	(396.771)	(67.726)
Jumlah ekuitas yang diatribusikan ke: Total equity attributable to:					
Pemilik entitas induk Owner of the parent entity	10.163.941	9.359.152	10.005.738	13.287.347	15.975.009
Kepentingan non-pengendali Non-controlling interests	4.313	3.912	3.733	4.542	5.498
Jumlah ekuitas Total equity	10.168.254	9.363.063	10.009.471	13.291.889	16.034.146

LABA (RUGI)

PROFIT (LOSS)

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Pendapatan usaha Operating revenues					
Laba sebelum taksiran pajak penghasilan Profit (loss) before income tax	1.148.741	(791.614)	(4.195.761)	(2.828.003)	2.022.784
Pajak penghasilan badan (bersih) Corporate income tax expense (net)	(226.589)	46.718	921.905	577.953	570.557
Laba (rugi) tahun berjalan Profit (loss) for the year	922.152	(744.896)	(3.273.855)	(2.250.050)	1.452.227
Pendapatan (beban) komprehensif lain Other comprehensive income (expense)					
Laba (rugi) belum terealisasi investasi efek Unrealized income (loss) on securities investment	816.340	(4.606)	(1.243)	2.302	12.293
Laba (rugi) aktuarial imbalan kerja Actuarial profit (loss) for employee benefits	(117.772)	101.944	(7.300)	(274.034)	(80.524)
Rugi komprehensif entitas asosiasi Comprehensive loss of associated entities	(494.710)	1.149	(20)	(1.463)	(2.466)
Total penghasilan komprehensif tahun berjalan Total comprehensive profit for the year	804.701	(646.408)	(3.282.418)	(2.523.245)	1.381.530
Laba (rugi) tahun berjalan yang dapat diatribusikan kepada Income (loss) for the year attributable to					
Pemilik entitas induk Owner of the parent entity	922.231	(745.072)	(3.273.049)	(2.327.509)	1.451.360
Kepentingan non-pengendali Non-controlling interests	79	176	(806)	(914)	867
Laba (rugi) komprehensif yang dapat diatribusikan kepada Comprehensive income (loss) attributable to					
Pemilik entitas induk Owner of the parent entity	804.790	(646.587)	(3.281.609)	(2.600.702)	1.380.673
Kepentingan non-pengendali Non-controlling interests	88	178	(809)	(917)	857
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	143.775	(116.156)	(510.265)	(362.856)	226.265



LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED CASH FLOW STATEMENT

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Arus kas dari aktivitas operasi Net cash flows from operating activities	3.148.293	1.743.215	(1.609.188)	(3.888.884)	1.569.463
Arus kas dari aktivitas investasi Net cash flows from investment activities	(1.061.062)	(675.528)	(2.010.906)	(3.804.023)	(9.795.788)
Arus kas dari aktivitas pendanaan Net cash flows from financing activities	939.725	(104.398)	3.425.169	3.656.027	10.561.617
Dampak bersih perubahan nilai tukar atas kas dan setara kas Net effect of exchange rate changes on cash and cash equivalents	(3.493)	(15.662)	(1.801)	(3.993)	26.499
Penurunan bersih kas dan setara kas Net decrease in cash and cash equivalents	3.023.463	947.628	(196.726)	(4.040.873)	2.361.790
Kas dan setara kas awal tahun Cash and cash equivalents at the beginning of the year	2.220.932	1.273.304	1.470.030	5.510.904	3.149.114
Kas dan setara kas akhir tahun Cash and cash equivalents at the end of the year	5.244.395	2.220.932	1.273.304	1.470.031	5.510.904

RASIO KEUANGAN

FINANCIAL RATIO

dalam jutaan Rupiah
in million Rupiah

Uraian Description	2023	2022	2021	2020	2019
Rentabilitas Rentability					
Rasio laba (rugi) terhadap jumlah aset Profit (loss) to asset ratio	2,11%	(1,81%)	(7,68%)	(5,47%)	3,34%
Rasio laba (rugi) terhadap ekuitas Profit (loss) to equity ratio	9,07%	(7,96%)	(32,71%)	(17,52%)	9,06%
Rasio laba (rugi) terhadap pendapatan Profit (loss) to income ratio	9,88%	(12,49%)	(102,13%)	(64,34%)	16,82%
Rasio laba (rugi) operasi terhadap pendapatan Operating profit (loss) to income ratio	29,42%	9,78%	(79,24%)	47,57%	31,21%
Likuiditas Liquidity					
Rasio lancar Current ratio	218,48%	109,21%	76,89%	81,46%	144,21%
Rasio kas Cash ratio	176,53%	75,40%	29,85%	30,84%	89,16%
Solvabilitas Solvency					
Rasio hutang terhadap aset Debt to asset ratio	76,75%	77,24%	76,52%	68,78%	61,63%
Rasio hutang terhadap modal Debt to capital ratio	330,18%	339,34%	325,89%	220,34%	36,86%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	97,69%	89,56%	88,60%	79,33%	78,55%



KEUNGGULAN KAMI

Company Excellence

Perusahaan Pelopor Pengelolaan Bandar Udara secara Komersial di Indonesia

The Pioneer of Commercial Airport Management Company in Indonesia

PT Angkasa Pura I telah meraih berbagai inovasi dan pencapaian prestasi serta penghargaan bagi bandara yang dikelolanya, antara lain:

1. 24 penghargaan dari Airport Service Quality Awards 2023 yang diselenggarakan oleh Airport Council International (ACI);
2. Penghargaan internasional Energy Management Insight Award untuk Bandara I Gusti Ngurah Rai Bali dalam Energy Management Leadership Awards 2023 yang diselenggarakan oleh The Clean Energy Ministerial atas upaya efisiensi energi;
3. Penghargaan internasional Energy Management in Buildings and Industries-Building-Large Buildings untuk Bandara I Gusti Ngurah Rai Bali dalam ajang ASEAN Energy Award 2023 yang diselenggarakan oleh ASEAN Centre for Energy atas upaya sektor efisiensi energi untuk kategori gedung besar;
4. Peraih kategori penghargaan untuk 12 bandara yang terdiri dari Bendera Emas SMK3 untuk 3 bandara, Zero Accident Award untuk 6 bandara, Pencegahan & Penanggulangan HIV/AIDS untuk 1 bandara, serta Pencegahan & Penanggulangan COVID-19 untuk 2 bandara dalam ajang Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023 yang diselenggarakan oleh Kementerian Ketenagakerjaan RI;
5. Serta beragam penghargaan lainnya.

PT Angkasa Pura I has achieved various innovations and accomplishments as well as awards for the managed airports, including:

1. 24 awards from the Airport Service Quality Awards 2022 organized by Airport Council International (ACI);
2. International Energy Management Insight Award for I Gusti Ngurah Rai Airport Bali in the Energy Management Leadership Awards 2023 organized by The Clean Energy Ministerial for its energy efficiency efforts;
3. International Energy Management in Buildings and Industries-Building-Large Buildings Award for I Gusti Ngurah Rai Airport Bali at the 2023 ASEAN Energy Award organized by the ASEAN Centre for Energy for its efforts in the energy efficiency sector for the large buildings category;
4. Achievement of award categories for 12 airports consisting of the OHSMS Gold Flag for 3 airports, Zero Accident Award for 6 airports, HIV/AIDS Prevention & Control for 1 airport, and COVID-19 Prevention & Control for 2 airports at the Occupational Health and Safety Award 2023 organized by the Ministry of Manpower of the Republic of Indonesia;
5. And various other awards.





Pengelola Bandar Udara Utama yang Berada di Pusat Bisnis dan Pariwisata Indonesia

The Operator of Main Airports in Indonesia's Business and Tourism Center

PT Angkasa Pura I mengelola 15 bandara yang memiliki keunggulan dan kekuatan kompetitif sehingga membentuk karakteristik bandara, sebagai berikut:

1. Bandara Juanda Surabaya: Bandara diposisikan menjadi Business and Industrial Hub Airport dengan karakteristik pusat akses internasional dan domestik ke kawasan industri. Pengembangan jaringan bandara terpadu difokuskan untuk meningkatkan efisiensi kegiatan industri melalui konsep superhub, hub, dan spoke;
2. Bandara Sultan Hasanuddin Makassar: Bandara diposisikan menjadi East International Hub Airport dengan karakteristik penghubung ke wilayah timur Indonesia dan potensi ke wilayah Pasifik Selatan;
3. Bandara I Gusti Ngurah Rai Bali: Bandara menjadi pintu gerbang destinasi wisata unggulan dan menjadi superhub untuk mempromosikan 5 Destinasi Pariwisata Super Prioritas lainnya sebagai International Tourism Gateway Airport;
4. Bandara Zainuddin Abdul Madjid Lombok: Bandara menjadi katalisator pengembangan wilayah sekitar dan generator ekonomi bagi wilayah Kabupaten Praya serta penunjang kegiatan kawasan ekonomi khusus Mandalika, sehingga positioning Bandara Zainuddin Abdul Madjid Lombok ditetapkan sebagai Leisure (for Cultural Eco-Tourism) Airport In West Nusa Tenggara;
5. Bandara Adi Soemarmo Solo: Dalam rangka mendukung pengembangan kota yang memiliki karakteristik wisata heritage serta pusat industri batik di Indonesia, positioning Bandara Adi Soemarmo ditetapkan sebagai Business Leisure (For Cultural Heritage Tourism) Airport yang mendukung pertumbuhan ekonomi regional;
6. Bandara Adisutjipto Yogyakarta: Selaras dengan karakteristik kota Yogyakarta sebagai destinasi wisata budaya, serta lokasi Bandara Adisutjipto yang terletak di dalam kota Yogyakarta dengan jumlah penerbangan terbatas dan aksesibilitas yang baik ke pusat kota, maka positioning Bandara Adisutjipto ditetapkan sebagai Yogyakarta City Airport for Business Leisure (Cultural Heritage Tourism);
7. Bandara Jenderal Ahmad Yani Semarang: Selaras dengan kota Semarang yang menjadi salah satu pusat industri di Jawa Tengah serta destinasi pariwisata budaya, maka bandara diposisikan menjadi Regional Business Leisure (For Cultural Historical Heritage Tourism) Airport for Central Java;
8. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan: Bandara melayani trafik penerbangan sebagai pusat ekonomi yang baru serta mendukung pengembangan infrastruktur udara penunjang Ibu Kota Negara (IKN), sehingga bandara memiliki positioning sebagai Capital City Gateway Airport;

PT Angkasa Pura I manages 15 airports with excellence and competitive advantages that contribute to the formation of airport characteristics, as follows:

1. Juanda Airport Surabaya: The airport is positioned as a Business and Industrial Hub Airport with the characteristics of an international and domestic access center to the industrial area. The development of an integrated airport network is focused on improving industrial activities through the concept of superhub, hub, and spoke;
2. Sultan Hasanuddin Airport Makassar: The airport is positioned as an East International Hub Airport with the characteristics of a connector to the eastern regions of Indonesia and the potential to the South Pacific region;
3. I Gusti Ngurah Rai Airport Bali: The airport serves as the gateway to leading tourist destinations and becomes a superhub to promote 5 other Super Priority Tourism Destinations as an International Tourism Gateway Airport;
4. Zainuddin Abdul Madjid Airport Lombok: The airport serves as a catalyst for the development of the surrounding area and an economic generator for the Praya Regency area as well as supporting the activities of the Mandalika special economiczone, thus the positioning of Zainuddin Abdul Madjid Lombok Airport is designated as a Leisure (for Cultural Eco-Tourism) Airport In West Nusa Tenggara;
5. Adi Soemarmo Airport Solo: In order to support the development of a city characterized by cultural heritage tourism and a center for batik industry in Indonesia, the positioning of Adi Soemarmo Airport is designated as a Business Leisure (For Cultural Heritage Tourism) Airport that supports regional economic growth;
6. Adisutjipto Airport Yogyakarta: In line with the characteristics of Yogyakarta as a cultural tourism destination and the airport's location within the city with limited flights and good accessibility to the city center, Adisutjipto Airport is positioned as the Yogyakarta City Airport for Business Leisure (Cultural Heritage Tourism);
7. Jenderal Ahmad Yani Airport Semarang: In line with Semarang as one of the industrial centers in Central Java and a cultural tourism destination, the airport is positioned as the Regional Business Leisure (For Cultural Historical Heritage Tourism) Airport for Central Java;
8. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan: The airport serves as a new economic hub and supports the development of air infrastructure for the New Capital City of Nusantara (IKN), the airport is positioned as the new Capital City Gateway Airport;



9. Bandara Syamsudin Noor Banjarmasin: Bandara ditujukan untuk memberikan pelayanan pada kegiatan bisnis di kawasan metropolitan Banjarmasin serta dua kawasan industri utama pemerintah, serta menjadi Bandara Embarkasi Haji di wilayah Kalimantan (Regional Business Airport for South Kalimantan);
 10. Bandara Frans Kaisiepo Biak: Bandara mendukung pengembangan potensi kargo marine product sebagai salah satu Sentra Kelautan dan Perikanan Terpadu (SKPT) di Indonesia, sehingga dapat dikembangkan menjadi Cargo Hub Airport for Cold Chain Business;
 11. Bandara Sam Ratulangi Manado: Bandara menjadi salah satu pendukung konektivitas utama wilayah Superhub di Indonesia yang dapat dikembangkan menjadi East International Gateway Airport;
 12. Bandara Sentani Jayapura: Bandara memiliki potensi sektor kargo yang tinggi dan menjadi pintu gerbang pariwisata (Regional Hub for Logistic Leisure Airport for Papua);
 13. Bandara Pattimura Ambon: Bandara mendukung aksesibilitas keperluan bisnis maupun kedinasan, serta pengembangan pariwisata sekitar bandara (Regional Business and Leisure);
 14. Bandara El Tari Kupang: Bandara mendukung aksesibilitas Kota Kupang yang merupakan kota industri dan wisata regional, serta tujuan perjalanan bisnis yang mendominasi, sehingga bandara diposisikan sebagai Regional Business Leisure (For Eco-Tourism) Airport for East Nusa Tenggara;
 15. Bandara Internasional Yogyakarta: Sejalan dengan rencana strategis nasional, PT Angkasa Pura I memposisikan Bandara Internasional Yogyakarta sebagai International Transit Hub Airport untuk dapat menangkap potensi direct flight wisatawan mancanegara ke Kawasan Strategis Pariwisata Nasional (KSPN) Borobudur serta sebagai hub penerbangan dari/menju Australia dan New Zealand.
 16. Bandara Dhoho Kediri memiliki aksesibilitas yang baik dan terletak tidak terlalu jauh dari pusat kota Kediri. Kehadiran bandara sebagai pintu gerbang wisatawan mendukung perkembangan potensi pariwisata dan ekonomi Kediri, dan secara umum mengakomodir perkembangan pangsa pasar di area Jawa Timur. Bandara Dhoho Kediri merupakan bandara yang dioperasikan oleh PT Angkasa Pura I sebagai wujud kerja sama perusahaan dengan PT Surya Dhoho Investama (PT SDHI) selaku Badan Usaha Pelaksana (BUP). Masing-masing perusahaan memiliki peran dan tanggung jawab yang disepakati bersama, di mana PT Angkasa Pura I berperan mengoperasikan bandara, sedangkan PT SDHI selaku pemilik aset berperan mengelola bandara.
9. Syamsudin Noor Airport Banjarmasin: The airport is intended to serve business activities in the Banjarmasin metropolitan area and two major government industrial areas, as well as serve as the Hajj Embarkation Airport in the Kalimantan region (Regional Business Airport for South Kalimantan);
 10. Frans Kaisiepo Airport Biak: The airport supports the development of marine product cargo potential as one of the Integrated Marine and Fisheries Centers (SKPT) in Indonesia, thus the airport is positioned as a Cargo Hub Airport for Cold Chain Business;
 11. Sam Ratulangi Airport Manado: The airport is one of the main supporters of connectivity in the Superhub region in Indonesia and has the potential to become an East International Gateway Airport;
 12. Sentani Airport Jayapura: The airport has high potential in the cargo sector and serves as a tourism gateway (Regional Hub for Logistic; Leisure Airport for Papua);
 13. Pattimura Airport Ambon: The airport facilitates access for business and official purposes, as well as tourism development in the airport's vicinity (Regional Business and Leisure);
 14. El Tari Airport Kupang: The airport facilitates access to Kupang city, a regional industrial and tourism destination, and a dominant destination for business travel. The airport is positioned as the Regional Business; Leisure (For Eco-Tourism) Airport for East Nusa Tenggara;.
 15. Yogyakarta International Airport: In line with the national strategic plan, PT Angkasa Pura I positions Yogyakarta International Airport as the International Transit Hub Airport to capture the potential of direct flights for foreign tourists to the National Tourism Strategic Area (KSPN) of Borobudur and as a flight hub to/from Australia and New Zealand.
 16. Dhoho Kediri Airport stands out for its convenient accessibility and is located near Kediri city center. As a gateway for tourists, the airport has been instrumental in fostering the growth of Kediri's tourism and economy, effectively catering to the expanding market share in the East Java region. Dhoho Airport Kediri is operated by PT Angkasa Pura I as a form of cooperation between the company and PT Surya Dhoho Investama (PT SDHI) as the Implementing Business Entity (BUP). Each company has agreed-upon roles and responsibilities, PT Angkasa Pura I is responsible for operating the airport, while PT SDHI as the asset owner is responsible for managing the airport.





PERISTIWA PENTING

Significant Event



11 Januari
January

15 bandara yang dikelola PT Angkasa Pura I melayani sebanyak 52,2 juta pergerakan penumpang pesawat udara sepanjang tahun 2022.
The 15 airports managed by PT Angkasa Pura I provide 52.2 million aircraft passenger movements in 2022.

31 Januari
January

31

Penandatanganan Nota Kesepahaman atau *Memorandum of Understanding* (MoU) antara PT Angkasa Pura I dengan Jeju Air tentang pengembangan pariwisata dan ekonomi kreatif melalui pembukaan rute penerbangan strategis.
PT Angkasa Pura I and Jeju Air sign a Memorandum of Understanding (MoU) to develop tourism and the creative economy by introducing new strategic air routes.



09 Maret
March

Delapan bandara yang dikelola PT Angkasa Pura I meraih 18 penghargaan pada Airport Service Quality (ASQ) Awards 2022 yang diselenggarakan oleh organisasi bandara dunia Airports Council International (ACI).
Eight airports operated by PT Angkasa Pura I receive 18 prizes at the Airport Services Quality (ASQ) Awards 2022 organised by the international airport organization Airports Council International (ACI).

10 Maret
March

10

Pengangkatan kembali Lukman F. Laisa sebagai Direktur Teknik PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-048/MBU/03/2023 dan Nomor KEP. INJ.03.03/23/03/2023/A.0049 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.
Lukman F. Laisa is reappointed as Technical Director of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviawi Wisata Indonesia (Persero) as shareholder based on the Decree of the Minister of State-Owned Enterprises and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK- 048/MBU/03/2023 and Number KEP.INJ.03.03/23/03/2023/A.0049 concerning Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I.





11 Maret
March

PT Angkasa Pura I dan PT Jasa Angkasa Semesta resmi bekerja sama mengoperasikan terminal kargo dan pos internasional di Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I and PT Jasa Angkasa Semesta formally collaborate to operate the international cargo and postal terminal at Bali's I Gusti Ngurah Rai Airport.

13 Maret
March

13

Penandatanganan Perjanjian Kerja Bersama (PKB) 2023-2025 oleh Manajemen PT Angkasa Pura I dengan Serikat Pekerja Angkasa Pura I dan Asosiasi Karyawan Angkasa Pura I disaksikan oleh Menteri Ketenagakerjaan Republik Indonesia. The signing of the 2023-2025 Collective Labour Agreement (PKB) by PT Angkasa Pura I Management with the Angkasa Pura I Worker Union and the Angkasa Pura I Employee Association was witnessed by the Republic of Indonesia's Manpower Minister.



14 Maret
March



Penandatanganan Nota Kesepahaman atau *Memorandum of Understanding* (MoU) antara PT Angkasa Pura I dengan PT Rusky Aero Indonesia tentang pemanfaatan potensi bisnis kargo dan logistik.

PT Angkasa Pura I and PT Rusky Aero Indonesia signed a Memorandum of Understanding (MoU) on the utilisation of cargo and logistics business potential.

16 Maret
March

16

Penyerahan Sertifikat Program Kepatuhan Persaingan Usaha dari Komisi Pengawas Persaingan Usaha (KPPU) RI kepada PT Angkasa Pura I. Awarding of the Business Competition Compliance Program Certificate from the Indonesian Business Competition Supervisory Commission (KPPU) to PT Angkasa Pura I.



20 Maret
March



Penandatanganan Nota Kesepahaman atau *Memorandum of Understanding* (MoU) antara PT Angkasa Pura I dan Perum LPPNPI (AirNav Indonesia) tentang Penyelenggaraan Koordinasi Pelayanan Jasa Kebandarudaraan dan Pelayanan Navigasi Penerbangan.

Signing of a Memorandum of Understanding (MoU) between PT Angkasa Pura I and Perum LPPNPI (AirNav Indonesia) regarding the Coordination of Airport Services and Flight Navigation Services.



27 Maret
March

Penandatanganan Perjanjian Kerja Sama Operasi (KSO) Bandara Dhoho Kediri antara PT Angkasa Pura I dengan PT Surya Dhoho Investama.
Signing of Operational Cooperation Agreement (KSO) for Dhoho Kediri Airport between PT Angkasa Pura I and PT Surya Dhoho Investama.

05 Mei
May

Pengangkatan MMA Indah Preastuty sebagai Direktur Operasi PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-93/MBU/05/2023 Nomor KEP.INJ.01.01/23/05/2023/A.0053 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.
The appointment of MMA Indah Preastuty as Operation Director of PT Angkasa Pura I by the Ministry of SOE and PT Aviawi Wisata Indonesia (Persero) as shareholder based on the Decree of the Minister of State-Owned Enterprises and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK-93/MBU /05/2023 Number KEP.INJ.01.01/23/05/2023/A.0053 concerning Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I.



12 Mei
May

Penandatanganan Nota Kesepahaman atau *Memorandum of Understanding* (MoU) antara PT Angkasa Pura I dengan Pemerintah Provinsi Nusa Tenggara Barat (Pemprov NTB) tentang Kerja Sama Pemanfaatan Aset di Area Eks Bandara Selaparang Mataram.
Signing of a Memorandum of Understanding (MoU) between PT Angkasa Pura I and the West Nusa Tenggara Provincial Government (NTB Provincial Government) regarding Cooperation in Asset Utilization in the Ex-Selaparang Mataram Airport Area.



01 Juni
June

Bandara I Gusti Ngurah Rai Bali resmi melayani operasional penerbangan komersial reguler pesawat terbesar di dunia Airbus A380-800 yang dioperasikan oleh maskapai penerbangan Emirates.
I Gusti Ngurah Rai Airport in Bali now officially serves regular commercial flights for Emirates Airlines' world's largest Airbus A380-800 aircraft.



PERISTIWA PENTING
Significant Event

Juni
June

26 ↘

PT Angkasa Pura I melalui enam bandara yang dikelola berhasil melayani keberangkatan sebanyak 107.222 calon jemaah haji yang tergabung dalam 282 kelompok terbang (kloter) pada Angkutan Udara Jemaah Haji (Angkutan Haji) Tahun 2023.

PT Angkasa Pura I efficiently facilitated the departure of 107,222 prospective Hajj pilgrims who were part of 282 flying groups in the 2023 Hajj Air Transport (Hajj Transport) through its six managed airports.



July
Juli

07 ↘

PT Angkasa Pura I berhasil meraih peringkat AA(idn) Outlook Positif dari lembaga pemeringkat kredit internasional Fitch Ratings.

PT Angkasa Pura I achieved an AA(idn) Positive Outlook rating from Fitch Ratings, an international credit rating agency.



↙ 07 Agustus
August

Pengangkatan Novie Riyanto sebagai Komisaris Utama PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-227/MBU/08/2023 dan Nomor KEP.INJ.03.06/23/08/2023/A.0069 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I.

The appointment of Novie Riyanto as President Commissioner of PT Angkasa Pura I by the Ministry of SOEs and PT Aviawi Wisata Indonesia (Persero) as shareholder based on the Decree of the Minister of State-Owned Enterprises and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK-227/MBU/08/2023 and Number KEP.INJ.03.06/23/08/2023/A.0069 concerning the Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.



↙ 11 Agustus
August

PT Angkasa Pura I menyepakati Perjanjian Kerja Sama dengan Perusahaan KSO PT Angkasa Pura Properti (APP) dan PT Avia Technics Dirgantara (FL Technics Indonesia) atau KSO APP-FLT terkait pembangunan dan pengembangan fasilitas *maintenance, repair, and overhaul* (MRO) di Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I agreed to a Cooperation Agreement with KSO Companies PT Angkasa Pura Properti (APP) and PT Avia Technics Dirgantara (FL Technics Indonesia) or KSO APP-FLT regarding the construction and development of maintenance, repair and overhaul (MRO) facilities at Airport I Gusti Ngurah Rai Bali.

Agustus
August **25** ↘

Implementasi Airport Collaborative Decision Making (A-CDM) oleh PT Angkasa Pura I dan *stakeholder* bandara di Bandara I Gusti Ngurah Rai Bali untuk meningkatkan efisiensi operasional penerbangan.
Implementation of Airport Collaborative Decision Making (A-CDM) by PT Angkasa Pura I and airport stakeholders at I Gusti Ngurah Rai Airport Bali to increase flight operational efficiency.



September
September **11-15** ↘

PT Angkasa Pura I bersama Airports Council International (ACI) menggelar Airport Excellence (APEX) in Security di Bandara Internasional Yogyakarta Kulon Progo untuk meningkatkan standar keamanan.
PT Angkasa Pura I together with Airports Council International (ACI) held Airport Excellence (APEX) in Security at Yogyakarta Kulon Progo International Airport to improve security standards.



↙ **13** **September**
September

Tingkatkan standar pelayanan dan operasional di bandara, PT Angkasa Pura I tanda tangani nota kesepahaman dengan IATA tentang peningkatan pelayanan dan operasional di bandara PT Angkasa Pura I.
Enhancing service and operational standards at airports, PT Angkasa Pura I establishes a memorandum of understanding with IATA to enhance services and operations at PT Angkasa Pura I airport.

September
September **11** ↘

PT Angkasa Pura I bersama dengan Dufry secara resmi mengoperasikan berbagai macam toko ritel dan butik merk ternama di Bandara I Gusti Ngurah Bali.
PT Angkasa Pura I, in collaboration with Dufry, manages a diverse range of retail stores and renowned brand boutiques at I Gusti Ngurah Airport in Bali.





PERISTIWA PENTING
Significant Event

September
September

18-22 ↘

PT Angkasa Pura I bersama Airports Council International (ACI) menggelar Airport Excellence (APEX) in Security di Bandara Internasional Lombok untuk meningkatkan standar keamanan.

PT Angkasa Pura I, in collaboration with Airports Council International (ACI), organised the Airport Excellence (APEX) in Security event at Lombok International Airport, aiming to enhance security standards.



Direktur Operasi PT Angkasa Pura I (Mak. Indah Prastuty/Tengah) saat diwawancarai wartawan



Oktober
October

PT Angkasa Pura I bersama dua anak usahanya yaitu PT Angkasa Pura Logistik dan PT Angkasa Pura Hotel bersinergi untuk mendukung penyelenggaraan kejuaraan dunia MotoGP seri Grand Prix of Indonesia 2023 di Sirkuit Mandalika.

PT Angkasa Pura I, along with its two subsidiaries, PT Angkasa Pura Logistik and PT Angkasa Pura Hotel, collaborate to provide support for the organisation of the 2023 Grand Prix of Indonesia MotoGP world championship series at the Mandalika Circuit.



↘ 24

Oktober
October

Pengangkatan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-294/MBU/10/2023 dan Nomor KEP. INJ.01.01/23/10/2023/A.0080 tanggal 24 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

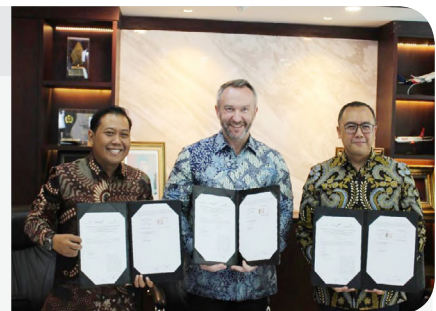
The appointment of Yanindya Bayu Wirawan as Director of Finance and Risk Management of PT Angkasa Pura I by the Ministry of State-Owned Enterprises and PT Aviawi Wisata Indonesia (Persero) as shareholder based on the Decree of the Minister of SOEs and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK-294/ MBU/10/2023 and Number KEP.INJ.01.01/23/10/2023/A.0080 dated October 24, 2023 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

November
November

22 ↘

Groundbreaking pembangunan fasilitas *maintenance, repair, and overhaul* (MRO) di Bandara I Gusti Ngurah Rai Bali yang dikelola oleh PT Angkasa Pura I, oleh Perusahaan KSO PT Angkasa Pura Properti dan PT Avia Technics Dirgantara (FL Technics Indonesia) atau KSO APP-FLT.

Groundbreaking for the building of maintenance, repair, and overhaul (MRO) facilities at Bali's I Gusti Ngurah Rai Airport, which is handled by PT Angkasa Pura I, PT Angkasa Pura Properti, and PT Avia Technics Dirgantara (FL Technics Indonesia), also known as KSO APP-FLT.





Desember
December

01 ↘

Bandara I Gusti Ngurah Rai Bali yang dikelola oleh PT Angkasa Pura I untuk pertama kalinya melayani pembukaan rute penerbangan atau *inaugural flight* rute Delhi-Bali-Delhi dari maskapai asal India bentukan Tata Group dan Singapore Airlines, Vistara.

Bali's I Gusti Ngurah Rai Airport, managed by PT Angkasa Pura I, recently marked a significant milestone by hosting the inaugural flight on the Delhi-Bali-Delhi route. This special flight was operated by Vistara, an esteemed airline formed by the Tata Group and Singapore Airlines.



Desember
December

Bandara Juanda Surabaya yang dikelola PT Angkasa Pura I menjadi bandara pertama yang mengimplementasikan program penataan ekosistem logistik nasional atau *national logistics ecosystem* (NLE).

Surabaya's Juanda Airport, managed by PT Angkasa Pura I, has become the pioneer in implementing a national logistics ecosystem (NLE) structuring programme.

Desember
December

28 ↘

Pengangkatan MMA Indah Preastuty sebagai Direktur Utama PT Angkasa Pura I dan Wahyudi sebagai Direktur Operasi PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0094 tentang

Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I.



Dan pengangkatan Erwan Agus Purwanto sebagai Komisaris Utama PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham berdasarkan Surat Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-389/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0095 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I.

MMA Indah Preastuty is appointed as the President Director of PT Angkasa Pura I, while Wahyudi is appointed as the Operation Director of the same company. These appointments were made by the Ministry of SOEs and PT Aviassi Wisata Indonesia (Persero) as shareholders, based on official decrees. The decrees, numbered SK-388/MBU/12/2023 and KEP. INJ.01.01/23/12/2023/A.0094, pertain to the dismissal, changes in position nomenclature, transfer of duties, and appointment of members of the Board of Directors of PT Angkasa Pura I.

Erwan Agus Purwanto is appointed as President Commissioner of PT Angkasa Pura I by the Ministry of SOEs and PT Aviassi Wisata Indonesia (Persero). This appointment is based on the Decree of the Minister of SOEs and the President Director of the Company (Persero) PT Aviassi Wisata Indonesia. The decree, numbered SK-389/MBU/12/2023 and KEP. INJ.01.01/23/12/2023/A.0095, pertains to the Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.





PENGHARGAAN Awards

Ajang Penghargaan Event AIRPORT SERVICE QUALITY (ASQ) AWARDS 2023	2023	Pemberi/Penyelenggara Awarding Entity/Organizer AIRPORTS COUNCIL INTERNATIONAL (ACI)
		<p>Bandara Bandara I Gusti Ngurah Rai Bali - 2 Awards I Gusti Ngurah Rai Airport Bali</p> <ul style="list-style-type: none"> - Best Airport of 15-25 Million Passengers in Asia-Pacific - Cleanest Airport in Asia-Pacific
		<p>Bandara Juanda Surabaya Juanda Airport Surabaya</p> <ul style="list-style-type: none"> - Best Airport of 15-25 Million Passengers in Asia-Pacific
		<p>Bandara Sultan Hasanuddin Makassar – 6 Awards Sultan Hasanuddin Airport Makassar</p> <ul style="list-style-type: none"> - Best Airport of 5 to 15 Million Passengers in Asia-Pacific - Airport with the Most Dedicated Staff in Asia-Pacific - Easiest Airport Journey in Asia-Pacific - Most Enjoyable Airport in Asia-Pacific - Most Enjoyable Airport in Asia-Pacific - Director General's Roll of Excellence
		<p>Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan – 4 Awards Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan</p> <ul style="list-style-type: none"> - Best Airport of 5 to 15 Million Passengers in Asia-Pacific - Airport with the Most Dedicated Staff in Asia-Pacific - Easiest Airport Journey in Asia-Pacific - Most Enjoyable Airport in Asia-Pacific



Ajang Penghargaan Event AIRPORT SERVICE QUALITY (ASQ) AWARDS 2023	2023	Pemberi/Penyelenggara Awarding Entity/Organizer AIRPORTS COUNCIL INTERNATIONAL (ACI)
<p>Bandara Internasional Yogyakarta Kulon Progo – 5 Awards Yogyakarta International Airport Kulon Progo</p> <ul style="list-style-type: none"> - Best Airport of 5 to 15 Million Passengers in Asia-Pacific - Airport with the Most Dedicated Staff in Asia-Pacific - Easiest Airport Journey in Asia-Pacific - Most Enjoyable Airport in Asia-Pacific 		
<p>Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang</p> <ul style="list-style-type: none"> - Best Airport of 2 to 5 Million Passengers in Asia-Pacific 		
<p>Bandara Adi Soemarmo Solo – 4 Awards Adi Soemarmo Airport Solo</p> <ul style="list-style-type: none"> - Best Airport of 2 to 5 Million Passengers in Asia-Pacific - Airport with the Most Dedicated Staff in Asia-Pacific - Most Enjoyable Airport in Asia-Pacific - Cleanest Airport in Asia-Pacific 		
<p>Bandara Pattimura Ambon Pattimura Airport Ambon</p> <ul style="list-style-type: none"> - Best Airport under 2 Million Passengers in Asia-Pacific 		



21

JUNI
June
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Energy Management Insight Award yang diselenggarakan oleh The Clean Energy Ministerial.

I Gusti Ngurah Rai Airport, Bali, received the Energy Management Insight Award which was organized by The Clean Energy Ministerial.



25

AGUSTUS
August
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Energy Management in Buildings and Industries - Building - Large Buildings yang diselenggarakan oleh ASEAN Centre for Energy.

I Gusti Ngurah Rai Airport Bali received the Four Star (Gold) Category award organized by the World Safety Organization Management Insight Award organized by The Clean Energy Ministerial.



19

OKTOBER
October
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Kategori Bintang Empat (Gold) yang diselenggarakan oleh World Safety Organization.

Bali's I Gusti Ngurah Rai Airport received the Four Star (Gold) Category award organized by the World Safety Organization.



6

NOVEMBER
November
2023

PT Angkasa Pura I memperoleh penghargaan Platinum Rating yang diselenggarakan oleh National Center for Sustainability Reporting.

Angkasa Pura I received the Platinum Rating award organized by the National Centre for Sustainability Reporting.



15

MARET
March
2023

PT Angkasa Pura I memperoleh penghargaan Perusahaan BUMN Kategori Program Pengembangan UMKM Perusahaan BUMN Kategori Program Pengembangan UMKM yang diselenggarakan oleh Majalah BUMN Track.

PT Angkasa Pura I earned the SOEs Company Award in the MSME Development Programme category. The SOEs Company in the MSME Development Programme Category Organized by the SOEs Track Magazine.



PENGHARGAAN
Awards



4

APRIL
April
2023

PT Angkasa Pura I memperoleh penghargaan OMNI Customer Experience Strategy yang diselenggarakan oleh Marketeers.

PT Angkasa Pura I earned the OMNI Customer Experience Strategy award, organized by Marketeers.



6

APRIL
April
2023

Faik Fahmi (Direktur Utama PT Angkasa Pura I) memperoleh penghargaan Indonesia 50 Most Popular CEO 2023 yang diselenggarakan oleh The Iconomics.

Faik Fahmi, President Director of PT Angkasa Pura I, earned the Indonesia 50 Most Popular CEO 2023 award organized by The Iconomics.



14

JUNI
June
2023

PT Angkasa Pura I memperoleh penghargaan Bronze Winner in The Most Promising Company in Branding Campaign yang diselenggarakan oleh MarkPlus Inc.

PT Angkasa Pura MarkPlus Inc. organized the Most Promising Company in Branding Campaign, and I earned the Bronze Winner award.



14

JUNI
June
2023

MMA Indah Prestatuty (Direktur Operasi PT Angkasa Pura I) memperoleh penghargaan Dewi BUMN 2023 yang diselenggarakan oleh MarkPlus Inc.

MMA Indah Prestatuty (Operation Director of PT Angkasa Pura I) received MarkPlus Inc.'s 2023 Dewi BUMN award.



16

JUNI
June
2023

Faik Fahmi (Direktur Utama PT Angkasa Pura I) memperoleh penghargaan Pemimpin Terpopuler di Media Pemberitaan Online 2023 yang diselenggarakan oleh HUMAS Indonesia.

Faik Fahmi, President Director of PT Angkasa Pura I, earned the Most Popular Leader in Online News Media 2023 award organized by Indonesian Public Relations.



22

JUNI
June
2023

Bandara Sultan Hasanuddin Makassar memperoleh penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

Sam Ratulangi Airport Manado received a Gold Flag Award Certificate for their Occupational Safety and Health Management System, as organized by the Republic of Indonesia's Ministry of Manpower.



22

JUNI
June
2023

Bandara Sam Ratulangi Manado memperoleh penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

Sam Ratulangi Airport Manado received the Gold Flag Award for the Occupational Safety and Health Management System Certificate, which was organized by the Republic of Indonesia's Ministry of Manpower.



22

JUNI
June
2023

Bandara Zainuddin Abdul Madjid Lombok memperoleh penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

Zainuddin Abdul Madjid Airport Lombok received a Gold Flag Award Certificate for their Occupational Safety and Health Management System, as organized by the Republic of Indonesia's Ministry of Manpower.



22

JUNI
June
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Zero Accident Award yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

I Gusti Ngurah Rai Airport Bali was awarded the Zero Accident Award Certificate, as organized by the Ministry of Manpower of the Republic of Indonesia.



PENGHARGAAN
Awards



22
JUNI
June
2023

Bandara Sultan Hasanuddin Makassar memperoleh penghargaan Zero Accident Award yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.
Sultan Hasanuddin Airport Makassar earned the Zero Accident Award Certificate, as organized by the Ministry of Manpower of the Republic of Indonesia.



22
JUNI
June
2023

Bandara SAMS Sepinggan Balikpapan memperoleh penghargaan Zero Accident Award yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.
SAMS Sepinggan Airport Balikpapan received the Zero Accident Award Certificate, as organized by the Republic of Indonesia's Ministry of Manpower.



22
JUNI
June
2023

Bandara Zainuddin Abdul Madjid Lombok memperoleh penghargaan Zero Accident Award yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.
Zainuddin Abdul Madjid Airport Lombok was honoured with the prestigious Zero Accident Award, presented by the Ministry of Manpower of the Republic of Indonesia.



22
JUNI
June
2023

Bandara Adi Soemarmo Solo memperoleh penghargaan Zero Accident Award yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.
Solo's Adi Soemarmo Airport was honoured with the prestigious Zero Accident Award, presented by the Ministry of Manpower of the Republic of Indonesia.



22

JUNI
June
2023

Bandara Adisutjipto Yogyakarta memperoleh penghargaan *Zero Accident Award* yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

Adisutjipto Airport Yogyakarta was honoured with the prestigious Zero Accident Award, presented by the Ministry of Manpower of the Republic of Indonesia.



22

JUNI
June
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Penghargaan Program Pencegahan dan Penanggulangan HIV/AIDS (P2HIV/AIDS) yang diselenggarakan oleh Kementerian Ketenagakerjaan Republik Indonesia.

I Gusti Ngurah Rai Airport Bali earned the HIV/AIDS Prevention and Control Programme Award (P2HIV/AIDS) from the Republic of Indonesia's Ministry of Manpower.



22

JUNI
June
2023

Bandara I Gusti Ngurah Rai Bali memperoleh penghargaan Penghargaan Program Pencegahan dan Penanggulangan COVID-19 (P2COVID) yang diselenggarakan oleh Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023.

I Gusti Ngurah Rai Airport Bali received the Covid-19 Prevention and Control Programme Award (P2COVID), which was organized by the 2023 Occupational Safety and Health (OHS) Awards.



22

JUNI
June
2023

Bandara Zainuddin Abdul Madjid Lombok memperoleh Penghargaan Program Pencegahan dan Penanggulangan COVID-19 (P2COVID) yang diselenggarakan oleh Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2023.

Zainuddin Abdul Madjid Airport Lombok received the Covid-19 Prevention and Control Programme (P2COVID) Award from the 2023 Occupational Safety and Health (OHS) Awards.



PENGHARGAAN
Awards



05

JULI
July
2023

PT Angkasa Pura I memperoleh Penghargaan Nasional CSR SDGs yang diselenggarakan oleh La Tofi School of Social Responsibility.

PT Angkasa Pura I was honoured to be the recipient of the National CSR SDGs Award, which was organized by the prestigious La Tofi School of Social Responsibility.



20

SEPTEMBER
September
2023

PT Angkasa Pura I memperoleh Penghargaan Anugerah Utama Kategori Internal yang diselenggarakan oleh IDX Channel.

PT Angkasa Pura I received the Main Anugerah Award for the Internal Category organized by IDX Channel.



26

SEPTEMBER
September
2023

PT Angkasa Pura I memperoleh Penghargaan Predikat Gold untuk The Best The Best Contact Center Operations yang diselenggarakan oleh Indonesia Contact Center Association.

PT Angkasa Pura I received the Gold Predicate Award for The Best Contact Center Operations organized by the Indonesia Contact Center Association.



26

SEPTEMBER
September
2023

PT Angkasa Pura I memperoleh Penghargaan Predikat Silver untuk The Best Customer Experience yang diselenggarakan oleh Indonesia Contact Center Association.

PT Angkasa Pura I received the Silver Predicate Award for The Best Customer Experience organized by the Indonesia Contact Center Association.



26

SEPTEMBER
September
2023

Caesarani Lina Dwi Setyaning memperoleh Penghargaan Predikat Platinum untuk The Best Back Office yang diselenggarakan oleh Indonesia Contact Center Association.

Caesarani Lina Dwi Setyaning received the Platinum Predicate Award for The Best Back Office organized by the Indonesia Contact Center Association.



26

SEPTEMBER
September
2023

Chintika Yulitasari memperoleh Penghargaan Predikat Gold untuk The Best Agent English Public yang diselenggarakan oleh Indonesia Contact Center Association.

Presented by the Indonesia Contact Centre Association, the Gold Predicate Award for The Best Agent English Public was bestowed upon Chintika Yulitasari.



29

SEPTEMBER
September
2023

Bandara Internasional Yogyakarta Kulon Progo memperoleh Penghargaan Peringkat 1 Kategori Manajemen Energi di Bangunan Gedung dan Industri yang diselenggarakan oleh Kementerian Energi dan Sumber Daya Mineral Republik Indonesia.

The Ministry of Energy and Mineral Resources of the Republic of Indonesia presented the 1st Rank Award in the Energy Management Category for Buildings and Industry to Kulon Progo International Airport Yogyakarta.



3

NOVEMBER
November
2023

Bandara I Gusti Ngurah Rai Bali memperoleh Penghargaan Bandara Terbaik Versi CSI 2023 yang diselenggarakan oleh Indonesia National Air Carriers Association (INACA).

I Gusti Ngurah Rai Airport Bali received the 2023 CSI Best Airport Award organized by the Indonesia National Air Carriers Association (INACA).



3

NOVEMBER
November
2023

Bandara SAMS Sepinggan Balikpapan memperoleh Penghargaan Bandara Terbaik Versi CSI 2023 yang diselenggarakan oleh Indonesia National Air Carriers Association (INACA).

SAMS Sepinggan Airport Balikpapan received the 2023 CSI Version of the Best Airport Award organized by the Indonesia National Air Carriers Association (INACA).



PENGHARGAAN
Awards



3

NOVEMBER
November
2023

Bandara Syamsudin Noor Banjarmasin memperoleh Penghargaan Bandara Terbaik Versi CSI 2023 yang diselenggarakan oleh Indonesia National Air Carriers Association (INACA).

Syamsudin Noor Airport Banjarmasin received the 2023 CSI Best Airport Award organized by the Indonesia National Air Carriers Association (INACA).



22

NOVEMBER
November
2023

Bandara I Gusti Ngurah Rai Bali memperoleh Penghargaan Bandara Terbaik dalam Pemantauan dan Evaluasi Kinerja Penyelenggaraan Pelayanan Publik Tahun 2023 yang diselenggarakan oleh Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi .

I Gusti Ngurah Rai Airport Bali received the Best Airport Award in Monitoring and Evaluation of Public Service Delivery Performance in 2023 which was organized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform.



1

DESEMBER
December
2023

PT Angkasa Pura I memperoleh Penghargaan Predikat Leadership A yang diselenggarakan oleh Bumi Global Karbon (BGK) Foundation.

PT Angkasa Pura I received the Leadership A Award from the Bumi Global Karbon (BGK) Foundation.



08

DESEMBER
December
2023

Bandara I Gusti Ngurah Rai Bali memperoleh Penghargaan BUMN CSR Award Ke-VI Provinsi Bali Tahun 2023 yang diselenggarakan oleh Dewan Perwakilan Daerah RI Provinsi Bali.

The VI Bali Province SOEs CSR Award was awarded to I Gusti Ngurah Rai Airport Bali in 2023 by the Regional Representative Council of the Republic of Indonesia, Bali Province.



11

DESEMBER
December
2023

Bandara I Gusti Ngurah Rai Bali memperoleh Penghargaan Peran dan Partisipasi dalam Kegiatan Forum Tanggung Jawab Sosial Perusahaan (TJSP) di Kabupaten Badung Tahun 2023 yang diselenggarakan oleh Pemerintah Kabupaten Badung Bali diselenggarakan oleh Indonesia Contact Center Association.

In 2023, the Badung Regency Government of Bali, in collaboration with the Indonesia Contact Centre Association, bestowed upon I Gusti Ngurah Rai Airport Bali the Role and Participation Award during the Corporate Social Responsibility Forum (TJSP) Activities in Badung Regency.



LAPORAN MANAJEMEN

Management Report





BAB 1





ERWAN AGUS PURWANTO
Komisaris Utama
President Commissioner



LAPORAN DEWAN KOMISARIS

Report of the Board of Commissioners

“ Dewan Komisaris menilai PT Angkasa Pura I mampu mencatatkan pertumbuhan yang terbaik, di mana pada tahun 2023 berhasil mencatatkan pendapatan operasi Rp9,34 triliun, yang merupakan pencapaian sebesar 106,85% dari target Rp8,74 triliun.

The Board of Commissioners assessed that PT Angkasa Pura I has demonstrated exceptional growth. In 2023, the company successfully recorded operating revenues of Rp9.34 trillion, a 106.85% increase from the target of Rp8.74 trillion.



Pemegang saham dan pemangku kepentingan yang terhormat,

Di tengah iklim bisnis berbagai bidang usaha yang penuh tantangan, PT Angkasa Pura I berhasil melalui tahun 2023 yang penuh dengan dinamika dan mampu mencapai kinerja yang memuaskan serta memberikan kontribusi terbaik bagi kemajuan industri aviasi. Pencapaian tersebut patut kita syukuri. Seiring dengan langkah perusahaan dalam menghadapi berbagai tantangan, izinkan saya mewakili Dewan Komisaris menyampaikan Laporan Tahunan PT Angkasa Pura I Tahun Buku 2023 yang dapat memberikan gambaran mengenai berbagai upaya perusahaan untuk menciptakan nilai tambah bagi pemegang saham dan pemangku kepentingan lainnya.

Perkenankan saya menyampaikan pelaksanaan tugas Dewan Komisaris PT Angkasa Pura I tahun buku 2023 melalui laporan ini. Tugas dan tanggung jawab Dewan Komisaris telah dilaksanakan sesuai dengan Anggaran Dasar perusahaan dan peraturan perundang-undangan. Dewan Komisaris telah memastikan bahwa kegiatan operasional perusahaan telah mengacu kepada strategi bisnis yang telah ditetapkan dan dilakukan evaluasi serta penyesuaian seiring dengan perkembangan yang terjadi, serta dikelola secara profesional sesuai dengan kepentingan pemegang saham dan pemangku kepentingan lainnya.

Laporan Dewan Komisaris meliputi penilaian Dewan Komisaris atas kinerja Direksi dalam pengelolaan perusahaan dan dasar penilaiannya; pandangan atas prospek usaha perusahaan yang disusun oleh Direksi; pandangan atas penerapan governansi korporat; serta pandangan atas penerapan *whistleblowing system*.

PENILAIAN TERHADAP KINERJA DIREKSI ATAS PENGELOLAAN DAN IMPLEMENTASI STRATEGI

Dasar penilaian kinerja Direksi yang dievaluasi oleh Dewan Komisaris secara kolektif disampaikan dalam Rapat Umum Pemegang Saham (RUPS). Penilaian kinerja Direksi diukur berdasarkan kriteria umum meliputi komposisi, kriteria, perencanaan, strategis, peran, tugas, tanggung jawab, program pelatihan, rapat direksi, efektivitas organ penunjang, hubungan komunikasi, pertanggungjawaban serta komitmen standar etika.

Dear shareholders and stakeholders,

Amidst a challenging business climate in multiple industries, PT Angkasa Pura I navigated through the dynamic year of 2023 and achieved impressive performance, making a significant contribution to the advancement of the aviation industry. We should express our gratitude for this accomplishment. As a representative of the Board of Commissioners, I am here to present the Annual Report of PT Angkasa Pura I for Fiscal Year 2023. This report provides an overview of the company's efforts to create added value for shareholders and other stakeholders, in line with the challenges we have faced.

I am pleased to present to you the report on the implementation of the duties of the Board of Commissioners of PT Angkasa Pura I for the 2023 financial year. The duties and responsibilities of the Board of Commissioners have been diligently fulfilled under the company's Articles of Association and statutory regulations. The Board of Commissioners has diligently ensured that the Company's operational activities align with the determined business strategy. They have consistently evaluated and made necessary adjustments in response to developments, all while managing the company in a professional manner that prioritises the interests of shareholders and other stakeholders.

Board of Commissioners' Report covers the Board of Commissioners' assessment of the Board of Directors' performance in managing the company and the basis for the assessment; views on the company's business prospects prepared by the Board of Directors; views on the implementation of corporate governance; and views on the implementation of the whistleblowing system.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE ON STRATEGY MANAGEMENT AND IMPLEMENTATION

The collective performance assessment of the Board of Directors by the Board of Commissioners is presented at the General Meeting of Shareholders (GMS). The performance assessment of the Board of Directors is assessed using a set of general criteria, including composition, criteria, planning, strategy, roles, duties, responsibilities, training programs, Board of Directors meetings, the effectiveness of supporting organs, communication relations, accountability, and commitment to ethical standards.



Penilaian Kinerja Direksi sebagaimana yang disepakati dalam Kontrak Manajemen PT Angkasa Pura I yang memuat *Key Performance Indicators* (KPI) Direksi secara Kolegial Tahun 2023 terdiri dari 5 (lima) perspektif, dengan capaian kinerja di tahun 2023 mencapai 105,68 berada di atas target yang ditetapkan yaitu sebesar 100,00.

The Board of Directors' Performance Assessment, as outlined in the PT Angkasa Pura I Management Contract, includes the Board of Directors' Collegial Key Performance Indicators (KPI) for 2023. These KPIs are measured across 5 perspectives, and the performance achievements for 2023 have exceeded the target, reaching 105.68 compared to the set target of 100.00.

Penilaian *Key Performance Indicator* (KPI) Direksi PT Angkasa Pura I Tahun 2023 The Board of Directors' Performance Assessment Based on *Key Performance Indicator* (KPI) of PT Angkasa Pura I in 2023

<i>Key Performance Indicator</i>	Skor Capaian Achievement Score	
	Bobot Weight	Skor Score
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	32,51
Inovasi Model Bisnis Business Model Innovation	20,00	22,00
Kepemimpinan Teknologi Technology Leadership	15,00	16,50
Peningkatan Investasi Investment Development	20,00	18,67
Pengembangan Talenta Talent Development	15,00	16,00
Bobot Weight	100,00	105,68

Dewan Komisaris menilai PT Angkasa Pura I mampu mencatatkan pertumbuhan yang terbaik, di mana pada tahun 2023 berhasil mencatatkan pendapatan operasi Rp9,34 triliun, yang merupakan pencapaian sebesar 106,85% dari target Rp8,74 triliun. Selain itu, PT Angkasa Pura I membukukan laba usaha sebesar Rp2,75 triliun di 2023. Laba usaha mengalami peningkatan sebesar 372,11% atau Rp2,17 triliun dari tahun sebelumnya yang mengalami keuntungan sebesar Rp583,06 miliar pada 2022.

The Board of Commissioners assessed that PT Angkasa Pura I has achieved the best growth, recording operating revenue of Rp9.34 trillion in 2023, surpassing the target of Rp8.74 trillion by 106.85%. Additionally, PT Angkasa Pura I recorded an operating profit of Rp2.75 trillion in 2023, a 372.11% increase or Rp2.17 trillion from the operating profit in 2022 of Rp583.06 billion.

PENGAWASAN ATAS IMPLEMENTASI STRATEGI

Selama tahun 2023, Dewan Komisaris telah melaksanakan pengawasan terhadap jalannya pengelolaan perusahaan yang dilakukan oleh Direksi dan secara aktif memberikan nasihat dan masukan kepada Direksi. Hal ini sesuai dengan fungsi Dewan Komisaris sebagai pengawas pengelolaan perusahaan oleh Direksi agar senantiasa sesuai dengan ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan yang berlaku untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan.

Dewan Komisaris memiliki kesimpulan bahwa Direksi PT Angkasa Pura I telah menjalankan tanggung jawabnya dengan sangat baik. Selain itu, Dewan Komisaris juga telah memberikan arahan kepada Direksi untuk terus memperkuat strategi guna

SUPERVISION OF STRATEGY IMPLEMENTATION

Throughout 2023, the Board of Commissioners diligently oversaw the company's operations led by the Board of Directors, offering valuable guidance and insights. This is in line with the role of the Board of Commissioners as overseers of the company's management by the Board of Directors. Their responsibility is to ensure that the company consistently adheres to the Articles of Association, GMS Resolutions, and relevant laws and regulations, all in the best interest of the company and alignment with its goals and objectives.

The Board of Commissioners concluded that the Board of Directors of PT Angkasa Pura I has fulfilled its responsibilities in an outstanding manner. In addition, the Board of Commissioners has provided guidance to the Board of Directors to continue



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menghadapi berbagai situasi dan berfokus pada pembangunan kembali fondasi perusahaan serta pengembangan portofolio bisnis, terutama dalam sumber pendapatan yang bukan inti bisnis. Dewan Komisaris secara rutin mengadakan pertemuan bersama Direksi untuk memberikan pandangan terhadap kemajuan strategi yang diterapkan Direksi dalam mengelola perusahaan. Dalam rapat-rapat tersebut, Dewan Komisaris memberikan masukan dan nasihat yang penting bagi perusahaan dalam upaya mencapai tujuan strategisnya.

PANDANGAN ATAS PROSPEK USAHA PERUSAHAAN

Berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2023, tahun 2024 PT Angkasa Pura I bertujuan untuk menjadi perusahaan yang berdaya saing dan berkelanjutan dengan talenta terbaik melalui implementasi *dual transformation* yang sudah berjalan, yaitu restrukturisasi operasional dan transformasi bisnis. Dewan Komisaris menilai bahwa prospek usaha yang telah disusun oleh Direksi beserta strategi-strateginya telah mempersiapkan PT Angkasa Pura I untuk menjawab tantangan dan menangkap peluang bisnis untuk tercapainya target perusahaan, baik jangka pendek maupun jangka panjang.

Dewan Komisaris juga berpendapat bahwa Direksi perlu terus melakukan evaluasi lebih lanjut secara periodik mengenai strategi yang telah ditetapkan agar dapat meningkatkan kinerja ke level yang lebih baik lagi. Evaluasi ini perlu dilakukan dengan tetap mengelola risiko yang mungkin akan timbul di masa yang akan datang. PT Angkasa Pura I juga terus memperhitungkan efisiensi serta memperhatikan kesehatan dan keselamatan kerja.

PANDANGAN ATAS PENERAPAN GOVERNANSI KORPORAT

Implementasi Governansi Korporat atau *Good Corporate Governance* (GCG) tetap menjadi fokus dari tugas dan tanggung jawab Dewan Komisaris bersama dengan Direksi. Dalam menjalankan fungsi pengawasannya, Dewan Komisaris tidak hanya bertanggung jawab kepada hasil atau tujuan yang dicapai tetapi juga senantiasa memantau proses untuk mencapai hasil yang diharapkan. Terkait praktik GCG, dalam menjalankan tugas pengawasan dan pemberian nasihat, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris, Komite Risiko Usaha dan GCG Komite Audit, dan Komite Nominasi dan Remunerasi.

Dewan Komisaris juga memperhatikan beberapa isu kunci dalam penerapan GCG seperti manajemen risiko dan tanggung jawab sosial lingkungan (TJSL). Hal ini sesuai dengan perkembangan kegiatan usaha perusahaan. Praktik manajemen risiko yang memadai diperlukan agar mampu mengidentifikasi potensi risiko yang mungkin timbul. Atas hal ini, Dewan Komisaris memantau dan memberikan saran atas risiko yang dikelola oleh perusahaan. Secara keseluruhan, Dewan Komisaris menganggap bahwa PT Angkasa Pura I telah membangun sistem pemantauan risiko dan menerapkan pedoman governansi korporat, manajemen risiko, dan sistem pengendalian internal yang baik. Dewan Komisaris bersama Direksi mempunyai komitmen untuk terus memperbaiki implementasi GCG yang dalam pelaksanaannya diwujudkan secara konsisten.

strengthening strategies to address various situations and focus on rebuilding the company's foundation as well as developing its business portfolio, particularly in non-core revenue sources. The Board of Commissioners regularly holds meetings with the Board of Directors to provide perspectives on the progress of the strategies implemented by the Board of Directors in managing the company. During these meetings, the Board of Commissioners offers crucial input and advice for the company in its efforts to achieve its strategic objectives.

VIEWS ON THE COMPANY'S BUSINESS PROSPECTS

Based on the Company Long-Term Plan (RJPP) for 2020-2023, in 2024, PT Angkasa Pura I aims to become a competitive and sustainable company with the best talent through the implementation of the ongoing dual transformation, including operational restructuring and business transformation. The Board of Commissioners assessed that the business prospects and strategies developed by the Board of Directors have prepared PT Angkasa Pura I to respond to challenges and seize business opportunities to achieve the company's short- and long-term targets.

The Board of Commissioners also emphasises the importance of ongoing evaluations by the Board of Directors to enhance performance to an even higher level. This evaluation should be conducted while proactively managing potential future risks. PT Angkasa Pura I prioritises efficiency and places great importance on occupational health and safety.

VIEWS ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The implementation of good corporate governance (GCG) remains the focus of the duties and responsibilities of the Board of Commissioners and the Board of Directors. In carrying out its supervisory function, the Board of Commissioners is not only responsible for the outcomes or goals achieved but also continuously monitors the process to achieve the expected results. In relation to GCG practices, in carrying out its oversight and advisory duties, the Board of Commissioners is assisted by the Secretary to the Board of Commissioners, the Business Risk and GCG Committee, the Audit Committee, and the Nomination and Remuneration Committee.

The Board of Commissioners also takes into account several key issues in the implementation of GCG, such as risk management and corporate social responsibility (CSR). This is in line with the development of the company's business activities. Adequate risk management practices are necessary to identify potential risks that may arise. In this regard, the Board of Commissioners monitors and provides advice on the risks managed by the company. Overall, the Board of Commissioners considers that PT Angkasa Pura I has established a risk monitoring system and implemented good corporate governance (GCG), risk management, and internal control systems. The Board of Commissioners and the Board of Directors are committed to continuously improving the consistent implementation of GCG.



Dewan Komisaris berpendapat bahwa Direksi PT Angkasa Pura I telah mengoptimalkan penerapan governansi korporat. Hal ini terbukti dari capaian atas penilaian GCG yang pada tahun 2023 dengan skor 95,83 dengan predikat “Sangat Baik” berdasarkan asesmen untuk periode 2023. Dengan demikian dapat terlihat bahwa dari seluruh aspek penilaian yaitu komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, pemegang saham dan RUPS, Dewan Komisaris, Direksi, pengungkapan informasi dan transparansi serta aspek lainnya berada pada pencapaian sangat baik.

PANDANGAN ATAS PENERAPAN/PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS) DAN PERANAN DEWAN KOMISARIS DALAM WBS

Efektivitas pelaksanaan sistem pelaporan pelanggaran atau *whistleblowing system* (WBS) juga menjadi perhatian utama Dewan Komisaris. PT Angkasa Pura I telah memiliki sistem pelaporan pelanggaran yang berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan maupun tindakan di luar etika lainnya di dalam perusahaan.

Seluruh pengaduan yang masuk melalui situs www.wbs.ap1.co.id dilaporkan kepada Direktur Utama setiap semester. Hingga akhir tahun 2023, tidak terdapat pengaduan melalui WBS yang bersifat signifikan untuk ditindaklanjuti dalam tiga tahun terakhir.

Terkait pandangan Dewan Komisaris atas penerapan sistem pelaporan pelanggaran yang dimiliki PT Angkasa Pura I, Dewan Komisaris menilai bahwa implementasi WBS sudah sangat baik. Di samping itu, Dewan Komisaris juga memberikan arahan agar efektivitas pelaksanaan WBS terus ditingkatkan, agar ke depannya WBS dapat berjalan secara optimal.

KOMITE-KOMITE DI BAWAH PENGAWASAN DEWAN KOMISARIS

Pelaksanaan tugas dan fungsi Dewan Komisaris dalam mengawasi jalannya pengurusan PT Angkasa Pura I didukung oleh tiga komite, yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi, dengan penjelasan sebagai berikut:

1. Komite Audit memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem pengendalian internal, internal audit dan proses pelaporan keuangan. Selama tahun 2023, Komite Audit telah melaksanakan tugasnya antara lain memberikan rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas informasi keuangan, serta penelaahan atas hasil audit Satuan Pengawasan Internal dan Kantor Akuntan Publik.
2. Komite Risiko Usaha dan GCG memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem manajemen risiko internal, optimalisasi mitigasi risiko dan penerapan GCG perusahaan. Selama tahun 2023, Komite Risiko Usaha dan GCG telah melaksanakan tugasnya antara lain dengan memberikan rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas aktivitas pelaksanaan manajemen risiko yang telah berjalan.

The Board of Commissioners is pleased with the Board of Directors of PT Angkasa Pura I for their effective implementation of corporate governance. This is clearly demonstrated by the GCG assessment results, which achieved a score of 95.83 in 2023 and received the “Excellent” rating for the assessment period. It is evident that the assessment covers various aspects, including the commitment to implementing good corporate governance, shareholder and GMS involvement, the Board of Commissioners and Directors, information disclosure, transparency, and more. The achievement in all these areas is excellent.

VIEWS ON THE IMPLEMENTATION/ MANAGEMENT OF THE WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN THE WBS

The Board of Commissioners is highly concerned about the effectiveness of the implementation of the whistleblowing system (WBS). PT Angkasa Pura I has implemented a robust violation reporting system that serves as a proactive measure to prevent and expose any fraudulent or unethical activities within the company.

Complaints submitted through the website www.wbs.ap1.co.id are regularly reported to the President Director on a biannual basis. There have been no notable complaints reported through the WBS in the past three years, up until the end of 2023.

With regard to the Board of Commissioners’ view on the implementation of PT Angkasa Pura I’s whistleblowing system, the Board of Commissioners assessed that the implementation of the WBS has been highly successful. In addition, The Board of Commissioners also provided guidance for the continuous improvement of WBS implementation effectiveness, ensuring optimal operation of WBS in the future.

COMMITTEES UNDER THE SUPERVISION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners effectively carries out its responsibilities in overseeing the management of PT Angkasa Pura I through the assistance of three committees. These committees include the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. Here is a detailed explanation of their roles:

1. The Audit Committee is entrusted with the important task of overseeing the efficiency of the internal control system, internal audit, and financial reporting process. In 2023, the Audit Committee diligently fulfilled its responsibilities, offering valuable recommendations to the Board of Commissioners after thoroughly examining financial information and reviewing the audit findings of both the Internal Audit Unit and the Public Accounting Firm.
2. The Business Risk and GCG Committee is responsible for overseeing the efficiency of the internal risk management system, enhancing risk reduction, and implementing the company’s GCG. In 2023, the Business Risk and GCG Committee diligently fulfilled its responsibilities by offering valuable recommendations to the Board of Commissioners after thoroughly assessing the progress of risk management initiatives.



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3. Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab untuk melakukan pemantauan, pengawasan, serta penilaian atas talenta dan sistem pengelolaan talenta. Selama tahun 2023, Komite Nominasi dan Remunerasi telah melaksanakan tugasnya antara lain memberikan rekomendasi kepada Dewan Komisaris mengenai penilaian terhadap kinerja individu Direksi, penyusunan talenta, pengelolaan talenta, dan usulan remunerasi Direksi dan Dewan Komisaris.

3. The Nomination and Remuneration Committee is entrusted with the important task of overseeing, supervising, and evaluating talent and the talent management system. In 2023, the Nomination and Remuneration Committee fulfilled its responsibilities by offering suggestions to the Board of Commissioners on evaluating the performance of the Board of Directors, grooming and managing talent, and proposing remuneration for both the Board of Directors and the Board of Commissioners.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris memiliki tiga komite di bawahnya yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Penilaian kinerja terhadap komite-komite di bawah Dewan Komisaris dilakukan berdasarkan beberapa hal sebagai berikut:

1. Tercapainya seluruh rencana/program kerja komite-komite yang ditetapkan; serta
2. Pelaksanaan rapat komite dan tingkat kehadiran anggota komite.

Di 2023, Dewan Komisaris menilai bahwa komite-komite tersebut telah menjalankan tugas dan tanggung jawabnya secara efektif sesuai *charter* yang berlaku bagi masing-masing komite, termasuk memberikan rekomendasi serta laporan kepada Dewan Komisaris atas hal-hal yang perlu menjadi perhatian dan ditindaklanjuti Dewan Komisaris. Komite Audit, Komite Risiko Usaha dan GCG serta Komite Nominasi dan Remunerasi telah melaksanakan 12 kali rapat internal dengan tingkat kehadiran yang baik. Dewan Komisaris menilai bahwa seluruh komite di bawah pengawasan Dewan Komisaris secara umum telah melaksanakan tugas dan tanggung jawab secara independen dan cukup efektif selama periode laporan.

FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

Salah satu cara Dewan Komisaris dalam menjalankan fungsi pengawasan terhadap kinerja Direksi adalah dengan mengadakan rapat gabungan secara berkala dengan Direksi. Pelaksanaan rapat gabungan ini juga merupakan bentuk kepatuhan perusahaan terhadap Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik yang mengatur tentang pelaksanaan rapat gabungan antara Direksi dan Dewan Komisaris paling kurang satu kali dalam waktu empat bulan.

Sepanjang tahun 2023, Dewan Komisaris telah melaksanakan rapat gabungan dengan Direksi sebanyak 14 kali. Dalam agenda rapat tersebut, Dewan Komisaris dapat mengetahui secara jelas terkait segala hal yang berhubungan dengan kegiatan pengelolaan perusahaan, seperti strategi bisnis, rencana usaha hingga kendala yang dihadapi perusahaan selama menjalankan kegiatan bisnis. Dewan Komisaris memberikan rekomendasi, nasihat, serta arahan kepada Direksi sesuai dengan tugas, tanggung jawab, dan kewenangan Dewan Komisaris.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners oversees three committees: the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. Evaluating the performance of committees under the Board of Commissioners involves the consideration of the following factors:

1. Successful completion of all work plans/programs of established committees; as well as
2. Execution of committee meetings and the extent of participation from committee members.

In 2023, the Board of Commissioners assessed that the committees had carried out their duties and responsibilities effectively in accordance with the charter applicable to each committee, including providing recommendations and reports to the Board of Commissioners on matters required to be addressed and followed up by the Board of Commissioners. The Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee held 12 internal meetings with high attendance rate. The Board of Commissioners assessed all committees under the oversight of the Board of Commissioners generally carried out their duties and responsibilities independently and effectively during the reporting period.

FREQUENCY AND PROCEDURE FOR PROVIDING ADVICE TO THE BOARD OF DIRECTORS

Regular joint meetings are held between the Board of Commissioners and the Board of Directors to ensure effective supervision over the performance of the latter. The implementation of this joint meeting is in line with the company's compliance with Financial Services Authority Regulation Number 33/POJK.04/2014. This regulation mandates the Board of Directors and Board of Commissioners of Issuers or Public Companies to hold joint meetings at least once every four months.

During 2023, the Board of Commissioners and the Board of Directors have convened for a total of 14 joint meetings. During the meeting agenda, the Board of Commissioners gains a comprehensive understanding of various aspects of company management, including business strategy, plans, and the challenges encountered during business operations. The Board of Commissioners offered recommendations, advice, and directions to the Board of Directors in accordance with the duties, responsibilities, and authorities of the Board of Commissioners.



Dewan Komisaris menyampaikan apresiasinya atas kinerja dan pelaksanaan tugas yang telah direalisasikan oleh seluruh komite. Dukungan dari komite menjadi dasar bagi Dewan Komisaris untuk dapat memberikan masukan secara formal kepada Direksi untuk meningkatkan kualitas pengelolaan PT Angkasa Pura I.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Selama 2023, terdapat perubahan Dewan Komisaris sebagai berikut:

1. Perubahan Dewan Komisaris dikarenakan berakhirnya masa jabatan Djoko Sasono sebagai Komisaris Utama dan Tri Budi Satriyo sebagai anggota Dewan Komisaris PT Angkasa Pura I sejak 19 Juli 2023 karena adanya ketentuan batas masa jabatan Dewan Komisaris berdasarkan Anggaran Dasar yang ditetapkan dengan jabatan maksimal selama 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan terhitung sejak pengangkatannya berdasarkan Keputusan Menteri BUMN Nomor SK-210/MBU/07/2023 tanggal 19 Juli 2018. Hingga tanggal 19 Juli 2023 belum diterbitkan keputusan pemegang saham untuk mengangkat Dewan Komisaris pengganti atau memperpanjang masa jabatan Komisaris Utama Djoko Sasono dan Anggota Dewan Komisaris Tri Budi Satriyo, sehingga ditetapkan adanya pengangkatan Danang Parikesit sebagai Pelaksana Tugas Komisaris Utama PT Angkasa Pura I berdasarkan Keputusan Dewan Komisaris PT Angkasa Pura I tanggal 20 Juli 2023 Nomor SK-02/DK/AP.I/2023 tentang Penunjukan Pelaksana Tugas Komisaris Utama PT Angkasa Pura I.
2. Perubahan Komisaris Utama melalui penetapan pemberhentian dengan hormat Djoko Sasono sebagai Komisaris Utama dan Tri Budi Satriyo sebagai Komisaris PT Angkasa Pura I serta pengangkatan Novie Riyanto sebagai Komisaris Utama PT Angkasa Pura I berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-227/MBU/08/2023 dan Nomor KEP.INJ.03.06/23/08/2023/A.0069 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I tanggal 7 Agustus 2023.
3. Perubahan Dewan Komisaris berdasarkan Keputusan Menteri BUMN dan Direktur Utama PT Aviawi Pariwisata Indonesia (Persero) Nomor SK-289/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0095 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris PT Angkasa Pura I yang memberhentikan dengan hormat Novie Riyanto sebagai Komisaris Utama serta Hidayat Amir, Danang Parikesit, Elen Setiadi, dan Erwan Agus Purwanto sebagai Komisaris. Keputusan tersebut juga menetapkan pengangkatan Erwan Agus Purwanto sebagai Komisaris Utama PT Angkasa Pura I.

Alasan perubahan Dewan Komisaris tersebut adalah untuk mendukung tata kelola perusahaan yang baik sesuai dengan Anggaran Dasar dan Keputusan Menteri BUMN serta Direktur Utama PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham PT Angkasa Pura I. Dalam kesempatan ini, kami mengucapkan terima kasih atas kontribusi para Dewan Komisaris selama masa jabatan yang telah melaksanakan tugas dan tanggung jawabnya dalam mendukung pengelolaan perusahaan.

The Board of Commissioners commended the exceptional performance and successful execution of tasks by all committees. Strong backing from the committee is crucial for the Board of Commissioners to effectively contribute their insights to the Board of Directors, enhancing the overall management of PT Angkasa Pura I.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND REASONS FOR THE CHANGES

In 2023, there were some notable changes to the Board of Commissioners:

1. There have been recent changes to the Board of Commissioners at PT Angkasa Pura I. This is because the term of office for Djoko Sasono as President Commissioner and Tri Budi Satriyo as a member of the Board of Commissioners has come to an end. According to the Articles of Association, the term limit for the Board of Commissioners is set at a maximum of 5 years, with the possibility of reappointment for one additional term. These changes were made under the Decree of the Minister of BUMN Number SK-210/MBU/07/2023, which was issued on July 19, 2018. And as of July 19, 2023, no shareholder decision has been made regarding the appointment or extension of the terms of office for President Commissioner Djoko Sasono and Member of the Board of Commissioners Tri Budi Satriyo. Therefore, Danang Parikesit has been appointed as the Acting President Commissioner of PT Angkasa Pura I based on the Decree of the Board of Commissioners of PT Angkasa Pura I dated 20 July 2023 Number SK-02/ DK/AP.I/2023.
2. Modifications to the President Commissioner through the honourable dismissal of Djoko Sasono from the position of President Commissioner and the appointment of Tri Budi Satriyo as Commissioner of PT Angkasa Pura I. This was made possible by the Decree of the Minister of SOEs and the President Director of the Company (Persero) PT Aviawi Indonesian Tourism Number SK-227/MBU/08/2023 and Number KEP.INJ.03.06/23/08/2023/A.0069 regarding the Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I on August 7, 2023.
3. The Board of Commissioners of PT Angkasa Pura I has changed as per the Decree of the Minister of SOEs and the President Director of PT Aviawi Wisata Indonesia (Persero) Number SK-289/MBU/12/2023 and Number KEP. INJ.01.01/23/12/2023/A.0095. These changes involve the dismissal of Novie Riyanto from the position of President Commissioner, as well as the dismissal of Hidayat Amir, Danang Parikesit, Elen Setiadi, and Erwan Agus Purwanto from their roles as Commissioners. This decision also resulted in the appointment of Erwan Agus Purwanto as the President Commissioner of PT Angkasa Pura I.

The change in the Board of Commissioners is aimed at promoting good corporate governance under the Articles of Association and the decision of the Minister of SOEs and the President Director of PT Aviawi Wisata Indonesia (Persero) as the shareholder of PT Angkasa Pura I. We would like to express our gratitude for the valuable contributions made by the Board of Commissioners on this occasion. The Board of Commissioners have diligently fulfilled their duties and responsibilities in providing unwavering support to the company's management.



LAPORAN DEWAN KOMISARIS Report of the Board of Commissioners

Dengan demikian, susunan anggota Dewan Komisaris per 31 Desember 2023 adalah sebagai berikut:

Therefore, the current composition of the Board of Commissioners as of December 31, 2023 is as stated:

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Erwan Agus Purwanto	Komisaris Utama President Commissioner	Kementerian BUMN dan PT Aviasi Pariwisata Indonesia (Persero) Ministry of SOEs and PT Aviasi Pariwisata Indonesia (Persero)	SK-389/MBU/12/2023 KEP. INJ.01.01/23/12/2023/ A.0095	28 Desember 2023 December 28, 2023
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020

APRESIASI

Sebagai penutup, Dewan Komisaris menyampaikan apresiasi atas dukungan dan kepercayaan yang telah diberikan oleh para pemegang saham dan para pemangku kepentingan kepada PT Angkasa Pura I selama ini. Kami juga berterima kasih kepada seluruh jajaran Direksi, manajemen, serta seluruh karyawan atas dedikasi dan kegigihan untuk terus menjajaki berbagai inisiatif sebagai kekuatan fondasi untuk terus berkembang. Dukungan dan komitmen yang diberikan oleh seluruh pihak telah membantu perusahaan dalam mencapai berbagai pencapaian yang memuaskan. Semoga kerja sama yang baik ini dapat terus berlanjut dan menghasilkan prestasi yang lebih baik lagi di masa mendatang.

CLOSING

In closing, the Board of Commissioners would like to express our appreciation to shareholders and stakeholders for their support and trust in PT Angkasa Pura I. We also extend our appreciation to the entire Board of Directors, management, and all employees for their dedication and perseverance in pursuing various initiatives serving as the foundation for our continued growth and success in the years to come. The strong backing and commitment from all parties have propelled the company to numerous notable achievements. This solid collaboration is expected to endure and produce even more significant achievements in the future.

Jakarta, 26 April 2024
Jakarta, April 26, 2024

Atas nama Dewan Komisaris,
On Behalf of the Board of Commissioner,

ERWAN AGUS PURWANTO
Komisaris Utama
President Commissioner



MMA INDAH PREASTUTY
Direktur Utama
President Director



LAPORAN DIREKSI Report of the Board of Directors

“ Dalam menjalankan operasionalnya, PT Angkasa Pura I berkomitmen untuk memberikan pelayanan terbaik kepada para pengguna jasa. Demi menjaga standar kualitas pelayanan, PT Angkasa Pura I secara berkala melaksanakan kegiatan Sistem Manajemen Mutu dan Keselamatan untuk mencapai *safety quality level* yang telah ditetapkan oleh peraturan serta mutu layanan sesuai dengan persyaratan dan standar yang berlaku.

In carrying out its operations, PT Angkasa Pura I is committed to providing the best service to consumers or service users. To maintain service quality standards, PT Angkasa Pura I regularly carries out Quality Management and Safety Management System activities to achieve the safety quality level set by regulations and service quality in accordance with applicable requirements and standards.

Pemegang saham dan pemangku kepentingan yang terhormat,

Perkenalkan kami mengucapkan puji dan syukur ke hadirat Tuhan yang Maha Kuasa atas rahmat dan karunia-Nya sehingga PT Angkasa Pura I berhasil melalui tahun 2023 dengan mencatatkan pertumbuhan kinerja yang baik. Dalam kesempatan ini, perkenalkan saya mewakili jajaran Direksi untuk menyampaikan Laporan Tahunan PT Angkasa Pura I tahun buku 2023 sebagai bentuk pertanggungjawaban kepada para pemegang saham dan seluruh pemangku kepentingan yang memuat gambaran dari realisasi dan rencana bisnis serta langkah-langkah strategis yang telah dilakukan manajemen dalam memberikan dampak positif terhadap kinerja perusahaan secara berkelanjutan.

TINJAUAN INDUSTRI AVIASI DI INDONESIA

Tiga tahun setelah terkena dampak pandemi, dunia bisnis dan industri penerbangan mulai bangkit. Pandemi COVID-19 telah memberikan pukulan berat terhadap kedua sektor ini, yang terbukti sulit pulih karena masalah sistemik dan struktural yang dihadapi. Jumlah armada dan tenaga kerja, terutama pilot, menyusut drastis selama periode ini. Kinerja finansial maskapai juga terkikis karena penurunan permintaan yang signifikan akibat pembatasan perjalanan dan penutupan sementara banyak negara.

Selama pandemi, pemerintah menerapkan aturan ketat untuk menjaga jarak fisik, termasuk dalam moda transportasi publik seperti pesawat. Pengisian tempat duduk dibatasi hingga separuhnya, memperparah kondisi ekonomi perusahaan penerbangan. Namun, dengan ditemukannya vaksin dan peningkatan upaya vaksinasi massal, situasinya mulai membaik. Puncaknya adalah pada 21 Juni 2023, ketika Presiden Joko Widodo mengumumkan pencabutan status pandemi di Indonesia, yang didukung oleh tingginya persentase masyarakat yang memiliki antibodi terhadap virus.

Perubahan status dari pandemi menjadi endemi membawa implikasi signifikan terhadap mobilitas dan normalisasi kegiatan bisnis. Industri penerbangan mulai menunjukkan tanda-tanda pemulihan yang jelas. Data dari PT Angkasa Pura I pada tahun 2023 mencatat tingkat pemulihan trafik penumpang sebesar 85,65%, dengan peningkatan yang terlihat pada rute domestik dan internasional. Meskipun pemulihan ini terjadi lebih cepat dibandingkan tahun-tahun sebelumnya, namun masih belum mencapai tingkat optimal seperti pada tahun 2019.

Dear Respected Shareholders and Stakeholders,

Allow us to express our praise and gratitude to the Almighty God for His grace and blessings, which have enabled PT Angkasa Pura I to get through the year 2023 with good performance growth. On this occasion, allow me, on behalf of the Board of Directors, to present the 2023 Annual Report of PT Angkasa Pura I as a form of accountability to the shareholders and all stakeholders. The report contains an overview of the company's business realization and plans, as well as the strategic steps taken by the management to ensure a positive and sustainable impact on the company's performance.

OVERVIEW OF THE AVIATION INDUSTRY IN INDONESIA

Three years after being hit by the pandemic, the business world and the aviation industry are starting to recover. Both sectors have been severely hampered by the COVID-19 pandemic, making their recovery challenging due to underlying systemic and structural issues. The number of fleets and workforce, particularly pilots, drastically decreased during this period. The airline's financial performance was also eroded due to a significant decline in demand caused by travel restrictions and the temporary closure of many countries.

During the pandemic, the government implemented strict rules to maintain physical distancing, including in public transportation such as airplanes. Seat occupancy was limited to half, further exacerbating the economic conditions of airlines. However, with the discovery of vaccines and the increase in mass vaccination endeavors, the situation began to improve. The peak was on June 21, 2023, when President Joko Widodo announced the revocation of the pandemic status in Indonesia, supported by the high percentage of the population with antibodies against the virus.

The change in status from a pandemic to an endemic has significant implications for mobility and the normalization of business activities. The aviation industry has begun to show clear signs of recovery. Data from PT Angkasa Pura I in 2023 recorded a passenger traffic recovery rate of 85.65%, with increases seen on domestic and international routes. While the current recovery is progressing faster than in previous years, it has not yet attained the optimal level as in 2019.



Berdasarkan data tahun 2023 tersebut, tampak pemulihan trafik penumpang di 2023 berjalan lebih cepat dibandingkan tahun-tahun sebelumnya, namun belum optimal jika dibandingkan dengan situasi normal pada 2019. Terdapat sejumlah faktor yang menyebabkan belum optimalnya *recovery rate* ini yaitu dari aspek *demand* yang dipengaruhi oleh tingginya harga avtur, biaya *leasing*, dan biaya operasional lain dari maskapai penerbangan yang mengakibatkan harga tiket relatif tinggi. Terkait fluktuasi harga avtur ini, pemerintah mengeluarkan Keputusan Menteri Perhubungan Nomor KM 7 Tahun 2023 tentang Besaran Biaya Tambahan (*Surcharge*) yang Disebabkan Adanya Fluktuasi Bahan Bakar (*Fuel Surcharge*) Tarif Penumpang Pelayanan Kelas Ekonomi Angkutan Udara Niaga Berjadwal Dalam Negeri. Berdasarkan Keputusan Menteri Perhubungan tersebut, pesawat udara jenis jet diberikan kebijakan biaya tambahan paling tinggi 10% dari tarif batas atas (TBA) dan untuk pesawat udara jenis *propeller* paling tinggi 25% dari TBA sesuai kelompok pelayanan masing-masing badan usaha angkutan udara.

Selanjutnya adalah dari aspek *supply*, di mana adanya keterbatasan armada pesawat yang dapat dioperasikan oleh maskapai. Selain itu, masih terdapat kendala rantai pasok suku cadang pesawat. Pengiriman suku cadang pesawat dalam rangka menunjang *maintenance, repair and overhaul* (MRO) belum normal, baik disebabkan karena pemulihan pasca pandemi maupun dampak perang Rusia-Ukraina yang berkepanjangan sehingga mempengaruhi ketersediaan suku cadang tersebut.

ANALISIS ATAS KINERJA PERUSAHAAN TAHUN 2023

Dari kondisi internal maupun eksternal tahun 2023, pelaksanaan operasional perusahaan tahun 2023 berjalan dengan lancar, meskipun di awal tahun 2023 terdapat efek domino dari tensi geopolitik antara Rusia-Ukraina yang mempengaruhi capaian perusahaan pada tahun 2023.

Berkat kinerja yang solid, PT Angkasa Pura I berhasil meraih pertumbuhan yang sangat baik. Dari sudut pandang eksternal, capaian ini tidak bisa lepas dari upaya pihak maskapai serta pengelola bandara yang diperkuat oleh kebijakan-kebijakan strategis pemerintah yang mampu merespons dengan baik dan efektif terhadap kebutuhan masyarakat sehingga dapat memacu pertumbuhan performa bisnis dan memperbaiki lingkungan investasi yang berkesinambungan serta berkualitas.

Sebaliknya, dari sudut pandang internal, pencapaian tersebut dapat dicapai berkat dukungan yang diberikan oleh segenap Dewan Komisaris, manajemen, pemangku kepentingan, dan seluruh pegawai PT Angkasa Pura I dalam merealisasikan program strategis Direksi. Kami berhasil menyatukan 4 pilar utama *business transformation* yaitu *business turnaround, organization and culture, financial restructuring, dan digitalization* untuk mewujudkan target tahun 2023 yaitu *maturing the business organization and global network* sesuai dengan Rencana Jangka Panjang Perusahaan tahun 2020-2024.

Secara keseluruhan, di 2023 terjadi peningkatan trafik penumpang sebesar 33,60%, trafik pesawat sebesar 10,78%, dan trafik kargo sebesar 3,69% di bandara yang dikelola PT Angkasa Pura I dibandingkan tahun 2022.

Laju pergerakan terbanyak terdapat pada pergerakan pesawat domestik yakni sebesar 477.826 pergerakan pesawat. Jumlah total pergerakan pesawat internasional direalisasikan sebesar

Based on 2023 data, the passenger traffic recovery in 2023 was faster than in previous years but not yet optimal compared to the normal situation in 2019. Several factors are hindering the optimal recovery rate within the aviation industry, including the demand aspect influenced by high fuel prices, leasing costs, and other operational costs of airlines, resulting in relatively high ticket prices. In response to the fluctuating aviation turbine fuel prices, the government issued Minister of Transportation Decree Number KM 7 of 2023 on the Amount of Additional Costs (Surcharge) Caused by Fuel Price Fluctuations (Fuel Surcharge) for Domestic Scheduled Commercial Air Passenger Service Economy Class Fares. Based on this Ministerial Decree, jet aircraft are subject to a maximum additional charge of 10% of the upper limit tariff (TBA), while propeller aircraft are subject to a maximum additional charge of 25% of the TBA, according to the respective service groups of the air transport business entity.

Furthermore, from the supply aspect, the airline has a limited number of aircraft fleet available for operation. In addition, the aircraft spare parts supply chain still faces constraints. The delivery of aircraft spare parts to support maintenance, repair, and overhaul (MRO) has not returned to normal, both due to post-pandemic recovery and the prolonged impact of the Russia-Ukraine war, affecting the availability of these spare parts.

ANALYSIS OF COMPANY PERFORMANCE IN 2023

Given the internal and external conditions in 2023, the company's operational implementation in 2023 ran smoothly, despite a domino effect at the beginning of 2023 from the geopolitical tensions between Russia and Ukraine affecting the company's achievements in 2023.

Due to solid performance, PT Angkasa Pura I has managed to achieve excellent growth. From an external perspective, this achievement cannot be separated from the efforts of the airlines and airport operators, strengthened by strategic government policies that responded well and effectively to the needs of the community. This has stimulated business performance growth and improved the environment for sustainable and quality investment.

On the other hand, from an internal perspective, this achievement was made possible by the support provided by the entire Board of Commissioners, management, stakeholders, and all employees of PT Angkasa Pura I in realizing the strategic programs of the Board of Directors. We successfully integrated the four main pillars of business transformation, namely business turnaround, organization and culture, financial restructuring, and digitalization to achieve the 2023 target of maturing the business organization and global network in accordance with the Company's Long-Term Plan 2020-2024.

Overall, in 2023, passenger traffic at PT Angkasa Pura I-managed airports increased by 33.60%, aircraft traffic increased by 10.78%, and cargo traffic increased by 3.69% compared to 2022.

The highest movement rate was recorded for domestic aircraft movements, with a total of 477,826 aircraft movements. The total

LAPORAN DIREKSI
Report of the Board of Directors

87.673 pergerakan pesawat, atau meningkat sebanyak 144,10% jika dibandingkan tahun 2022. Per akhir 2023, jumlah pergerakan penumpang domestik tercatat 50.479.838 penumpang. Pencapaian tersebut meningkat 18,90% jika dibandingkan dengan tahun 2022. Peningkatan signifikan terlihat pada jumlah penumpang internasional tahun 2023 yang mencapai 14.865.887 penumpang, meningkat 153,74% dibandingkan penumpang internasional di 2022.

PT Angkasa Pura I melakukan langkah-langkah inisiatif untuk meningkatkan volume kargo yang berdampak pada pertumbuhan finansial perusahaan. Peningkatan kualitas penanganan kargo diwujudkan melalui implementasi *cargo integrated system* secara bertahap di 14 bandara kelolaan serta peningkatan kompetensi karyawan yang membidangi pelayanan kargo. Selain itu, pada Maret 2023 PT Angkasa Pura I resmi bekerja sama dengan PT Jasa Angkasa Semesta Tbk. dalam pengoperasian terminal kargo dan pos Bandara I Gusti Ngurah Rai Bali. Hal ini bertujuan untuk mendorong berbagai industri untuk menggunakan jasa kargo sehingga trafik kargo dapat terus meningkat. Total agregat pergerakan kargo terbilang stabil dan mengalami peningkatan 3,69% selama tahun 2023 yaitu sebanyak 481.556 ton dibandingkan tahun 2022 yang hanya sebanyak 464.433 ton. Peningkatan kargo internasional lebih mendominasi dibanding kargo domestik.

PT Angkasa Pura I berhasil mencatatkan pendapatan operasi tahun 2023 sebesar Rp9,34 triliun, meningkat 56,60% dibandingkan dengan tahun 2022 yang sebesar Rp5,96 triliun. Peningkatan ini disebabkan, antara lain adanya kenaikan pendapatan aeronautika sebesar 65,32% atau sebesar Rp2,14 triliun yang disebabkan oleh peningkatan trafik saat periode libur hari raya pada April 2023 dan libur natal yang merupakan dampak dari pulihnya industri kebandarudaraan selama tahun berjalan dari dampak pandemi COVID-19 dan kenaikan pendapatan nonaeronautika sebesar 45,88% atau sebesar Rp1,23 triliun yang disebabkan oleh realisasi pendapatan *duty free* serta dampak dari peningkatan penumpang sehingga meningkatkan pendapatan parkir dan pendapatan nonaeronautika lainnya.

Perusahaan mencatatkan laba bersih sebesar Rp922,15 miliar pada tahun 2023, mengalami perbaikan dibandingkan dengan rugi bersih pada tahun 2022 sebesar Rp744,90 miliar. Perbaikan kinerja keuangan ini merupakan hasil dari kinerja operasional dan kemampuan perusahaan melakukan langkah-langkah strategis dalam menghadapi tantangan yang terjadi.

Dalam menjalankan operasionalnya, PT Angkasa Pura I berkomitmen untuk memberikan pelayanan terbaik kepada konsumen atau pengguna jasa. Demi menjaga standar kualitas pelayanan, PT Angkasa Pura I secara berkala melaksanakan kegiatan Sistem Manajemen Mutu dan Keselamatan untuk mencapai *safety quality level* yang telah ditetapkan oleh peraturan serta mutu layanan sesuai dengan persyaratan dan standar yang berlaku. PT Angkasa Pura I telah memiliki kebijakan internal yang mendukung perlindungan kepada konsumen yaitu Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (Safety Management System) PT Angkasa Pura I, Keputusan Direksi Nomor KEP.DU.0033/OM.15/2022 tentang Pedoman Sistem Manajemen Mutu Bandar Udara PT Angkasa Pura I, dan Keputusan Direksi Nomor KEP.DU.31/OM.15/2023 tentang Pedoman Pengukuran Maturitas Sistem Manajemen Mutu PT Angkasa Pura I.

number of international aircraft movements reached 87,673 aircraft movements, an increase of 144.10% compared to 2022. As of the end of 2023, the number of domestic passenger movements was recorded at 50,479,838 passengers. This achievement represents an increase of 18.90% compared to 2022. A significant increase was seen in the number of international passengers in 2023, reaching 14,865,887 passengers, an increase of 153.74% compared to international passengers in 2022.

PT Angkasa Pura I took initiative steps to increase cargo volume, which had an impact on the company's financial growth. Improved cargo handling quality was realized through the gradual implementation of a cargo-integrated system at 14 managed airports and the improvement of employee competencies in cargo services. Additionally, in March 2023, PT Angkasa Pura I officially collaborated with PT Jasa Angkasa Semesta Tbk in the operation of the cargo and postal terminal at I Gusti Ngurah Rai Airport, Bali. This aims to promote the utilization of cargo services across diverse industries, thereby increasing cargo traffic. The total aggregate cargo movement was relatively stable and experienced a 3.69% increase during 2023, reaching 481,556 tons compared to 464,433 tons in 2022. The increase in international cargo was more dominant than domestic cargo.

PT Angkasa Pura I successfully recorded operating revenue of Rp9.34 trillion in 2023, a 56.60% increase compared to Rp5.96 trillion in 2022. This increase was due to, among other things, an increase in aeronautical revenue of 65.32% or Rp2.14 trillion, primarily driven by increased air traffic during the Eid and Christmas holiday periods, reflecting the ongoing recovery of the airport industry from the impact of the Covid-19 pandemic. Additionally, non-aeronautical revenue recorded an increase of 45.88% or Rp1.23 trillion, driven by the realization of duty-free revenue and the impact of the increase in passengers, thus increasing parking revenue and other non-aeronautical revenue.

The company recorded a net profit of Rp922.15 billion in 2023, an improvement compared to a net loss of Rp744.90 billion in 2022. This improvement in financial performance is the result of the company's operational performance and its ability to take strategic steps in facing the prevailing challenges.

In carrying out its operations, PT Angkasa Pura I is committed to providing the best service to consumers or service users. To maintain service quality standards, PT Angkasa Pura I regularly carries out Quality Management and Safety Management System activities to achieve the safety quality level set by regulations and service quality in accordance with applicable requirements and standards. PT Angkasa Pura I has internal policies to support consumer protection, including the Board of Directors Decree Number KEP.DU.007/KB.02/2023 on the Guidelines for the Safety Management System of PT Angkasa Pura I, the Board of Directors Decree Number KEP.DU.0033/OM.15/2022 on the Guidelines for Airport Quality Management System of PT Angkasa Pura I, and the Board of Directors Decree Number KEP.DU.31/OM.15/2023 on the Guidelines for Measuring the Maturity of the Quality Management System of PT Angkasa Pura I.



Perusahaan juga melakukan pengukuran tingkat *level of service* di seluruh bandara PT Angkasa Pura I untuk terus meningkatkan kualitas jasa yang diberikan kepada konsumen. *Service level call* tahun 2023 mengalami penurunan sebesar 0,01% dibandingkan dengan *service level call* tahun 2022 dan dengan regulasi syarat penerbangan yang statis di tahun 2023 serta kecenderungan pengguna jasa dalam mendapatkan informasi melalui media digital maka jumlah panggilan masuk mengalami penurunan sebesar 51,37%. Jumlah panggilan tercatat selama tahun 2023 sebesar 1.422 dengan persentase *call* terjawab sebesar 99,15%.

PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGI

Perumusan strategi dan kebijakan strategi yang disusun perusahaan diselenggarakan dengan visi, misi dan rencana strategis perusahaan. Direksi secara aktif telah mengkomunikasikan rencana kerja kepada pemegang saham dan sebagai bagian Holding PT Aviassi Pariwisata Indonesia (Persero), PT Angkasa Pura I turut berperan sebagai *value creator* untuk terus mengupayakan pertumbuhan bisnis dengan tetap memperhatikan mitigasi risiko dan *agent of development* untuk mendukung tercapainya kesejahteraan masyarakat dan menjadi agen perintis.

PT Angkasa Pura I telah menyusun *roadmap* sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025. Pada tahun kelima PT Angkasa Pura I dicanangkan dapat menjadi perusahaan pengelola bandar udara yang memiliki keunggulan dan daya saing yang sesuai dengan visi PT Angkasa Pura I yaitu "Connecting the World Beyond Airport Operator with Indonesian Experience".

PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Sesuai arahan dan pengawasan Dewan Komisaris, Direksi telah memastikan pengelolaan kegiatan usaha PT Angkasa Pura I telah sesuai dengan rencana strategis perusahaan, arahan pemegang saham, *key initiative solution*, dan kebijakan lainnya yang telah disetujui oleh Dewan komisaris.

Direksi juga melakukan evaluasi secara periodik atas strategi perusahaan sejalan dengan perkembangan iklim bisnis yang terjadi dan melakukan penyesuaian jika diperlukan dan selanjutnya diajukan untuk mendapatkan persetujuan Dewan Komisaris.

STRATEGI DAN KEBIJAKAN STRATEGI PERUSAHAAN

Di tahun 2023, PT Angkasa Pura I melaksanakan strategi sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024 dan menyesuaikan dengan program transformasi perusahaan, yang telah selaras dengan *strategic initiatives* pada RJPP PT Aviassi Pariwisata Indonesia (Persero) tahun 2022-2026.

The company also conducts service level measurements throughout PT Angkasa Pura I's airports to continuously improve the quality of services provided to customers. The service level call in 2023 decreased by 0.01% compared to the service level call in 2022. With static flight regulations in 2023 and the tendency of service users to obtain information through digital media, the number of incoming calls decreased by 51.37%. The total number of calls recorded during 2023 was 1,422 with a call answered percentage of 99.15%.

ROLE OF THE BOARD OF DIRECTORS IN FORMULATING STRATEGY AND STRATEGIC POLICY

The formulation of the company's strategies and strategic policies are aligned with the company's vision, mission, and strategic plan. The Board of Directors has actively communicated the work plan to the shareholders and, as part of the Holding Company PT Aviassi Pariwisata Indonesia (Persero), PT Angkasa Pura I plays a role as a value creator to continue to strive for business growth while paying attention to risk mitigation and as an agent of development to support the achievement of community welfare and become a pioneering agent.

PT Angkasa Pura I has developed a roadmap as outlined in the 2020-2025 Company's Long-Term Plan (RJPP). In the fifth year, PT Angkasa Pura I is projected to become an airport management company with excellence and competitiveness in line with PT Angkasa Pura I's vision of "Connecting the World Beyond Airport Operator with Indonesian Experience".

THE PROCESS EXECUTED BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

In accordance with the direction and supervision of the Board of Commissioners, the Board of Directors has ensured that the management of PT Angkasa Pura I's business activities is in accordance with the company's strategic plan, shareholder directives, key initiative solutions, and other policies approved by the Board of Commissioners.

The Board of Directors also conducts periodic evaluations of the company's strategy in alignment with the developments in the business climate and makes adjustments as needed, subsequently submitted for approval to the Board of Commissioners.

COMPANY STRATEGIES AND STRATEGIC POLICIES

PT Angkasa Pura I executes the strategy outlined in the Company's Long Term Plan (RJPP) 2020-2024 in 2023. Furthermore, the organisation aligns this strategy with its transformation programme, which is consistent with the strategic initiatives outlined in PT Aviassi Wisata Indonesia (Persero) RJPP 2022-2026.



LAPORAN DIREKSI Report of the Board of Directors

Strategi jangka panjang perusahaan yang dilakukan pada tahun 2023 mengacu kepada Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025, dengan penyesuaian inisiatif strategis untuk menghadapi dinamika bisnis baik dari internal maupun eksternal yang terjadi. Dalam RJPP, PT Angkasa Pura I menyusun langkah dan sasaran strategis yang akan dicapai untuk menumbuhkan kinerja operasional, meningkatkan kesehatan perusahaan dan menjaga stabilitas bisnis.

Pada rencana jangka panjang ini, PT Angkasa Pura I menjalankan strategi dan inovasi-inovasi yang strategis, sehingga mampu mempertahankan kelangsungan bisnis di bidang kebandarudaraan dan mendorong semangat untuk bangkit dan meraih kemenangan (*rebound to win*).

Untuk mengatasi dampak pandemi, selain melaksanakan inisiatif strategis sebagaimana tertuang dalam RJPP PT Angkasa Pura I tahun 2020-2024, pada tahun 2023 PT Angkasa Pura I juga melaksanakan berbagai inisiatif percepatan pemulihan dan transformasi perusahaan, dengan berfokus pada 4 pilar utama yaitu:

- 1. Business Turnaround**
Transformasi yang berfokus pada restrukturisasi operasional, transformasi bisnis, optimalisasi *capital expenditure* (capex), serta peningkatan *customer experience*.
- 2. Organization and Culture**
Mengembangkan sumber daya dan budaya PT Angkasa Pura I dengan tujuan untuk memberikan layanan yang terbaik serta meningkatkan fungsi manajemen risiko.
- 3. Financial Restructuring**
Rencana perusahaan sebagai solusi untuk menghadapi tekanan likuiditas akibat pandemi saat ini, yang dilakukan melalui 2 *stream* yaitu *debt restructuring*, *cashlab and fundraising* serta *deleveraging initiatives*.
- 4. Digitalization-Structure/Process/People**
Digitalisasi menjadi *enabler* untuk proses implementasi dan *monitoring* inisiatif-inisiatif pada agenda transformasi *Business Turnaround*, *Organization and Culture*, dan *Financial Restructuring*.

PERBANDINGAN HASIL YANG DICAPAI DENGAN TARGET TAHUN 2023

PT Angkasa Pura I menetapkan target pencapaian kinerja setiap tahunnya dengan tetap melakukan evaluasi dalam setiap pencapaiannya. Secara keseluruhan, kinerja perusahaan pada tahun 2023 mengalami peningkatan yang sangat signifikan jika dibandingkan dengan hasil kinerja tahun sebelumnya.

Perusahaan menjelaskan target dan realisasi untuk tahun 2023 secara detail berdasarkan kinerja pelayanan jasa aeronautika, kinerja pelayanan jasa nonaeronautika, dan kinerja keuangan pada halaman 203 sampai dengan halaman 243 di laporan tahunan ini.

Berikut beberapa pencapaian target berdasarkan kinerja keuangan PT Angkasa Pura I untuk tahun 2023:

In 2023, PT Angkasa Pura I implemented strategies as outlined in the 2020-2024 Company's Long-Term Plan (RJPP) and adjusted to the company's transformation program, which has been in line with the strategic initiatives in the 2022-2026 RJPP of PT Aviassi Pariwisata Indonesia (Persero). The company's long-term strategy in 2023 refers to the 2020-2025 Company's Long-Term Plan (RJPP), with adjustments to strategic initiatives to address both internal and external business dynamics.

In the RJPP, PT Angkasa Pura I outlines strategic steps and targets to be achieved to grow operational performance, improve the company's health, and maintain business stability. In this long-term plan, PT Angkasa Pura I implements strategic strategies and innovations to maintain business continuity in the airport sector and to rebound to win.

To overcome the impact of the pandemic, in addition to implementing the strategic initiatives as outlined in the 2020-2024 RJPP of PT Angkasa Pura I, in 2023, PT Angkasa Pura I also implemented various initiatives to accelerate the company's recovery and transformation, focusing on 4 main pillars:

- 1. Business Turnaround**
Transformation focusing on operational restructuring, business transformation, optimization of capital expenditure (capex), and improving customer experience.
- 2. Organization and Culture**
Developing PT Angkasa Pura I's human resources and culture with the aim of providing the best service and improving the risk management function.
- 3. Financial Restructuring**
The Company's plan as a solution to address liquidity pressures due to the current pandemic, implemented through 2 streams: debt restructuring, cashlab and fundraising, and deleveraging initiatives.
- 4. Digitalization-Structure/Process/People**
Digitalization serves as a key enabler for the implementation and monitoring of initiatives in the Business Turnaround, Organization and Culture, and Financial Restructuring transformation agendas.

COMPARISON OF ACHIEVEMENTS WITH 2023 TARGETS

PT Angkasa Pura I sets annual performance targets while continuously evaluating its achievements. Overall, the Company's performance in 2023 experienced a very significant increase compared to the previous year's performance.

The company provides a comprehensive breakdown of the targets and realizations for 2023 based on the performance of aeronautical services, non-aeronautical services, and financial performance on pages 203 to 243 of this annual report.

The following are target achievements based on the financial performance of PT Angkasa Pura I for 2023:



Pencapaian Target Kinerja Keuangan Tahun 2023 (dalam jutaan Rupiah) Achievement of Financial Performance Targets in 2023 (in million Rupiah)

Uraian Description	Realisasi 2023 Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Aset Asset	43.741.817	42.238.923	103,56%
Liabilitas Liabilities	33.573.563	33.834.346	99,23%
Ekuitas Equities	10.168.254	8.404.577	120,98%
Pendapatan operasi Operating revenue	9.338.015	8.739.162	106,85%
Laba operasi Operating profit	2.752.677	1.883.505	145,86%
Laba bersih tahun berjalan Net profit for the year	922.152	118.285	779,60%

PT Angkasa Pura I menyadari bahwa meningkatnya kualitas layanan tidak hanya berdampak pada penumpang, namun juga berdampak positif pada peningkatan pendapatan perusahaan. Untuk itu, PT Angkasa Pura I senantiasa berupaya untuk meningkatkan layanan sesuai prinsip *safety, security, services, compliance* (3S+1C).

Dalam rangka mengukur kinerja produk dan layanan bandara, PT Angkasa Pura I bekerja sama dengan Indonesia National Air Carriers Association (INACA), institusi nasional independen di bidang penerbangan nasional untuk melaksanakan pengukuran kepuasan pelanggan melalui penilaian *Customer Satisfaction Index* (CSI) di 15 bandara kelolaan. Skor CSI adalah 4,75 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,50 untuk 15 bandara.

Selain itu, perusahaan juga melaksanakan pengukuran kepuasan pelanggan melalui penilaian *Airport Service Quality* (ASQ) bekerja sama dengan lembaga/asosiasi kebandarudaraan dunia yaitu Airports Council International (ACI) di 8 bandara, antara lain Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Rata-rata skor ASQ adalah 5.00 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,75 untuk 8 bandara tersebut.

KENDALA YANG DIHADAPI PERUSAHAAN DAN PENYELESAIANNYA

Kendala dan tantangan yang dialami perusahaan pada tahun 2023 antara lain:

PT Angkasa Pura I recognizes that improving service quality not only impacts passengers but also has a positive impact on increasing the company's revenue. Therefore, PT Angkasa Pura I constantly strives to improve services in accordance with the principles of safety, security, services, and compliance (3S+1C).

In order to measure the performance of airport products and services, PT Angkasa Pura I collaborates with the Indonesia National Air Carriers Association (INACA), an independent national institution in the national aviation sector, to conduct customer satisfaction surveys through the Customer Satisfaction Index (CSI) assessment at 15 managed airports. The CSI score is 4.75 out of a scale of 1-5, indicating that airport service users are very satisfied with the services of PT Angkasa Pura I. This achievement exceeds the target index of 4.50 for 15 airports.

In addition, the company also conducts customer satisfaction surveys through the Airport Service Quality (ASQ) assessment in collaboration with the global airport association, Airports Council International (ACI) at 8 airports, including I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, Adi Sumarmo Airport Solo, and Pattimura Airport Ambon. The average ASQ score is 5.00 out of a scale of 1-5, indicating that airport service users are very satisfied with the services of PT Angkasa Pura I. This achievement exceeds the target index of 4.75 for the 8 airports.

CHALLENGES FACED BY THE COMPANY AND THEIR SOLUTIONS

The challenges and obstacles faced by the company in 2023 include:



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1. Tingginya harga avtur, biaya *leasing*, dan biaya operasional lain dari maskapai penerbangan yang mengakibatkan harga tiket pesawat menjadi relatif tinggi sehingga dapat menghambat pertumbuhan trafik;
2. Keterbatasan armada pesawat yang dapat dioperasikan oleh maskapai serta adanya kendala rantai pasok suku cadang pesawat sehingga menjadi tantangan pemulihan bisnis penerbangan nasional.

Dalam menghadapi tantangan-tantangan tersebut, perusahaan telah menjalankan strategi korporasi dan inisiatif strategis sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) PT Angkasa Pura I tahun 2020-2024, sejalan dengan inisiatif percepatan pemulihan dan transformasi perusahaan dengan berfokus pada 4 pilar utama, yaitu *business turnaround*, *organization & culture*, *financial restructuring*, dan *digitalization*.

Realisasi atas strategi tersebut, di antaranya adalah:

1. Business Turnaround
 - *Revenue growth: Initiative city-pair*, kerja sama strategis bidang logistik kargo, optimalisasi *advertising service plan*.
 - *Cost and operational optimization*: Optimalisasi biaya operasional & SDM menggunakan *Airport Operational Based on Traffic*, optimalisasi kontrak kebersihan *landside & terminal* melalui pemaketan kontrak.
 - *Business transformation*: Transformasi strategi untuk menciptakan sumber pendapatan baru di luar perusahaan, salah satunya melalui kerja sama strategis dengan investor/operator internasional yang telah terealisasi dengan terbentuknya konsorsium PT Bandara Internasional Batam dan Kerjasama Operasional (KSO) antara PT Gudang Garam Tbk. dan PT Angkasa Pura I.
2. Organization & Culture
 - Membentuk *transformation office*
 - *Redesign* struktur organisasi
 - Pengembangan kapasitas dan kapabilitas sumber daya manusia
 - Program *collaborative training*
 - Simplifikasi struktur Direksi perusahaan
3. Financial Restructuring
 - Perjanjian restrukturisasi utang
 - *Debt to Equity Ratio* (DER)
 - *Initiative cash maintenance* melalui manajemen *term of payment* dan alternatif pendanaan
 - *Deleveraging Initiatives* melalui skema *airport partnership*
4. Digitalization
 - *Data-driven decision-making platform*: Pembaruan, visualisasi, dan analitik data keuangan secara *real-time*
 - *Digital monetization* dan *revenue safeguarding*: Pengembangan bisnis baru melalui monetisasi layanan digital
 - *Accelerate business process & automation*: Efisiensi proses melalui efektivitas otomatisasi bisnis

1. The high price of aviation turbine fuel, leasing costs, and other operational costs for airlines, resulted in relatively high airline ticket prices, thereby hampering traffic growth;
2. Limitations in the aircraft fleet to be operated by airlines and supply chain constraints for aircraft spare parts, posing challenges in the recovery of the national aviation industry.

In facing these challenges, the company has implemented corporate strategies and strategic initiatives as outlined in the 2020-2024 RJPP of PT Angkasa Pura I, in line with initiatives to accelerate the company's recovery and transformation, focusing on 4 main pillars: *business turnaround*, *organization & culture*, *financial restructuring*, and *digitalization*.

The realization of these strategies includes:

1. Business Turnaround
 - Revenue growth: City-pair initiatives, strategic cooperation in cargo logistics, optimization of advertising service plans.
 - Cost and operational optimization: Optimization of operational costs and human resources using Airport operations based on Traffic, optimization of landside & terminal cleaning contracts through contract packaging.
 - Business transformation: Transformation strategy to create new sources of revenue outside the company, including through strategic partnerships with international investors/operators realized with the formation of the PT Bandara Internasional Batam consortium and the Operational Cooperation (KSO) between PT Gudang Garam Tbk and PT Angkasa Pura I.
2. Organization & Culture
 - Establishing a transformation office
 - Redesigning the organizational structure
 - Developing human resource capacity and capability
 - Collaborative training program
 - Simplification of the company's Board of Directors structure
3. Financial Restructuring
 - Debt restructuring agreement
 - Debt to Equity Ratio (DER)
 - Cash maintenance initiatives through terms of payment management and alternative funding
 - Deleveraging Initiatives through Airport Partnership Schemes
4. Digitalization
 - Data-driven decision-making platform: Real-time financial data update, visualization, and analytics
 - Digital monetization and revenue safeguarding: new business development through monetization of digital services
 - Accelerate business process & automation: Efficiency process through business automation effectiveness



PANDANGAN MENGENAI PROSPEK USAHA

PT Angkasa Pura I mengamati bahwa meskipun kondisi perekonomian global tidak menentu, perekonomian Indonesia masih menunjukkan ketahanan yang tercermin dari indikator perekonomian yang masih terkelola dengan baik pada tahun 2023, terutama bila dibandingkan dengan negara lain. Meningkatnya mobilitas masyarakat sejalan dengan penanganan pandemi COVID-19 yang baik dan didukung oleh kebijakan ekonomi yang proaktif, tanggap, dan adaptif, meyakinkan PT Angkasa Pura I bahwa pertumbuhan ekonomi Indonesia pada tahun 2024 akan berada pada kisaran 5,2%.

Pada tahun 2023, pertumbuhan ekonomi di Indonesia secara keseluruhan sebesar 5,05%, yang lebih rendah daripada tahun sebelumnya yaitu 2021 yang hanya mencapai 5,31%. Sektor transportasi dan pergudangan mencatat pertumbuhan tertinggi sebesar 13,96% dari sisi produksi. PDB dihitung berdasarkan harga berlaku, dengan total mencapai Rp20.892,4 triliun dan PDB per kapita mencapai Rp75,0 juta atau setara dengan US\$4.919,7. Namun demikian, prospek positif tersebut terancam oleh sentimen harga bahan bakar dan fluktuasi nilai tukar rupiah.

Pada tahun 2024, Bank Indonesia memperkirakan bahwa pertumbuhan ekonomi Indonesia akan tetap kuat pada kisaran 4,7%-5,5%, didorong oleh konsumsi swasta, investasi, dan kinerja ekspor yang positif, meskipun pertumbuhan ekonomi global melambat. Sebagai industri yang tumbuh dengan baik, sektor aviasi optimis masih akan terus berkembang melalui pertumbuhan pergerakan penumpang, pesawat, dan kargo. Oleh karena itu, PT Angkasa Pura I akan tetap menerapkan prinsip kehati-hatian dan waspada dalam menghadapi tantangan pada tahun 2024, dengan tetap optimis terhadap pertumbuhan bisnis yang progresif.

Menurut data Badan Pusat Statistik (BPS), jumlah total penumpang penerbangan domestik yang datang, berangkat dan transit mengalami kenaikan sebesar 3,56% dari 832.971 orang pada bulan November 2023 menjadi 862.584 orang pada bulan Desember 2023. Bila dibandingkan dengan bulan Desember 2022 (871.301 orang) mengalami penurunan sebesar 1,00%. Sepanjang tahun 2023 penumpang domestik mengalami kenaikan sebesar 15,45%.

Terdapat 23.207 penumpang penerbangan internasional yang datang, berangkat dan transit pada bulan Desember 2023. Bila dibandingkan dengan November 2023 (31.234 orang) mengalami penurunan sebesar 25,70%. Jika dibandingkan dengan bulan Desember 2022 (24.429 orang) mengalami penurunan sebesar 5,00%. Secara kumulatif, penumpang internasional tahun 2023 meningkat 130,54%.

Oleh karena itu, peningkatan trafik domestik dan pemulihan ekonomi dapat diproyeksikan dengan cepat, terutama di sektor aviasi. Penerbangan domestik diprediksi akan lebih cepat pulih dibandingkan dengan penerbangan internasional. Seiring dengan pemulihan industri aviasi dunia, PT Angkasa Pura I juga turut berupaya memulihkan kepercayaan masyarakat untuk kembali menggunakan jasa transportasi udara. Sebagai

BUSINESS OUTLOOK

PT Angkasa Pura I observes that despite the uncertain global economic conditions, the Indonesian economy continues to show resilience as reflected by the well-managed economic indicators in 2023, particularly when compared to other countries. The increasing mobility of the community in line with the good handling of the COVID-19 pandemic and supported by proactive, responsive, and adaptive economic policies, assures PT Angkasa Pura I that Indonesia's economic growth in 2024 will be in the range of 5.2%.

In 2023, Indonesia's economy experienced a growth rate of 5.05%, a slight decrease from the 5.31% growth recorded in 2021. The Transportation and Warehousing sector recorded the highest growth of 13.96% from the production segment. GDP was calculated based on current prices, reaching a total of Rp20,892.4 trillion and GDP per capita of Rp75.0 million or US\$4,919.7. However, this positive outlook is threatened by fuel price sentiment and fluctuations in the rupiah exchange rate.

In 2024, Bank Indonesia estimates that Indonesia's economic growth will remain strong in the range of 4.7%-5.5%, driven by positive private consumption, investment, and export performance, despite the slowing global economic growth. As a growing industry, the aviation sector is optimistic that it will continue to grow through the growth of passenger, aircraft, and cargo movements. Therefore, PT Angkasa Pura I will continue to apply the principle of prudence and vigilance in facing challenges in 2024 while remaining optimistic about progressive business growth.

According to data from the Central Statistics Agency (BPS), the total number of domestic flight passengers arriving, departing, and transiting increased by 3.56% from 832,971 passengers in November 2023 to 862,584 passengers in December 2023. However, compared to December 2022 (871,301 passengers), a decline of 1.00 percent was observed. Throughout 2023, domestic passengers increased by 15.45%.

A total of 23,207 international airline passengers arrived, departed, and transited in December 2023. This represents a decrease of 25.70% compared to November 2023 (31,234 passengers). Furthermore, it reflects a 5.00% decrease relative to December 2022 (24,429 passengers). Cumulatively, international passengers in 2023 increased by 130.54%.

Therefore, a rapid increase in domestic traffic and economic recovery can be projected, particularly in the aviation sector. Domestic flights are predicted to recover faster than international flights. Along with the recovery of the global aviation industry, PT Angkasa Pura I is also making efforts to restore public confidence in using air transportation services. As a company



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perusahaan yang bergerak di sektor aviasi, PT Angkasa Pura I fokus pada pemerataan pembangunan infrastruktur bandara dalam rangka peningkatan kapasitas serta peningkatan kualitas pelayanan.

Pengembangan bandara juga direalisasikan untuk membuka peluang pembukaan rute yang dapat meningkatkan aksesibilitas transportasi dan konektivitas antar wilayah. Langkah tersebut diharapkan dapat mendukung sektor pariwisata dan memberikan dampak positif bagi perekonomian.

Dari data Lapangan Usaha (LU) Transportasi yang mengalami pertumbuhan tertinggi dan prospek industri penerbangan dan dirantara yang terlihat positif disebabkan karena negara ini memiliki kondisi geografis sebagai negara kepulauan terbesar di dunia, hal ini dapat dilihat bahwa Indonesia memiliki potensi besar dalam sektor transportasi dan pengiriman kargo. Hal ini diperkuat dengan data Gazeter Republik Indonesia (GRI) unsur rupabumi pulau edisi tahun 2023 yang menyatakan bahwa jumlah pulau di Indonesia mencapai 17.024 pulau yang membentang dari timur ke barat sejauh 5,245 km.

Dalam hal ini, transportasi udara akan menjadi tulang punggung sistem transportasi dan konektivitas nasional, serta menjadi penggerak utama pertumbuhan ekonomi Indonesia. Indonesia National Air Carrier Association (INACA) pun optimis melihat prospek usaha dalam pertumbuhan pergerakan kargo melalui bisnis *e-commerce* yang meningkat yang mengharuskan proses pengiriman barang atau produk menggunakan transportasi udara.

Indonesia memiliki 340 bandara yang tersebar di seluruh provinsi yang 15 di antaranya dikelola oleh PT Angkasa Pura I. Dalam rangka mengoptimalkan pelayanan jasa bandara, PT Angkasa Pura I berupaya memanfaatkan teknologi digital dan melakukan inovasi untuk meningkatkan kualitas layanan. Selain itu, diperlukan kerja sama dari semua pihak, termasuk PT Angkasa Pura I selaku operator bandara, maskapai, dan regulator atau pemerintah untuk mencapai target pemulihan industri penerbangan dan jumlah penumpang yang ditetapkan.

Di sisi lain, industri aviasi juga membutuhkan dukungan dari bidang usaha lainnya, terutama sektor telekomunikasi, untuk membangun infrastruktur telekomunikasi yang merata di seluruh wilayah di Indonesia, sehingga akses internet dapat terjangkau secara optimal. Kemajuan sektor telekomunikasi tersebut dapat meningkatkan trafik pengiriman produk *e-commerce* yang dapat mendorong pertumbuhan pergerakan kargo. Meskipun sejauh ini, sektor aviasi mengalami pertumbuhan yang baik menuju situasi pra pandemi tahun 2019, PT Angkasa Pura I senantiasa berkomitmen untuk terus bersinergi mendukung kebijakan regulator Indonesia yang progresif dalam rangka percepatan pemulihan ekonomi.

TARGET TAHUN 2024

Memasuki tahun 2024, perusahaan telah menetapkan sejumlah target yang dituangkan dalam RKAP 2024, antara lain:

engaged in the aviation sector, PT Angkasa Pura I focuses on equitable development of airport infrastructure to increase capacity and improve service quality.

Airport development is also realized to open up opportunities for opening routes to improve transportation accessibility and connectivity between regions. These steps are expected to support the tourism sector and have a positive impact on the economy.

Based on data from the Business Field (LU), the transportation sector has experienced the highest growth and positive outlook for the aviation and aerospace industries. This is due to Indonesia's geographical condition as the largest archipelagic country in the world, as evidenced by the Gazette of the Republic of Indonesia (GRI) 2023 edition, stating that Indonesia has 17,024 islands stretching from east to west for 5,245 km.

In this case, air transportation is set to become the backbone of the national transportation and connectivity system, as well as the main driver of Indonesia's economic growth. The Indonesia National Air Carrier Association (INACA) is also optimistic about the business outlook for the growth of cargo movements through the increasing *e-commerce* business, requiring the delivery of goods or products using air transportation.

Indonesia has 340 airports spreading across all provinces, 15 of which are managed by PT Angkasa Pura I. In order to optimize airport services, PT Angkasa Pura I strives to utilize digital technology and innovate to improve service quality. In addition, collaboration from all parties, including PT Angkasa Pura I as the airport operator, airlines, and regulator or the government, is needed to achieve the target of recovering the aviation industry and the number of passengers set.

On the other hand, the aviation industry also requires support from other business sectors, particularly the telecommunications sector, to build evenly distributed telecommunications infrastructure throughout Indonesia, thus internet access can be optimally accessible. The advancements in the telecommunications sector have the potential to increase the traffic of *e-commerce* product shipments, thereby driving the growth of cargo movement. While the aviation industry has demonstrably exhibited positive growth trends towards pre-pandemic levels in 2019, PT Angkasa Pura I is always committed to continuing to synergize in supporting the progressive regulatory policies of Indonesia in order to accelerate economic recovery.

TARGET FOR 2024

Entering 2024, the company has set several targets outlined in the 2024 CWPB, including:

dalam jutaan Rupiah
in million Rupiah

Uraian Description	Proyeksi 2024 Projection 2024
Aset Assets	42.095.511
Aset Lancar Current Asset	4.241.490
Aset Tidak Lancar Non-Current Asset	37.854.020
Liabilitas Liability	30.505.964
Liabilitas Jangka Pendek Short-Term Liability	3.773.346
Liabilitas Jangka Panjang Long-Term Liability	26.732.618
Ekuitas Equity	11.589.547
Pendapatan Operasi Operating Revenue	9.159.223
Beban Operasi Operating Expense	6.228.247
Laba Operasi Operating Profit	2.931.761
Pendapatan Non Operasi Operating Profit	11
Beban Non Operasi Non-Operating Revenue	2.012.924
Laba Non Operasi Non-Operating Profit	(2.010.643)
Laba Sebelum Taksiran Pajak Penghasilan Profit (loss) Before Income Tax	921.118
Pajak Penghasilan Income Tax	189.266
Laba Bersih Tahun Berjalan Profit (Loss) for the Year	731.852

PENERAPAN GOVERNANSI KORPORAT

Dalam menerapkan tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG), PT Angkasa Pura I mengacu pada prinsip GCG universal, ASEAN Corporate Governance Scorecard (ACGS), Peraturan Menteri Badan Usaha Milik Negara PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) beserta perubahannya, Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, serta Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

IMPLEMENTATION OF CORPORATE GOVERNANCE

In implementing good corporate governance (GCG), PT Angkasa Pura I refers to universal GCG principles, ASEAN Corporate Governance Scorecard (ACGS), Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance and its amendments, Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 on Governance Guidelines of Public Companies, as well as Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 on the Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.



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PT Angkasa Pura I memiliki Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) yang menjelaskan mekanisme hubungan kerja organ utama perusahaan, yaitu Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris dalam melaksanakan tugas sebagai upaya untuk mewujudkan sistem pengelolaan perusahaan secara profesional, transparan, dan efisien.

Untuk memperkuat GCG, PT Angkasa Pura I memperkuat kebijakan, struktur tata kelola, serta melakukan penilaian (asesmen) terhadap penerapan GCG. Kebijakan dan pedoman yang mengatur perilaku, fungsi, dan tugas seluruh organ tata kelola dalam melaksanakan GCG di internal perusahaan. Pada tahun 2023 hasil asesmen terhadap penerapan GCG mendapatkan skor 95,83 dengan kategori “Sangat Baik”, lebih tinggi dari skor tahun sebelumnya.

PERUBAHAN KOMPOSISI DIREKSI DAN ALASAN PERUBAHANNYA

Selama 2023, terdapat perubahan Direksi sebagai berikut:

1. Perubahan Direktur Operasi PT Angkasa Pura I melalui adanya pemberhentian dengan hormat Wendo Asrul Rose sebagai Direktur Operasi PT Angkasa Pura I dan pengangkatan MMA Indah Preastuty sebagai Direktur Operasi PT Angkasa Pura I berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-93/MBU/05/2023 Nomor KEP. INJ.01.01/23/05/2023/A.0053 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I tanggal 5 Mei 2023. Perubahan Direksi tersebut bertujuan untuk mendukung penerapan *Good Corporate Governance* (GCG) sehubungan dengan adanya pengangkatan Wendo Asrul Rose sebagai Direktur Operasi PT Angkasa Pura II.
2. Perubahan Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I melalui pemberhentian dengan hormat Yudi Rizkyardie Darun sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I serta pengangkatan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-294/MBU/10/2023 dan Nomor KEP. INJ.01.01/23/10/2023/A.0080 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I tanggal 24 Oktober 2024. Alasan perubahan Direksi tersebut adalah mendukung penerapan *Good Corporate Governance* (GCG) sehubungan dengan adanya pengangkatan Yudi Rizkyardie Darun sebagai Direktur Keuangan dan Manajemen Risiko PT Aviassi Pariwisata Indonesia (Persero).

PT Angkasa Pura I has a Code of Corporate Governance outlining the working mechanisms of the company's main organs, including the General Meeting of Shareholders (RUPS), the Board of Directors, and the Board of Commissioners, in carrying out their duties as an effort to realize a professional, transparent, and efficient corporate management system.

To strengthen GCG, PT Angkasa Pura I strengthens its policies, governance structure, and conducts assessments on the implementation of GCG. Policies and guidelines govern the behavior, functions, and duties of all governance organs in implementing GCG within the Company. In 2023, the GCG implementation assessment result obtained a score of 95.83 with the category “Very Good”, higher than the previous year's score.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND REASONS FOR THE CHANGES

During 2023, the changes in the composition of the Board of Directors are as follows:

1. Change in the Operations Director of PT Angkasa Pura I through the honorable dismissal of Wendo Asrul Rose as Operations Director of PT Angkasa Pura I and the appointment of MMA Indah Preastuty as Operations Director of PT Angkasa Pura I based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia No. SK-93/MBU/05/2023 and No. KEP.INJ.01.01/23/05/2023/A.0053 dated May 5, 2023, on the Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I. The change in the Board of Directors aims to support the implementation of good corporate governance (GCG) in light of the appointment of Wendo Asrul Rose as Operations Director of PT Angkasa Pura II.
2. Change in the Finance and Risk Management Director of PT Angkasa Pura I through the honorable dismissal of Yudi Rizkyardie Darun as Finance and Risk Management Director of PT Angkasa Pura I and the appointment of Yanindya Bayu Wirawan as Finance and Risk Management Director of PT Angkasa Pura I based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia No. SK-294/MBU/10/2023 and No. KEP.INJ.01.01/23/10/2023/A.0080 dated October 24, 2024, on the Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I. The reason for the change in the Board of Directors is to support the implementation of good corporate governance (GCG) in light of the appointment of Yudi Rizkyardie Darun as Finance and Risk Management Director of PT Aviassi Pariwisata Indonesia (Persero).



3. Berdasarkan Keputusan Menteri Badan Usaha Milik negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP.INJ.01.01/23/12/2023/A.0094 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-anggota Direksi PT Angkasa Pura I tanggal 28 Desember 2023, ditetapkan pemberhentian dengan hormat Direksi sebagai berikut:
- Faik Fahmi sebagai Direktur Utama
 - Israwadi sebagai Direktur Human Capital
 - Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko
 - Dendi T. Danianto sebagai Direktur Komersial dan Pengembangan Usaha
 - Lukman F. Laisa sebagai Direktur Teknik.

Pemberhentian dengan hormat Direksi PT Angkasa Pura I tersebut ditetapkan dalam rangka mendukung penerapan tata kelola perusahaan yang baik sehubungan dengan adanya pengangkatan Faik Fahmi sebagai Direktur Utama PT Angkasa Pura Indonesia dan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura Indonesia sejak 28 Desember 2023, serta pengangkatan Dendi T. Danianto sebagai Direktur Utama PT Integrasi Aviassi Solusi dan Israwadi sebagai Direktur Human Capital PT Integrasi Aviassi Solusi sejak 28 Desember 2023. Keputusan tersebut juga menetapkan pengangkatan MMA Indah Preastuty sebagai Direktur Utama dan Wahyudi sebagai Direktur Operasi PT Angkasa Pura I sejak 28 Desember 2023. Dengan demikian, susunan Direksi PT Angkasa Pura I per 31 Desember 2023 adalah sebagai berikut:

3. Based on the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia No. SK-388/MBU/12/2023 and No. KEP.INJ.01.01/23/12/2023/A.0094 dated December 28, 2023, on the Dismissal, Change in Job Titles, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I, the following Directors were honorably dismissed:

- Faik Fahmi as President Director
- Israwadi as Human Capital Director
- Yanindya Bayu Wirawan as Finance and Risk Management Director
- Dendi T. Danianto as Commercial and Business Development Director
- Lukman F. Laisa as Engineering Director.

The honorable dismissal of the Board of Directors of PT Angkasa Pura I was determined to support the implementation of good corporate governance in light of the appointment of Faik Fahmi as President Director of PT Angkasa Pura Indonesia and Yanindya Bayu Wirawan as Finance and Risk Management Director of PT Angkasa Pura Indonesia since December 28, 2023, as well as the appointment of Dendi T. Danianto as President Director of PT Integrasi Aviassi Solusi and Israwadi as Human Capital Director of PT Integrasi Aviassi Solusi since December 28, 2023. The decision also appointed MMA Indah Preastuty as President Director and Wahyudi as Operations Director of PT Angkasa Pura I effective December 28, 2023. Thus, the composition of the Board of Directors of PT Angkasa Pura I as of December 2023 is as follows:

Komposisi Direksi per 31 Desember 2023 Composition of the Board of Directors as of December 31, 2023

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
MMA Indah Preastuty	Direktur Utama President Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Keputusan Menteri Badan Usaha Milik negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia nomor SK-388/MBU/12/2023 dan nomor KEP. INJ.01.01/23/12/2023/A.0094 The Decree of the Minister of State-Owned Enterprises and the Main Director of the Company (Persero) PT Aviassi Wisata Indonesia number SK- 388/MBU/12/2023 and number KEP. INJ.01.01/23/12/2023/A.0094	28 Desember 2023 December 28, 2023
Wahyudi	Direktur Operasi Operation Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Keputusan Menteri Badan Usaha Milik negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia nomor SK-388/MBU/12/2023 dan nomor KEP. INJ.01.01/23/12/2023/A.0094 The Decree of the Minister of State-owned Enterprises and the Main Director of the Company (Persero) PT Aviassi Wisata Indonesia number SK- 388/MBU/12/2023 and number KEP. INJ.01.01/23/12/2023/A.0094	28 Desember 2023 December 28, 2023



LAPORAN DIREKSI Report of the Board of Directors

PENUTUP

Kami menyampaikan apresiasi dan terima kasih kepada seluruh manajemen dan karyawan PT Angkasa Pura I atas dedikasi serta kerja sama yang luar biasa dalam mendukung operasional perusahaan. Kami juga mengucapkan terima kasih kepada jajaran Direksi yang telah bekerja secara sinergis dan efektif dalam kepemimpinan, serta kepada Dewan Komisaris yang memberikan pengawasan, nasihat, dan bimbingan kepada Direksi dalam menjalankan strategi dan bisnis perusahaan.

Tidak lupa, kami turut menyampaikan apresiasi yang tinggi kepada para pemegang saham, regulator, mitra usaha, dan pemangku kepentingan lainnya yang telah bekerja sama mendukung pertumbuhan kinerja perusahaan sepanjang tahun 2023. Dukungan dan kerja sama seluruh pihak sangat berarti bagi kemajuan dan keberlanjutan perusahaan. Ke depannya, PT Angkasa Pura I akan senantiasa memastikan komitmen perusahaan untuk terus meningkatkan kualitas layanan jasa bandara serta berinovasi untuk memberikan kontribusi terbaik bagi masyarakat dan bangsa.

CLOSING

We would like to express our appreciation and gratitude to all management and employees of PT Angkasa Pura I for their dedication and outstanding cooperation in supporting the company's operations. We also extend our gratitude to the Board of Directors for their synergic and effective leadership, and to the Board of Commissioners for their supervision, advice, and guidance to the Board of Directors in carrying out the company's strategies and businesses.

Last but not least, we would like to express our highest appreciation to the shareholders, regulators, business partners, and other stakeholders for their collaboration to support the company's performance growth throughout 2023. The support and collaboration of all parties are crucial for the progress and sustainability of the company. Moving forward, PT Angkasa Pura I will always ensure the company's commitment to continuously improve the quality of airport services and innovate to make the best contribution to the community and the nation.

Jakarta, 26 April 2024
Jakarta, April 26, 2024

Atas nama Direksi,
On behalf of the Board of Directors,

MMA INDAH PREASTUTY
Direktur Utama
President Director



PROFIL PERUSAHAAN

Company Profile





BAB 2





PROFIL PT ANGKASA PURA I

Profile of PT Angkasa Pura I



Nama Perusahaan
Company Name

PT ANGKASA PURA I



Jumlah Pegawai
Total Employees

3.091

Orang People
per 31 Desember 2023
per December 31st, 2023



Perubahan Nama
Name Changes

- Perusahaan Negara (PN) Angkasa Pura Kemayoran, tahun 1962
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura Kemayoran, in 1962
- Perusahaan Negara (PN) Angkasa Pura, tahun 1965
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura, in 1965
- Perusahaan Negara (PN) Angkasa Pura I, tahun 1986
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura I, in 1986
- Perseroan Terbatas (PT) Angkasa Pura I, tahun 2021
Limited Liability Company 'Perseroan Terbatas' (PT) Angkasa Pura I, in 2021



Tanggal Pendirian
Date of Establishment

15 November 1962, pertama kali dengan nama
PN Angkasa Pura Kemayoran
November 15, 1962, initially under the name
PN Angkasa Pura Kemayoran



Kode Emiten
Issuer Code

APAI



Kantor Pusat
Head Office

Kota Baru Bandar Kemayoran Blok B 12 Kav. 2,
Jakarta, 10610
Kota Baru Bandar Kemayoran Blok B 12 Kav. 2,
Jakarta, 10610



Entitas Anak
Subsidiaries

- PT Angkasa Pura Hotel
- PT Angkasa Pura Logistik
- PT Angkasa Pura Properti
- PT Angkasa Pura Retail
- PT Angkasa Pura Suport





Bidang Usaha
Business Line

1. Pelayanan Jasa Kebandarudaraan
Airport Services
2. Pelayanan Jasa Terkait Bandara
Airport-Related Services



Dasar Hukum Pendirian
Basis of Establishment

PP No. 104 Tahun 2021
Government Regulation No. 104/2021



Status dan Kepemilikan
Status and Ownership

Negara Republik Indonesia 0,000016%
PT Aviiasi Pariwisata Indonesia 99,99998%



Data Jaringan Kantor
Office Network

Kantor Pusat
Head Office

16 Bandara yang Dikelola
Managed Airports

1 Kantor Proyek
Project Offices

5 Entitas Anak
Subsidiaries



Modal Dasar
Authorized Capital

Rp**12.000.000.000.000**

Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid Capital

Rp**6.414.412.000.000**



Layanan Informasi
Information Services

Corporate Secretary

Kota Baru Bandar Kemayoran Blok B 12 Kav. 2 Jakarta, 10610

Telp : 62-21 6541961

Faks : 62-21 6541513, 6541514

E-mail : humas@ap1.co.id

Website : www.ap1.co.id

Twitter : @AP_airports

Instagram : @AP_airports

Facebook : Angkasa Pura Airports

Youtube : www.youtube.com/Angkasapuraairports

Contact Center Bandara

Telp : 172

E-mail : cc172@ap1.co.id

Twitter : @angkasapura172

Facebook : Angkasa Pura 172





INFORMASI SAHAM, OBLIGASI, DAN SUKUK

Stock, Bond, and Sukuk Information Share

INFORMASI DAN KRONOLOGIS PENCATATAN SAHAM

Pemerintah Republik Indonesia dan PT Aviawi Pariwisata Indonesia (Persero) merupakan pemegang saham PT Angkasa Pura I dengan jumlah saham ditempatkan dan disetor penuh sebesar Rp6.414.412.000.000 atau sebanyak 6.414.412 saham, terdiri dari 1 lembar saham seri A dwiwarna dan 6.414.411 saham seri B. Perusahaan tidak melakukan *Initial Public Offering* (IPO). Dengan demikian, tidak ada kronologi penerbitan saham di Bursa Efek Indonesia yang dilakukan oleh PT Angkasa Pura I.

Sejak didirikan hingga akhir tahun 2023, PT Angkasa Pura I tidak mengeluarkan saham. Dalam konteks ini, laporan tahunan ini tidak mempublikasikan data atau informasi apapun selama dua tahun terakhir tentang total harga, kapitalisasi pasar, tinggi, rendah, volume penutupan atau perdagangan di pasar saham. Tidak ada transaksi korporasi terkait saham yang dilakukan pada periode pelaporan. Tidak ada pembagian saham, pembagian dividen atas saham, saham bonus, dan perubahan nilai nominal saham. Tidak ada aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), tidak ada aksi tentang penghentian sementara perdagangan di bursa (*suspension*) dan/ atau *delisting*.

INFORMASI DAN KRONOLOGIS PENCATATAN OBLIGASI

PT Angkasa Pura I menerbitkan obligasi pada 22 November 2016, untuk obligasi dengan jangka waktu 5, 7, dan 10 tahun. Per 31 Desember 2023, obligasi yang masih beredar di masyarakat yang tercatat di Bursa Efek Indonesia sebesar Rp1.489 miliar.

PT Angkasa Pura I menerbitkan Obligasi Berkelanjutan I Tahap I Tahun 2021 pada 8 September 2021, untuk obligasi dengan jangka waktu 3, 5, 7, dan 10 tahun. Per 31 Desember 2023, obligasi yang masih beredar di masyarakat yang tercatat di Bursa Efek Indonesia sebesar Rp1.115,9 miliar. Wali Amanat untuk obligasi yang diterbitkan adalah PT Bank Mega Tbk. Selama periode pelaporan, tidak ada aksi obligasi konversi.

SHARE LISTING INFORMATION AND CHRONOLOGY

The Government of the Republic of Indonesia and PT Aviawi Pariwisata Indonesia (Persero) are the sole shareholders of PT Angkasa Pura I, with a total issued and paid-up shares of Rp6,414,412,000,000, or 6,414,412 shares, consisting of one Series A Dwiwarna Share and 6,414,411 Series B shares. The Company did not hold an Initial Public Offering (IPO). As a result, there is no chronology of PT Angkasa Pura I's issuance of shares on the Indonesia Stock Exchange.

Since its establishment until the end of 2023, PT Angkasa Pura I has not issued any shares. In this regard, this Annual Report does not publish any data or information from the previous two years on the total stock price, market capitalization, highest stock price, lowest stock price, closing stock price, or trading volume in the stock market. During the reporting period, there were no corporate transactions involving shares, such as stock split, dividend distribution, bonus shares, or changes in the par value of shares. Furthermore, there was no information on stock split, reverse stock, suspension and/or delisting of shares.

BOND LISTING INFORMATION AND CHRONOLOGY

On November 22, 2016, PT Angkasa Pura I issued bonds with maturities of 5, 7, and 10 years. As of December 2023, the outstanding bonds were listed on the Indonesia Stock Exchange amounting to Rp1,489 billion.

On September, 8 2021, PT Angkasa Pura I issued Sustainable Bonds I Phase I Year 2021 with maturities of 3, 5, 7, and 10 years. As of December 31, 2023, the outstanding bonds listed on the Indonesian Stock Exchange amounted to Rp11,115.9 billion. PT Bank Mega Tbk is the trustee for the bonds issued. During the reporting period, there was no convertible bond.

Tanggal Pencatatan di Bursa Efek Date of Listing on the Stock Exchange	Seri Series	Jangka Waktu Tenor	Jumlah (Dalam Miliaran Rupiah) Total Bonds (In Billion Rupiah)	Jatuh Tempo Maturity Date	Cicilan Imbalan Ijarah Installments Return for Ijarah	Status Pembayaran Payment Status	Peringkat Rating		
							2023	2022	2021
23 November 2016 November 23, 2016	Seri B Series B	7	389	22 November 2023 November 22, 2023	8,40%	Lunas Paid	idAA+	idAA+	idAA+
	Seri C Series C	10	1.489	22 November 2026 November 22, 2026	8,55%	Belum lunas Not yet paid	idAA+	idAA+	idAA+
9 September 2021 September 9, 2021	Seri A Series A	3	272,5	8 September 2024 September 8, 2024	6,70%	Belum lunas Not yet paid	idAA+	idAA+	idAA+
	Seri B Series B	5	66	8 September 2026 September 8, 2026	7,10%	Belum lunas Not yet paid	idAA+	idAA+	idAA+
	Seri C Series C	7	280,4	8 September 2028 September 8, 2028	8,00%	Belum lunas Not yet paid	idAA+	idAA+	idAA+
	Seri D Series D	10	497	8 September 2031 September 8, 2031	8,60%	Belum lunas Not yet paid	idAA+	idAA+	idAA+

*Terdapat pernyataan kembali data tahun 2022 dan 2021
*Data for 2022 and 2021 have been restate



INFORMASI DAN KRONOLOGIS PENCATATAN SUKUK

PT Angkasa Pura I menerbitkan Sukuk Ijarah pada 22 November 2016 yang terdiri dari seri A, seri B dan seri C dengan jangka waktu 5, 7, dan 10 tahun. Per Desember 2023 jumlah sukuk yang beredar di masyarakat sebesar Rp177 miliar yang berasal dari seri B dan seri C.

PT Angkasa Pura I menerbitkan Sukuk Ijarah pada 8 September 2021 yang terdiri dari seri A, seri B, seri C, dan seri D dengan jangka waktu 3, 5, 7, dan 10 tahun. Per 31 Desember 2023 jumlah sukuk yang beredar di masyarakat sebesar Rp496 miliar. PT Bank Mega Tbk. merupakan wali amanat untuk seluruh sukuk yang beredar.

PT Angkasa Pura I menerbitkan Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum yang efektif pada 29 Desember 2023 dengan jangka waktu 9 tahun 10 bulan dengan nilai sebesar Rp1,46 triliun.

SUKUK LISTING INFORMATION AND CHRONOLOGY

On November 22, 2016, PT Angkasa Pura I issued Sukuk Ijarah consisting of series A, series B and series C with maturities of 5, 7 and 10 years. As of December 2023, the outstanding sukuk was Rp177 billion derived from series B and series C.

On September 8, 2021, PT Angkasa Pura I issued Sukuk Ijarah consisting of Series A, Series B, Series C, and Series D with maturities of 3, 5, 7, and 10 years. As of December 31, 2023, the total outstanding Sukuk was Rp496 billion. PT Bank Mega Tbk. is the trustee for all outstanding Sukuk.

PT Angkasa Pura I issued Long-Term Sukuk Wakalah Bi Al-Istitsmar without Public Offering, effective on December 29, 2023, with a tenor of 9 years and 10 months and a value of Rp1.46 trillion.

Sukuk PT Angkasa Pura I yang masih beredar per 31 Desember 2023
PT Angkasa Pura I Outstanding Sukuk as of December 31, 2023

Tanggal Pencatatan di Bursa Efek Date of Listing on the Stock Exchange	Seri Series	Jangka Waktu Tenor	Jumlah (Dalam Miliaran Rupiah) Total Bonds (In Billion Rupiah)	Jatuh Tempo Maturity Date	Cicilan Imbalan Ijarah Installments Return for Ijarah	Status Pembayaran Payment Status	Peringkat Rating		
							2023	2022	2021
23 November 2016 November 23, 2016	Seri B Series B	7	55	22 November 2023 November 22, 2023	8,40%	Lunas Paid	idAA+(sy)	idAA+(sy)	idAA+(sy)
	Seri C Series C	10	177	22 November 2026 November 22, 2026	8,55%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAA+(sy)
9 September 2021 September 9, 2021	Seri A Series A	3	215	8 September 2024 September 8, 2024	6,70%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAA+(sy)
	Seri B Series B	5	215	8 September 2026 September 8, 2026	7,10%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAA+(sy)
	Seri C Series C	7	52	8 September 2028 September 8, 2028	8,00%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAA+(sy)
	Seri D Series D	10	14	8 September 2031 September 8, 2031	8,60%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAA+(sy)

*Terdapat pernyataan kembali data tahun 2022 dan 2021
*Data for 2022 and 20201 have been restated

**Penerbitan Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang yang Dilakukan Tanpa Melalui Penawaran Umum PT Angkasa Pura I Tahun 2023****Issuance of Long-Term Sukuk Wakalah Bi Al-Istitsmar without Public Offering by PT Angkasa Pura I in 2023**

Tanggal Pencatatan di KSEI Date of listing on the KSEI	Jangka Waktu Tenor	Jumlah (Dalam Miliaran Rupiah) Amount (In Billions of Rupiah)	Jatuh Tempo Maturity	Imbal Hasil Wakalah Return for Wakalah	Status Pembayaran Payment Status	Peringkat Rating Tahun 2023 Rating in 2023
29 Desember 2023 December 29, 2023	9 tahun 10 bulan 9 years 10 months	1.460	29 Oktober 2033 October 29, 2033	7.5%	Belum Lunas Not yet paid	idAA+(sy)

TANGGAL PENCATATAN OBLIGASI DAN SUKUK IJARAH DI BURSA EFEK INDONESIA

- Obligasi I PT Angkasa Pura I Tahun 2016 dan Sukuk Ijarah I Tahun 2016: 23 November 2016, sesuai Pengumuman Pencatatan Obligasi I PT Angkasa Pura I Tahun 2016 dan Sukuk Ijarah I Tahun 2016 PT Angkasa Pura I dengan No. Peng-P-00950/BEI.PP2/11-2016 tanggal 23 November 2016.
- Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021: 9 September 2021, sesuai Pengumuman Pencatatan Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dengan No. Peng-P-01352/BEI.PP2/09-2021 tanggal 9 September 2021.

Biaya yang dibayarkan selama tahun 2023 atas Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang yang dilakukan tanpa melalui Penawaran Umum Angkasa Pura I Tahun 2023

BONDS AND SUKUK IJARAH LISTING DATE ON THE INDONESIA STOCK EXCHANGE

- Bonds I PT Angkasa Pura I Year 2016 and Sukuk Ijarah I Year 2016: November 23, 2016, in accordance with Listing Bonds I Angkasa Pura I Year 2016 and Sukuk Ijarah I Year 2016 PT Angkasa Pura I under Announcement No. Peng-P-00950/ BEI.PP2/11-2016 dated November 23, 2016.
- Sustainable Bonds I PT Angkasa Pura I Phase I Year 2021 and Shelf Registration Sukuk Ijarah I Angkasa Pura I Phase I Year 2021: September 9, 2021, in accordance with Listing of Sustainable Bonds I PT Angkasa Pura I Phase I 2021 and Shelf Registration Sukuk Ijarah I Angkasa Pura I Phase I Year 2021 under Announcement No. Peng-P-01352/ BEI.PP2/09-2021 dated September 9, 2021.

Fees paid during 2023 for the Long-Term Sukuk Wakalah Bi Al-Istitsmar without Public Offering by Angkasa Pura I in 2023.

**Lembaga dan/atau Profesi Penunjang Pasar Modal
Institutions and/or Capital Market Supporting Profession**

Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Informasi Perdagangan dan Pencatatan Sukuk Sukuk Trading and Listing Information	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Tel/Phone: (62-21) 5299-1099 Fax: (62-21) 5299-1199 Website: www.ksei.co.id Email: helpdesk@ksei.co.id	Jasa lintas perdagangan efek Securities trading services	7 (tujuh) Hari Kalender Sejak Tanggal Penerbitan 7 (seven) Calendar Days from the Date of Issuance	Biaya dibayarkan pada tahun 2024 Fees paid in 2024



INFORMASI SAHAM, OBLIGASI, DAN SUKUK
Stock, Bond, and Sukuk Information

Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Pengaturan dan pengawasan terhadap kegiatan jasa keuangan Regulation and supervision of financial services activities	Otoritas Jasa Keuangan (OJK) Gedung Soemitro Djojohadikusumo, Jalan Lapangan Banteng Timur 2-4, Pasar Baru, Sawah Besar, Jakarta Pusat, DKI Jakarta Tel/Phone: Direct call: (62-21) 29600234;(62-21) 29600000 ext. 7234 Email: helpdesk.siprojek@ojk.go.id	Jasa Pengawasan Supervision Service	29 Desember 2023 – Oktober 2033 December 29, 2023 - October 2023	Biaya dibayarkan pada tahun 2024 Fees paid in 2024
Penata Laksana Manager	PT Mandiri Sekuritas Plaza Mandiri Lantai 28 Jl. Jend. Gatot Subroto Kav. 36-38, Jakarta 12190 Tel/Phone: (62-21) 526 3445 Fax: (62-21) 526 3507 Website: www.mandirisekuritas.co.id Email: corsec@mandirisek.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Maret 2023 - Oktober 2033 March 2023 - October 2023	Biaya dibayarkan pada tahun 2024 Fees paid in 2024
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Tel/Phone: (62-21) 5299-1099 Fax: (62-21) 5299-1199 Website: www.ksei.co.id Email: helpdesk@ksei.co.id	Kustodian untuk transaksi efek di Pasar Modal Custodian for security transaction within the Capital Market	29 Desember 2023 – Oktober 2033 December 29, 2023 - October 2023	Rp72.150.000
Agen Pemantau Monitoring Agent	PT Bank Syariah Indonesia Gedung The Tower Jalan Gatot Subroto Nomor 27 Karet Semanggi, Setiabudi, Jakarta Selatan Telepon : (021) 3040 5999 Faksimile :(021) 3042 1888	Mewakili kepentingan pemegang sukuk wakalah Represent the interests of sukuk wakalah holders	November 2023 – Oktober 2033 November 2023 - October 2023	Rp194.250.000
Konsultan Hukum Legal Consultant	Marsinih Martoatmodjo Iskandar Kusdihardjo ("MMIK") Office 8, 15th Floor Suite H, Jalan Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia Tel/Phone: (62-21) 2933-2858, 2933-2859 Fax: (62-21) 2933-2857 Website: www.mmiklaw.co.id Email: helen.marsinih@mmiklaw.co.id	Jasa konsultasi hukum penerbitan emisi efek Legal consultation services on the issuance of securities emission	Maret 2023 - Desember 2023 March 2023 - December 2023	Rp266.400.000
Tim Ahli Syariah Sharia Expert Team	Tim Ahli Syariah Moh. Bagus Teguh Perwira (TAS-AP1-001) Tim Ahli Syariah Adni Kurniawan (TASAP1-002) Moh. Bagus Teguh Perwira Sharia Expert Team (TAS-AP1-001) Adni Kurniawan Sharia Expert Team (TASAP1-002)	Jasa Tim Ahli Syariah Sharia Expert Team Services	Maret 2023 - Desember 2023 March 2023 - December 2023	Rp113.275.500



VISI, MISI, DAN TATA NILAI PERUSAHAAN

Vision, Mission, and Corporate Values

VISI

Vision



**Menjadi
penghubung dunia
yang lebih dari
sekadar operator
bandar udara
dengan keunggulan
layanan yang
menampilkan
keramahtamahan
khas Indonesia.**
Connecting the World
Beyond Airport Operator
with Indonesian
Experience.



Visi dan misi PT Angkasa Pura I tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2019-2023 yang telah disahkan oleh Menteri BUMN melalui Surat Menteri BUMN selaku Rapat Umum Pemegang Saham Nomor S-292/MBU/05/2019 pada tanggal 7 Mei 2019. Menindaklanjuti adanya penurunan jumlah trafik yang signifikan di tahun 2020 akibat pandemi COVID-19, serta bentuk penyesuaian RJPP terhadap Rencana Pembangunan Jangka Menengah Nasional (RPJMN) tahun 2020-2024, maka perusahaan melakukan penyesuaian terhadap sasaran strategis, strategi, serta target perusahaan yang kemudian dituangkan dalam RJPP Tahun 2020-2024 dengan tidak mengubah visi dan misi yang telah disusun sebelumnya.

The vision and mission of PT Angkasa Pura I is stated in the Company's Long-Term Plan (RJPP) 2019-2023 which has been ratified by the Minister of State-Owned Enterprises in the General Meeting of Shareholders through the Minister of State-Owned Enterprises Decree No. S-292/MBU/05/2019 dated May 7, 2019. Following up on a significant reduction in the number of passenger traffic in 2020 due to the COVID-19 pandemic, and the RJPP adjustments to the 2020-2024 National Medium-Term Development Plan (RPJMN), the Company made adjustments to the company's strategic goals, strategies and targets outlined in the 2020-2024 RJPP without changing the previously prepared vision and mission.



MISI Mision

1

Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik.

Providing world class service in compliance with the best safety, security, and comfort standards.

2

Meningkatkan nilai pemangku kepentingan.

Improve stakeholder value.

3

Menjadi mitra Pemerintah dan penggerak pertumbuhan ekonomi.

Being a partner of the government and driving economic growth.

4

Meningkatkan daya saing perusahaan melalui kreativitas dan inovasi.

Improving the company's competitiveness through creativity and innovation.

5

Memberikan kinerja pelayanan bandar udara yang prima dalam memenuhi harapan stakeholder melalui pengelolaan sumber daya manusia yang unggul.

Providing excellent airport services in meeting stakeholders' expectations through an outstanding human resource management.

6

Memberikan kontribusi positif pada kelestarian lingkungan.

Make a positive contribution to the environmental sustainability



TATA NILAI PERUSAHAAN Corporate Values



AMANAH TRUSTWORTHY

Amanah adalah memegang teguh kepercayaan yang diberikan dengan panduan perilaku sebagai berikut:
Hold fast the trust given, with the following code of conduct:

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

KOMPETEN COMPETENT

Kompeten adalah terus belajar dan mengembangkan kapabilitas, dengan panduan perilaku sebagai berikut:
Continue to learn and develop capabilities with the following code of conduct:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah
- Membantu orang lain belajar
- Menyelesaikan tugas dengan kualitas terbaik
- Enhance self-competence to respond to everchanging challenges
- Help others learn
- Complete tasks with the best quality

HARMONIS HARMONIOUS

Harmonis adalah saling peduli dan menghargai perbedaan.
Care for each other and keeping together.

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

KOLABORATIF
COLLABORATIVE

ADAPTIF
ADAPTIVE

AMAN
TRUSTW

AKH
BUR

LOY
LOY



LOYAL LOYAL

Loyal adalah berdedikasi dan mengutamakan kepentingan bangsa dan negara dengan panduan perilaku sebagai berikut:
Dedicated and prioritizing the interests of the nation and state, with the following code of conduct:

- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara
- Rela berkorban untuk mencapai tujuan yang lebih besar
- Patuh pada pimpinan sepanjang tidak bertentangan dengan hukum dan etika
- Maintaining the good name of fellow employees, leaders, SOE and the State
- Willing to sacrifice to achieve a bigger goal
- Obey the leadership as long as it does not conflict with the law and ethics

ADAPTIF ADAPTIVE

Adaptif adalah terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dengan panduan perilaku sebagai berikut:
Continue to innovate and enthusiastic in moving or facing change, with the following code of conduct:

- Cepat menyesuaikan diri untuk menjadi lebih baik
- Terus menerus melakukan perbaikan mengikuti perkembangan teknologi
- Bertindak proaktif
- Quickly adapt to be better
- Continuously making improvements following technological developments
- Act proactive

KOLABORATIF COLLABORATIVE

Kolaboratif adalah membangun kerja sama yang sinergis, dengan panduan perilaku sebagai berikut:
Build a synergistic collaboration, with the following code of conduct:

- Memberi kesempatan kepada berbagai pihak yang berkontribusi
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama
- Provide opportunities to various parties to contribute
- Open in collaboration to generate added value
- Mobilize the utilization of various resources for common goals

IAH
ORTHY

KOMPETEN
COMPETENT

HARMONIS
HARMONIOUS

YAL
AL



RIWAYAT SINGKAT PERUSAHAAN

A Brief History of The Company

PT Angkasa Pura I memulai kegiatan operasional awal dengan nama Perusahaan Negara (PN) Angkasa Pura Kemayoran yang didirikan pada 20 Februari 1962 dan diresmikan berdasarkan PP No. 33 tahun 1962. Sebagai pelopor perusahaan kebandarudaraan komersial di Indonesia, PN Angkasa Pura Kemayoran memiliki tugas dan tanggung jawab dalam mengelola Bandara Kemayoran Jakarta, yang merupakan bandar udara internasional pertama di Indonesia.

Setelah dua tahun penuh menjalankan kegiatan pengelolaan Bandara Kemayoran Jakarta, tepat pada tanggal 20 Februari 1964, PN Angkasa Pura Kemayoran mengambil alih seluruh aset dan operasional Bandara Kemayoran Jakarta dari Kementerian Perhubungan. Peralihan aset dari Kementerian Perhubungan yang terjadi pada tanggal 20 Februari, yang kemudian diperingati sebagai hari jadi perusahaan. Komitmen PN Angkasa Pura Kemayoran dalam meningkatkan cakupan kerja dan membuka peluang untuk mengelola bandar udara di seluruh Indonesia ditandai dengan perubahan nama perusahaan. Dengan dasar hukum PP No. 21 tahun 1965, terhitung sejak tanggal 17 Mei 1965 Nama PN Angkasa Pura Kemayoran kemudian diubah menjadi Perusahaan Negara (PN) Angkasa Pura. PN Angkasa Pura kian merentangkan sayap kegiatan operasional dengan mengelola bandara di kota-kota besar di Indonesia secara bertahap seperti Denpasar, Medan, Surabaya, Balikpapan, dan Ujung Pandang.

Guna memperluas cakupan kerja pengelolaan bandar udara di Indonesia, berdasarkan PP No. 37 tahun 1974 ditetapkan bahwa status badan hukum PN Angkasa Pura diubah menjadi Perusahaan Umum (Perum). Di tahun 1985, Bandar Udara Internasional Kemayoran berhenti beroperasi. Bandara Internasional Soekarno-Hatta yang saat itu masih bernama Bandara Cengkareng (CGK) kemudian menggantikan peran Bandara Kemayoran Jakarta sebagai gerbang masuk penerbangan internasional ke Indonesia. Sejalan dengan itu, Perum Angkasa Pura II dibentuk untuk mengelola Bandara Internasional Soekarno-Hatta maupun Bandara Kemayoran. Setahun kemudian, nama Perum Angkasa Pura diubah menjadi Perum Angkasa Pura I melalui PP No.25 tahun 1986.

Di tahun 1992, berdasarkan PP No. 5 Tahun 1992 dan dilanjutkan dengan Akta Notaris Muhani Salim, S.H. tanggal 3 Januari 1993, Perum Angkasa Pura I berubah menjadi Perseroan Terbatas (PT) dengan kepemilikan saham sepenuhnya oleh Negara Republik Indonesia. Perubahan nama menjadi PT Angkasa Pura I (Persero) disetujui oleh Menteri Kehakiman pada tanggal 24 April 1993 melalui Surat Keputusan No.C2-470.HT.01.01 Tahun 1993, dan telah diumumkan dalam Berita Negara Republik Indonesia No.52 tanggal 29 Juni 1993 dengan Tambahan Berita Negara Republik Indonesia No.2914/1993.

PT Angkasa Pura I started its initial operational activities under the name Perusahaan Negara (PN) Angkasa Pura Kemayoran which was established on February 20, 1962 and inaugurated based on the Government Regulation No. 33 of 1962. As the pioneer of commercial airport business in Indonesia, the duties and responsibilities of PN Angkasa Pura Kemayoran were primarily to manage Kemayoran Airport, Jakarta, as the first international airport in Indonesia.

After managing the operations of Kemayoran Airport Jakarta for two years, since February 20, 1964, PN Angkasa Pura Kemayoran officially took over all assets and operations of Kemayoran Airport Jakarta from the Ministry of Transportation. The Company transferred all assets from the Ministry of Transportation on February 20, 1964, which was then commemorated as the date of the Company's establishment. PN Angkasa Pura Kemayoran was highly committed to expanding the scope of work and opening up opportunities to manage other airports throughout Indonesia, as marked by the Company's name change. On May 17, 1965, based on the Government Regulation No. 21 of 1965, PN Angkasa Pura Kemayoran changed its name to Perusahaan Negara (PN) Angkasa Pura. PN Angkasa Pura then expanded its operational activities to gradually manage other airports in major Indonesian cities such as Denpasar, Medan, Surabaya, Balikpapan, and Ujung Pandang.

In order to expand the scope of work for airport management in Indonesia, and based on the Government Regulation No. 37 of 1974, the legal entity status of PN Angkasa Pura was changed to a Public Company (Perum). In 1985, Kemayoran International Airport ceased operations and Soekarno-Hatta International Airport, which was known as Cengkareng Airport (CGK), replaced the role of Kemayoran Airport in Jakarta as the international gateway to Indonesia. At the same time, Perum Angkasa Pura II was established to manage both Soekarno-Hatta International Airport and Kemayoran Airport. A year later, Perum Angkasa Pura changed its name to Perum Angkasa Pura I based on the Government Regulation No. 25 of 1986.

In 1992, based on the Government Regulation No. 5 of 1992 and pursuant to the Deed drawn up by Notary Muhani Salim, S.H. dated January 3, 1993, the Company's status as Perum Angkasa Pura I was changed to "Perusahaan Terbatas (PT)" (a Listed Company) of which all shares are owned by the Republic of Indonesia. The name change to PT Angkasa Pura I (Persero) was approved by the Minister of Justice on April 24, 1993 as stipulated in the Decree No. C2-470.HT.01.01 of 1993 and was announced in the State Gazette of the Republic of Indonesia No.52 dated June 29, 1993 and with the Supplement to the State Gazette of the Republic of Indonesia No.2914/1993.



Berdasarkan Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia tanggal 6 Oktober 2021, status perusahaan PT Angkasa Pura I (Persero) berubah menjadi PT Angkasa Pura I yang tunduk pada Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas sebagaimana telah diubah dengan Undang Undang Nomor 11 Tahun 2020 tentang Cipta Kerja. Perubahan nama PT Angkasa Pura I (Persero) menjadi PT Angkasa Pura I termuat dalam Akta nomor 66 tanggal 15 Desember 2021 yang telah mendapatkan Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0002952.AH.01.02. tanggal 13 Januari 2022.

PT Angkasa Pura I mengalami beberapa kali perubahan akta dan anggaran dasar, yaitu:

1. Perubahan pada tahun 2008, berdasarkan Pernyataan Keputusan Pemegang Saham Di Luar Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Angkasa Pura I, sebagaimana dinyatakan dalam Akta No. 35 tanggal 15 Agustus 2008 yang dibuat di hadapan Notaris Petrus Suandi Halim S.H., dan telah mendapatkan Persetujuan Akta Perubahan Anggaran Dasar Perseroan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-64347.AH.01.02. Tahun 2008 pada tanggal 16 September 2008, diantaranya mengenai:
 - Perubahan Maksud dan Tujuan serta Kegiatan Usaha perusahaan;
 - Perubahan Anggaran Dasar Perusahaan secara keseluruhan yang disesuaikan dengan Undang-Undang Nomor 19 Tahun 2003, Undang-Undang 40 Tahun 2007 dan Peraturan Pemerintah Nomor 45 Tahun 2005.
2. Perubahan pada tahun 2009, berdasarkan Pernyataan Keputusan Rapat Perusahaan Perseroan PT Angkasa Pura I, yang tertuang dalam Akta No.34 tanggal 27 Agustus 2009 yang dibuat di hadapan Notaris Petrus Suandi Halim S.H., serta penerimaan pemberitahuan perubahan data Perseroan Perusahaan (Persero) PT Angkasa Pura I telah mendapatkan pengesahan dari Departemen Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat No. AHU-AH.01.10-17648 pada tanggal 13 Oktober 2009 terkait perubahan Tugas, Wewenang, dan Kewajiban Direksi.
3. Perubahan pada tahun 2012, berdasarkan Pernyataan Keputusan Rapat dan Keputusan Para Pemegang Saham yang diambil di luar rapat PT Angkasa Pura I, yang tertuang dalam Akta No.5 dengan Notaris Utiek R. Abdulrachman, S.H., MLI., M.Kn., serta mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No.AHU-46777.AH.01.02 Tahun 2012 pada tanggal 3 September 2012, di antaranya mengenai:

Based on Government Regulation No. 104 of 2021 on the Addition of State Equity Participation of the Republic of Indonesia into the Share Capital of PT Aviassi Pariwisata Indonesia (Persero) dated October 6, 2021, the company status of PT Angkasa Pura I (Persero) changed to PT Angkasa Pura I which is subject to Law No. 40 of 2007 on Limited Liability Companies as amended by Law No. 11 of 2020 on Job Creation. The name change of PT Angkasa Pura I (Persero) to PT Angkasa Pura I is set forth in Deed No. 66 dated December 15, 2021, and the Amendments to the Articles of Association of Limited Liability Company have been approved by the Minister of Law and Human Rights of the Republic of Indonesia through the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-0002952.AH.01.02. dated January 13, 2022.

PT Angkasa Pura I made several amendments to the Deed and Articles of Association, including:

1. Amendment in 2008, based on the Statement of Shareholders' Meeting Resolution outside the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No. 35 dated August 15, 2008 drawn up before Notary Petrus Suandi Halim S.H., and receiving approval from the Ministry of Law and Rights Human Rights of the Republic of Indonesia under No. AHU-64347.AH.01.02 of 2008 dated September 16, 2008, concerning:
 - Changes in the Company's Purpose and Objectives as well as Business Activities;
 - Amendment to the Company's entire Articles of Association in accordance with Law No. 19/2003, Law 40/2007 and Government Regulation No. 45/2005.
2. Amendment in 2009, based on Statement of Meeting Resolutions PT Angkasa Pura I, as stated in Deed No. 34 dated August 27, 2009 drawn up before Notary Petrus Suandi Halim S.H., and the receipt of the notification on changes in the Company data received approval from the Ministry of Law and Human Rights of the Republic of Indonesia under letter No. AHU-AH.01.10-17648 dated October 13, 2009 on changes in Duties, Authorities, and Responsibilities of the Board of Directors.
3. Amendment in 2012, based on Statement of Meeting Resolution and Shareholders' Resolution taken outside the meeting of PT Angkasa Pura I, as set forth in Deed No. 5 of Notary Utiek R. Abdulrachman, S.H., MLI., M.Kn., and receiving approval from the Ministry of Law and Human Rights of the Republic of Indonesia under No.AHU-46777.AH.01.02 of 2012 dated September 3, 2012, concerning:



- Peningkatan modal dasar menjadi sebesar Rp12.000.000.000.000 yang terbagi atas 12.000.000 saham, dengan nilai nominal Rp1.000.000 (nilai penuh) per saham;
 - Modal ditempatkan dan disetor menjadi sebesar Rp3.188.245.000.000 atau sebanyak 3.188.245 saham, dengan cara penambahan penyertaan modal negara Republik Indonesia sebesar Rp1.388.244.029 sesuai Peraturan Pemerintah (PP) No.76 Tahun 2011 dan dari cadangan modal sebesar Rp970.876,48.
4. Perubahan pada tahun 2013, berdasarkan akta notaris Nanda Fauz Iwan, S.H., M.Kn. No.02 tanggal 16 Januari 2013 yang telah disimpan di dalam *database* Sistem Administrasi Badan Hukum dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHUAH.01.10-02672 tanggal 31 Januari 2013, yaitu mengenai: Peningkatan modal disetor yang diambil dari kapitalisasi sebagian cadangan perusahaan sampai dengan tahun buku 2011 sejumlah 300.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) sehingga seluruhnya menjadi Rp300.000.000.000 yang diambil bagian oleh Negara Republik Indonesia, sehingga modal ditempatkan dan disetor menjadi sebesar Rp3.488.245.000.000.
 5. Perubahan pada tahun 2015, yaitu perubahan Anggaran Dasar perusahaan yang dinyatakan dalam Akta No. 11 tanggal 22 September 2015 dengan Notaris Julius Purnawan, S.H., M.Si., yang telah mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU.AH. 01.03- 0972301 pada tanggal 15 Oktober 2015, yaitu mengenai: Penambahan Modal ditempatkan dan disetor menjadi sebesar Rp6.414.412.000.000 atau sebanyak 6.414.412 saham, dengan cara penambahan penyertaan modal negara Republik Indonesia sebesar Rp2.926.166.060 sesuai Peraturan Pemerintah (PP) No.8 Tahun 2014 dan dari cadangan modal sebesar Rp940.
 6. Perubahan pada tahun 2019, berdasarkan Pernyataan Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan PT Angkasa Pura I, yang tertuang dalam Akta No.55 tanggal 27 Maret 2019 dengan Notaris Nanda Fauz Iwan S.H., M.Kn serta pemberitahuan perubahan mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-AH.01.03-175898 pada tanggal 28 Maret 2019, di antaranya terkait:
 - Perubahan jenis saham pada PT Angkasa Pura I yang semula tanpa seri menjadi terdiri dari Saham Seri A Dwiwarna dan saham Seri B.
 - Penetapan hak-hak saham Seri A Dwiwarna yang tidak dimiliki oleh saham Seri B.
 - Perubahan modal dasar dan modal disetor perusahaan.
4. Increase in authorized capital to Rp12,000,000,000,000 divided into 12,000,000 shares, with par value of Rp1,000,000 (full amount) per share;
 - Issued and paid-up capital amounting to Rp3,188,245,000,000 or 3,188,245 shares, by adding to the Republic of Indonesia's Capital Investment amounting to Rp1,388,244,029 in accordance with Government Regulation No.76 of 2011 and from a capital reserve of Rp970,876.48.
4. Amendment in 2013 based on deed notary of Nanda Fauz Iwan, S.H., M.Kn. Number 02 dated January 16, 2013, which was saved in Legal Entity Administration System database from the Ministry of Law and Human Rights Republic of Indonesia Number AHUAH.01.10-2672 dated January 31, 2013, regarding: Increase in paid-in capital taken from capitalization of part of the Company's reserves up to the 2011 financial year amounting to 300,000 shares with a par value of Rp1,000,000 (full amount) totaling Rp300,000,000,000, taken part by the Republic of Indonesia. Thus, the total issued and paid-up capital amounted to Rp3,488,245,000,000.
 5. Amendment in 2015, changes to the Company's Articles of Association as set forth in Deed No. 11 dated September 22, 2015, drawn up before Notary Julius Purnawan, S.H., MSi, and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under the Decree No. AHU. AH. 01.03-0972301 dated October 15, 2015, concerning an increase in issued and paid-up capital of Rp6,414,412,000,000 or 6,414,412 shares through the addition of the Republic of Indonesia's capital investment amounting to Rp2,926,166,060 in accordance with the Government Regulation No. 8 of 2014 and a contribution from a capital reserve of Rp940.
 6. Amendment in 2019, based on the Minister of SOEs Decree as the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No. 55 dated March 27, 2019 drawn up before Notary Nanda Fauz Iwan S.H., M.Kn and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.03-175898 dated March 28, 2019, including:
 - Set changes in types of shares to PT Angkasa Pura I from non-series to Series A Dwiwarna shares and Series B shares;
 - Determine the rights of the Series A Dwiwarna shares holders not owned by the Series B shares holders;
 - Set changes in authorized capital and paid-up capital company.



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- a) **Modal Dasar**
Modal dasar perusahaan sebesar Rp12.000.000.000.000 terbagi atas 1.200.000 saham, yang terdiri dari 1 saham seri A Dwiwarna, dengan nilai nominal sebesar Rp1.000.000 dan 11.999.999 saham Seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 atau seluruhnya dengan jumlah nilai nominal Rp11.999.999.000.000.
- b) **Modal Disetor**
Modal yang telah diambil bagian dan disetor penuh oleh Negara Republik Indonesia sebanyak Rp6.414.412.000.000 terdiri dari 1 saham Seri A Dwiwarna, dengan nilai nominal Rp1.000.000 dan 6.414.411 saham Seri B, masing-masing dengan nilai nominal Rp1.000.000 atau seluruhnya dengan nilai nominal Rp6.414.411.000.000.
- Perubahan dan penyesuaian beberapa pasal terkait dengan hal – hal tersebut di atas.
7. Perubahan pada tahun 2021, berdasarkan Pernyataan Keputusan Menteri BUMN dalam Rapat Umum Pemegang Saham Perusahaan PT Angkasa Pura I, yang tertuang dalam Akta No.23 tanggal 22 Oktober 2021 dengan Notaris Nanda Fauz Iwan S.H, M.Kn serta pemberitahuan perubahan mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No.AHU-AH.01.03-0468743 pada tanggal 3 November 2021, di antaranya terkait:
- Perubahan ketentuan mengenai hak istimewa pemegang saham Seri A Dwiwarna;
 - Perubahan ketentuan mengenai kewenangan Direksi PT Angkasa Pura I untuk menetapkan kebijakan kepengurusan perusahaan dengan ketentuan bahwa terhadap kebijakan Bidang Hukum, Bidang Sumber Daya Manusia, Bidang Pengembangan Usaha, Perjanjian Kerja, Perubahan sistem dan kebijakan akuntansi perusahaan, Bidang Perizinan Usaha, *Corporate Restructuring, Monitoring, Collection Enforcement*, Direksi wajib berpedoman pada kebijakan yang ditetapkan pemegang saham Seri A Dwiwarna atau yang diberikan kuasa.
 - Perubahan dan penyesuaian beberapa pasal terkait dengan hal-hal tersebut di atas.
8. Perubahan pada tahun 2021 berdasarkan Pernyataan Keputusan Para Pemegang Saham Perusahaan PT Angkasa Pura I yang tertuang dalam Akta No.66 tanggal 15 Desember 2021 dengan Notaris Desman S.H, M.Hum serta persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-0002952.AH.01.02 Tahun 2022 tanggal 13 Januari 2022, di antaranya terkait:
- Pengalihan seluruh saham seri B milik Negara Republik Indonesia pada perusahaan kepada PT Aviati Pariwisata Indonesia (Persero) untuk dijadikan sebagai tambahan penyertaan modal Negara Republik Indonesia pada PT Aviati Pariwisata Indonesia sebanyak 6.414.411 yang seluruhnya senilai Rp16.750.717.972.174.
- a) **Authorized Capital**
The company's authorized capital was Rp12,000,000,000,000.00, divided into 12,000,000 shares, consisting of 1 Series A Dwiwarna share with a par value of Rp1,000,000.00 and 11,999,999 Series B shares, each with a par value of Rp1,000,000.00 or total par value of Rp11,999,999,000,000.
- b) **Paid-Up Capital**
The capital that has been subscribed and fully paid up by the Republic of Indonesia was Rp.6,414,412,000,000.00 consisting of 1 Series A Dwiwarna share, with a par value of Rp1,000,000.00 and 6,414,411 Series B shares, each with a par value of Rp1,000,000.00 or total par value of Rp6,414,411,000,000.00
- Changes and adjustments to several articles related to the above matters.
7. Amendments in 2021, based on the Decree of the Minister of SOEs as the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No.23 dated October 22, 2021, drawn up before Notary Nanda Fauz Iwan SH, M.Kn and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under No.AHUAH.01.03-0468743 dated November 3, 2021, including:
- Amendment in provisions on the privileges of Series A Dwiwarna shareholders;
 - Amendment in provisions on the authority of the Board of Directors of PT Angkasa Pura I to establish the company management policies with the provisions that the policies in the Legal, Human Resources, Business Development Sectors, Work Agreements, Changes in company accounting systems and policies, Business Licensing Sector, Corporate Restructuring, Monitoring, Collection Enforcement, the Board of Directors must refer to the policies that serve as the guidelines determined by the Series A Dwiwarna shareholders or authorized persons.
 - Amendments and adjustments to several articles related to the matters mentioned above
8. Amendment in 2021 based on the Deed of Resolution of the Shareholders of PT Angkasa Pura I as stated in Deed No.66 dated December 15, 2021, drawn up before Notary Desman SH, M.Hum, and upon the approval from the Ministry of Law and Human Rights of the Republic of Indonesia under No. AHU-0002952.AH.01.02. of 2022 dated January 13, 2022, including:
- Transfer of all series B shares owned by the Republic of Indonesia in the company to PT Aviati Pariwisata Indonesia to be used as an additional capital investment of the Republic of Indonesia in PT Aviati Pariwisata Indonesia amounting to 6,414,411 shares with a total value of Rp16,750,717,972,174.



- Perubahan nama perusahaan dari PT Angkasa Pura I (Persero) menjadi PT Angkasa Pura I.
 - Perubahan struktur pemegang saham perusahaan sebagai akibat dari pengalihan seluruh saham seri B Negara Republik Indonesia kepada dan dalam rangka penambahan penyertaan modal Negara Republik Indonesia pada PT Aviassi Pariwisata Indonesia yakni sebanyak 6.414.411 saham dengan nilai sebesar Rp6.414.411.000.000.
 - Perubahan struktur pemegang saham tersebut meliputi pemenuhan total modal ditempatkan dan disetor perusahaan sejumlah Rp6.414.412.000.000,00 oleh para pemegang saham sebagai berikut:
 - a) Rp1.000.000 oleh Negara Republik Indonesia merupakan sisa setoran modal lama setelah dikurangi pengalihan seluruh saham seri B Negara Republik Indonesia pada perusahaan senilai Rp6.414.411.000.000.
 - b) Rp6.414.411.000.000 oleh PT Aviassi Pariwisata Indonesia (Persero) merupakan setoran modal yang berasal dari pengalihan seluruh saham Seri B Negara Republik Indonesia merupakan sisa setoran modal lama setelah dikurangi pengalihan seluruh saham seri B Negara Republik Indonesia pada perusahaan.
- Change of company name from PT Angkasa Pura I (Persero) to PT Angkasa Pura I.
 - Change in the structure of the company's shareholders as a result of the transfer of all series B shares of the Republic of Indonesia to and in order to increase the capital investment of the Republic of Indonesia in PT Aviassi Pariwisata Indonesia amounting to 6,414,411 shares with a total value of Rp6,414,411,000,000.00.
 - The change in shareholder structure includes the fulfillment of the Company's total issued and paid-up capital of Rp6,414,412,000,000.00 by shareholders, as follows:
 - a) Rp1,000,000 (one million Rupiah) by the Republic of Indonesia as the remaining paid-in capital after deducting the transfer of all series B shares of the Republic of Indonesia to the company amounting to Rp6,414,411,000,000.
 - b) Rp6,414,411,000,000 by PT Aviassi Pariwisata Indonesia as paid-in capital from the transfer of all Series B shares of the Republic of Indonesia, which is the remaining paid in capital after deducting the transfer of all series B shares of the Republic of Indonesia to the company.





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- Perubahan ketentuan mengenai hak istimewa pemegang saham Seri A Dwiwarna.
- Perubahan ketentuan mengenai kewenangan Direksi PT Aviassi Pariwisata Indonesia (Persero) untuk menetapkan kebijakan kepengurusan perusahaan termasuk di bidang akuntansi dan keuangan, pengembangan dan investasi, operasional, pemasaran, produk informasi teknologi pengadaan dan logistik, sumber daya manusia, tata kelola terintegrasi termasuk manajemen risiko, kepatuhan dan audit, hukum, *Environmental, Social, and Governance* (ESG), program Tanggung jawab Sosial dan Lingkungan (TJSL) serta kebijakan strategis lainnya agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada pemegang saham seri B terbanyak, Direksi wajib berpedoman pada kebijakan yang ditetapkan oleh Pemegang Saham Seri A Dwiwarna atau yang diberikan kuasa.
- Perubahan dan penyesuaian beberapa pasal terkait dengan hal-hal tersebut di atas.

9. Perubahan pada tahun 2023 berdasarkan Pernyataan Keputusan Para Pemegang Saham Perusahaan Perseroan PT Angkasa Pura I Nomor 17 Tanggal 31 Maret 2023, yang telah diumumkan dalam Berita Negara Republik Indonesia Nomor 72 tanggal 8 September 2023 dengan Tambahan Berita Negara Republik Indonesia Nomor 027717, di antaranya terkait:

- Menyetujui perubahan mengenai Maksud dan Tujuan Serta Kegiatan Usaha Perusahaan untuk disesuaikan dengan Klasifikasi Baku Lapangan Indonesia (KBLI) terbaru.
- Menyetujui perubahan Pasal 3 ayat (2) dan ayat (3) pada Anggaran Dasar Perseroan.

Per 31 Desember 2023, PT Angkasa Pura I diberikan kepercayaan penuh oleh Pemerintah Republik Indonesia dalam mengelola 16 bandara baik secara langsung maupun tidak langsung, 1 kantor proyek, dan 5 entitas anak yang tersebar di berbagai provinsi di kawasan tengah dan timur Indonesia.

INFORMASI PERUBAHAN STRATEGI PERUSAHAAN DAN RENCANA JANGKA PANJANG PERUSAHAAN

PT Angkasa Pura I telah menyusun Rencana Jangka Panjang Perusahaan (RJPP) tahun 2020 – 2024, yang sudah disesuaikan dengan strategi dalam menghadapi tantangan baru serta mendukung terwujudnya visi dan misi perusahaan.

- Amendment in provisions on the privileges of Series A Dwiwarna shareholders.
- Amendment in provisions on the authority of the Board of Directors of PT Aviassi Pariwisata Indonesia (Persero) to determine the company management policies including in accounting and finance, development and investment, operations, marketing, products and communications, information technology, procurement and logistics, human resources, integrated governance including risk management, compliance and audit, law, ESG (Environmental, Social and Governance), corporate social responsibility (CSR) as well as other strategic policies so that the provisions are always aligned and in accordance with the policies and regulations that apply to the majority series B shareholders, the Board of Directors must refer to the policies that serve as the guidelines determined by the Series A Dwiwarna Shareholders or authorized persons.
- Amendments and adjustments to several provisions related to the above matters.

9. Alterations in 2023 are predicated on the Decree of the Shareholders of the Company PT Angkasa Pura I Number 17 dated March 31, 2023, which was published in the State Gazette of the Republic of Indonesia No. 72 on September 8, 2023, supplemented by State Gazette of the Republic of Indonesia No. 027717. The following modifications are included in the 2023 amendments:

- Approved changes regarding the Company's Aims and Objectives and Business Activities to be adjusted to the latest Indonesian Field Standard Classification (KBLI).
- Approved changes to Article 3 paragraph (2) and paragraph (3) in the Company's Articles of Association.

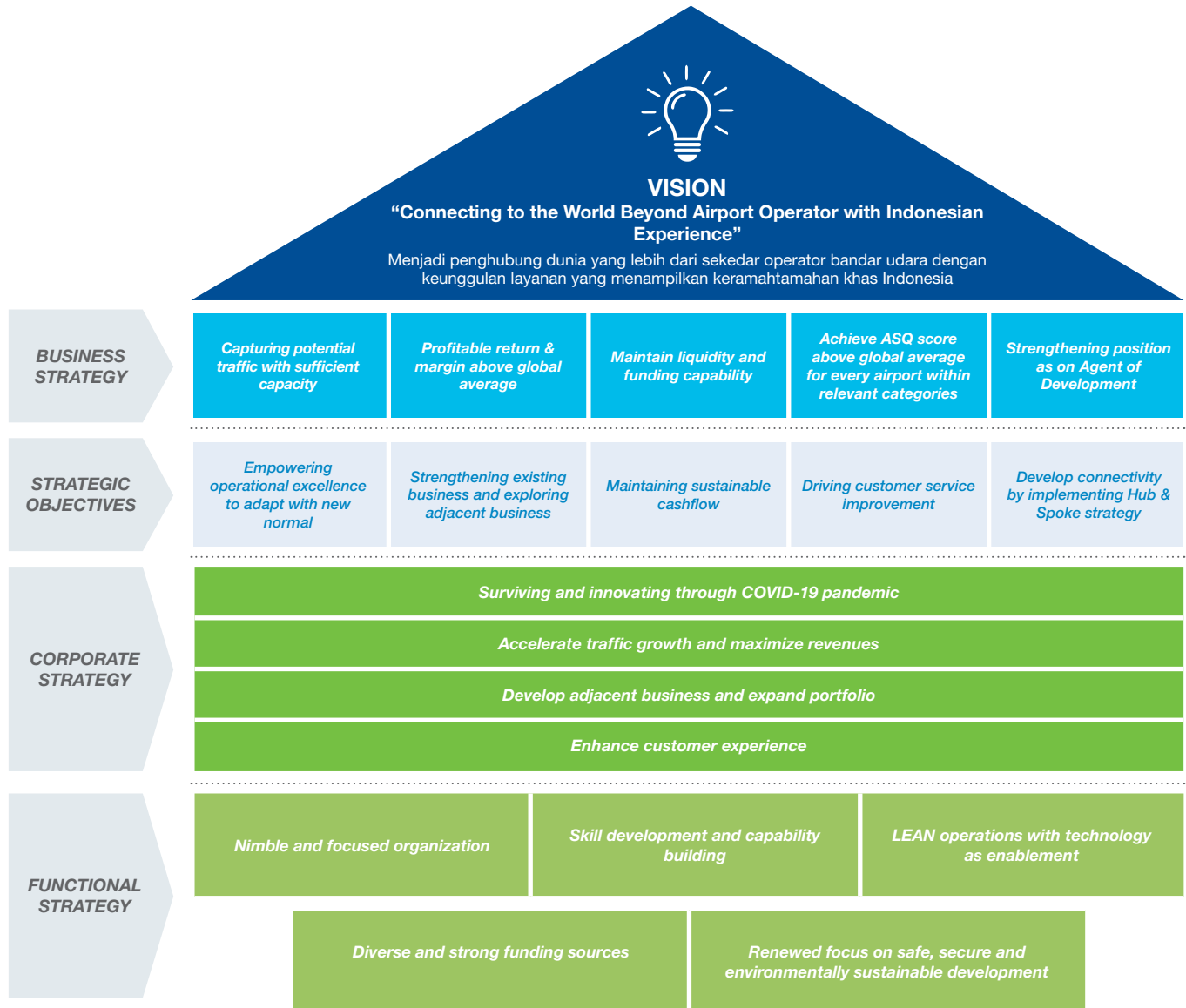
By December 31, 2023, PT Angkasa Pura I had been entrusted by the Government of the Republic of Indonesia to oversee a total of 16 airports, along with 1 project office and 5 subsidiary entities. These facilities are located in different provinces throughout the central and eastern regions of Indonesia.

INFORMATION ON CHANGES IN THE COMPANY'S STRATEGY AND THE COMPANY'S LONG-TERM PLANS

PT Angkasa Pura I has developed the Company's Long-Term Plan (RJPP) for 2020 - 2024, which has been tailored to address new challenges and align with the company's vision and mission.



Strategy House Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024 PT Angkasa Pura I Strategy House of the Company's Long-Term Plan (RJPP) 2020-2024 PT Angkasa Pura I



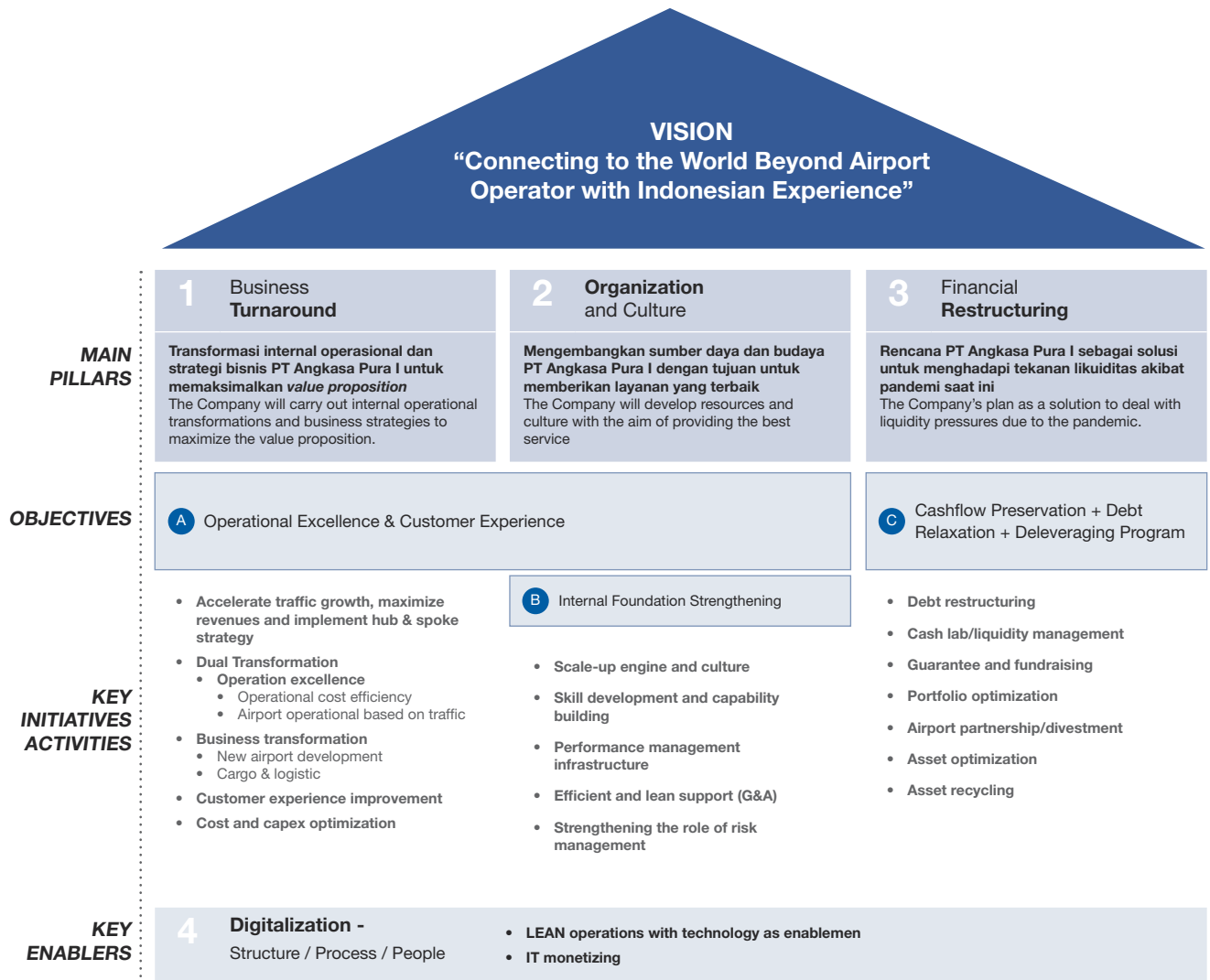
Selain melaksanakan inisiatif strategis sebagaimana tertuang dalam RJPP PT Angkasa Pura I tahun 2020-2024, pada tahun 2023 PT Angkasa Pura I melaksanakan berbagai inisiatif percepatan pemulihan dan transformasi perusahaan, dengan berfokus pada 4 pilar utama dan *Key Initiatives* sebagai berikut:

In addition to implementing strategic initiatives outlined in PT Angkasa Pura I's Long-Term Plan for 2020-2024, PT Angkasa Pura I took various measures in 2023 to expedite the company's recovery and transformation. These efforts centred around four main pillars and key initiatives:



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Strategy House Transformasi Perusahaan
Strategy House of Corporate Transformation



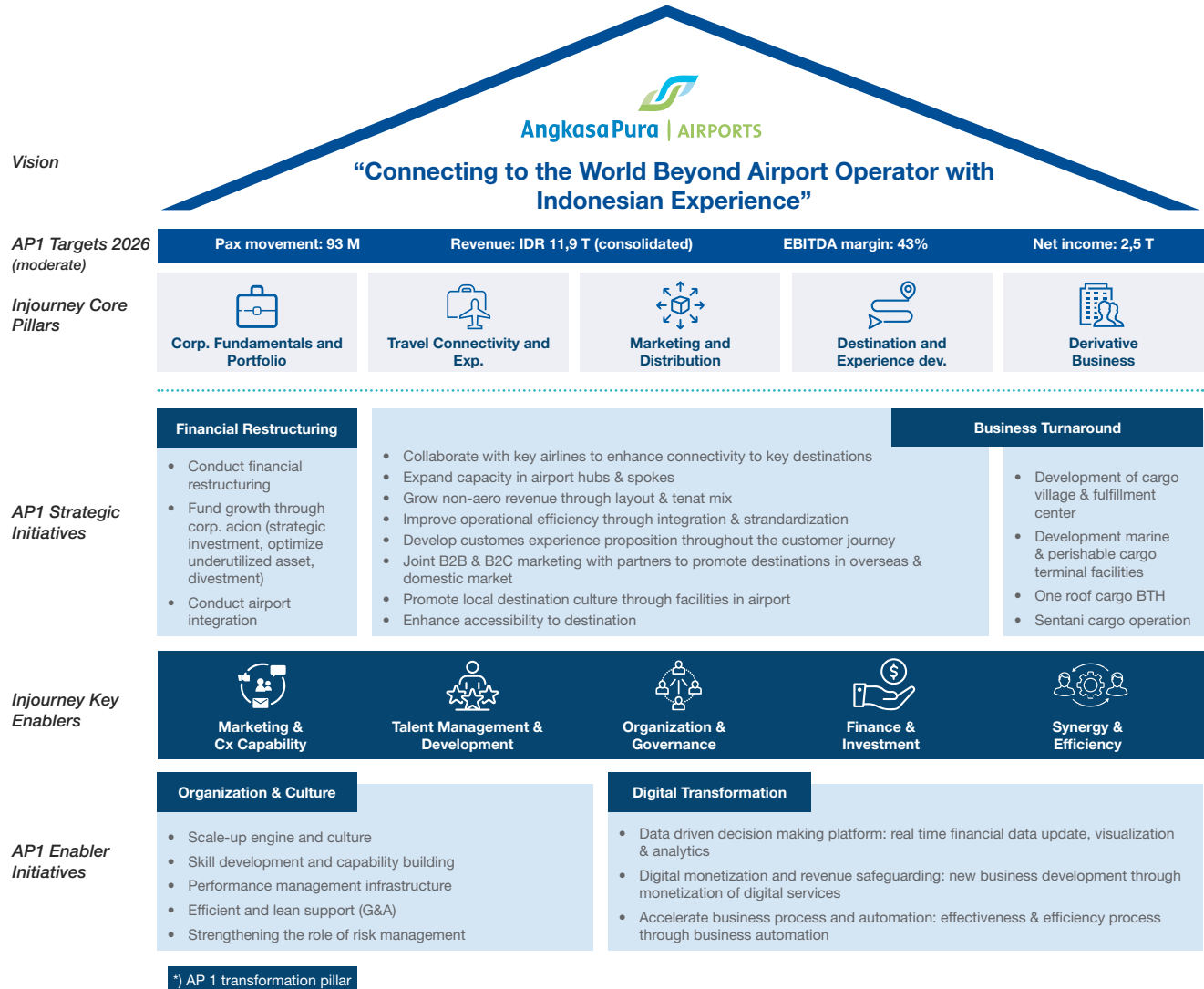
Sejak tahun 2021, PT Angkasa Pura I menjadi bagian dari anggota *holding* PT Aviassi Pariwisata Indonesia (Persero) atau InJourney. Konsep *Holding* yang berbasis ekosistem menyebabkan adanya kebutuhan integrasi antara sisi *supply and demand* untuk meningkatkan sektor pariwisata dan pendukung yang akan mendorong pertumbuhan ekonomi Indonesia. PT Angkasa Pura I sebagai pengelola bandara memiliki fungsi dan peran dalam mendukung sisi *supply*, yaitu sebagai *network integration, airport infrastructure readiness, dan airline resource readiness*. Sehubungan dengan penyusunan Rencana Jangka Panjang Perusahaan PT Aviassi Pariwisata Indonesia (Persero) tahun 2022-2026, PT Angkasa Pura I melakukan penyesuaian terhadap strategi InJourney untuk 5 tahun ke depan.

Starting from 2021, PT Angkasa Pura I has joined the holding company PT Aviassi Wisata Indonesia (Persero) or InJourney. The concept of ecosystem-based holding emphasises the importance of integrating the supply and demand sides to enhance the tourism and supporting sectors, thereby fostering economic growth in Indonesia. PT Angkasa Pura I, as the airport manager, plays a crucial role in supporting the supply side. This includes network integration, ensuring airport infrastructure readiness, and preparing airline resources. As part of the PT Aviassi Wisata Indonesia (Persero) Company Long-Term Plan for 2022-2026, PT Angkasa Pura I is currently aligning its InJourney strategy for the upcoming 5 years.



Penyelarasan Strategy House PT Angkasa Pura I dengan Rencana Jangka Panjang Perusahaan (RJPP) 2022-2026 PT Aviassi Pariwisata Indonesia (Persero) selaku Pemegang Saham

Alignment of PT Angkasa Pura I's Strategy House with the Company's Long-Term Plan (RJPP) 2022-2026 PT Aviassi Wisata Indonesia (Persero) as Shareholder



Di tahun 2023, PT Angkasa Pura I melaksanakan strategi sebagaimana tertuang dalam RJPP 2020-2024 dan menyesuaikan dengan program transformasi perusahaan, yang telah selaras dengan *Strategic Initiatives* pada RJPP PT Aviassi Pariwisata Indonesia (Persero) tahun 2022-2026.

In 2023, PT Angkasa Pura I successfully implemented the strategy outlined in their long-term plan and aligned it with the company's transformation programme. This was in accordance with the strategic initiatives outlined in PT Aviassi Wisata Indonesia (Persero) Company's long-term plan for 2022-2026.





BRAND PERUSAHAAN Company Brand



Angkasa Pura | AIRPORTS



Simbol **"Senyuman"**
Symbol **"Smile"**

Simbol tersebut sarat akan makna **"senyuman"** yang melambangkan keramahan pelayanan yang manusiawi yang merupakan kebanggaan PT Angkasa Pura I. Aksentuasi dua tangan yang saling **"interlocking"** mencerminkan **safety and security concept** yang merupakan faktor terpenting dalam industri jasa kebandarudaraan. Peletakan gambar yang memiliki sudut aerodinamis naik ke kanan merepresentasikan tekad dan semangat transformasi progresif demi kemajuan perusahaan.

Gambar tersebut memiliki makna **"give and take"** yang menjadi representasi dari perolehan merupakan konsekuensi logis dari kegiatan memberi yang menjadi prinsip dasar **"together stronger"** atau kemuliaan pelayanan dan profesionalisme dalam kebersamaan.

The symbol also implies a "smile" which symbolizes the hospitality and humane service which is the pride of the Company. The symbol of two interlocking elements reflects the safety and security concept which is the most important factor in the Airport Business. The symbol with its aerodynamics angle rising up to the right represents the willingness and spirit of progressive transformation for the company's growth.

The symbol above the line Angkasa Pura Airports means "give and take" implying that take is a logical consequence of "give" which is the basic principle of honor in serving and professionalism in the sense of "together stronger".

Angkasa Pura | AIRPORTS

Tulisan **"Angkasa Pura"** ditampilkan sejajar dengan kata **"Airports"** guna mempertegas sektor bisnis yang dioperasikan oleh PT Angkasa Pura I.

The line "Angkasa Pura" is freshly displayed along with the word "airports" to highlight the business line operated by PT Angkasa Pura I.

Warna Biru Blue Color

Warna Hijau Green Color

Kedua warna baik hijau dan biru yang dipadukan secara harmonis memiliki pesan tentang cita-cita yang tinggi namun bersinergi dengan konsep dan kerja yang membumi, berakar, tumbuh, dan lestari.

Sementara warna biru dalam tulisan Angkasa Pura melambangkan langit atau angkasa.

These two different colors, green and blue are harmoniously combined to convey an important message on the sky-high ideals which correspond to the synergy of grounded, rooted, growing and long-lasting concepts and works.

While the blue color of the line "Angkasa Pura" symbolizes the sky or space.





JEJAK LANGKAH

Milestones

Pemerintah RI mengeluarkan Peraturan Pemerintah (PP) No. 33 tahun 1962 tentang Pendirian Perusahaan Negara (PN) Angkasa Pura Kemayoran, dengan tugas pokok PN Angkasa Pura yaitu mengelola Bandar Udara Kemayoran Jakarta yang saat itu merupakan satu satunya bandara internasional.

The Indonesian Government issued Government Regulation (GR) No. 33/1962 on the Establishment of State-Owned (PN) Angkasa Pura Kemayoran, with the main task was to manage Kemayoran Airport in Jakarta, which was the first and only international airport in Indonesia.

Pada tanggal 20 Februari 1964, yang menjadi hari jadi perusahaan, PN Angkasa Pura Kemayoran resmi mengambil alih secara penuh aset dan operasional Bandara Internasional Kemayoran dari Kementerian Perhubungan Udara Republik Indonesia.

February 20, 1964 was then determined as the date of the Company's establishment, PN Angkasa Pura Kemayoran officially took over the whole assets and operations of Kemayoran International Airport in Jakarta from the Ministry of Transportation of the Republic of Indonesia.

PP No. 21 tahun 1965 tentang Perubahan dan Tambahan PP No. 33 Tahun 1962 mengatur perubahan nama PN Angkasa Pura Kemayoran menjadi PN Angkasa Pura dan membuka kemungkinan mengelola bandara lain di Indonesia.

The Government Regulation No. 21/1965 on Amendment and Supplement to the Government Regulation No. 33/1962 regulates the name change from PN Angkasa Pura Kemayoran into State-Owned (PN) Angkasa Pura with a view to opening up opportunities to manage other airports in Indonesia.

15 November
November

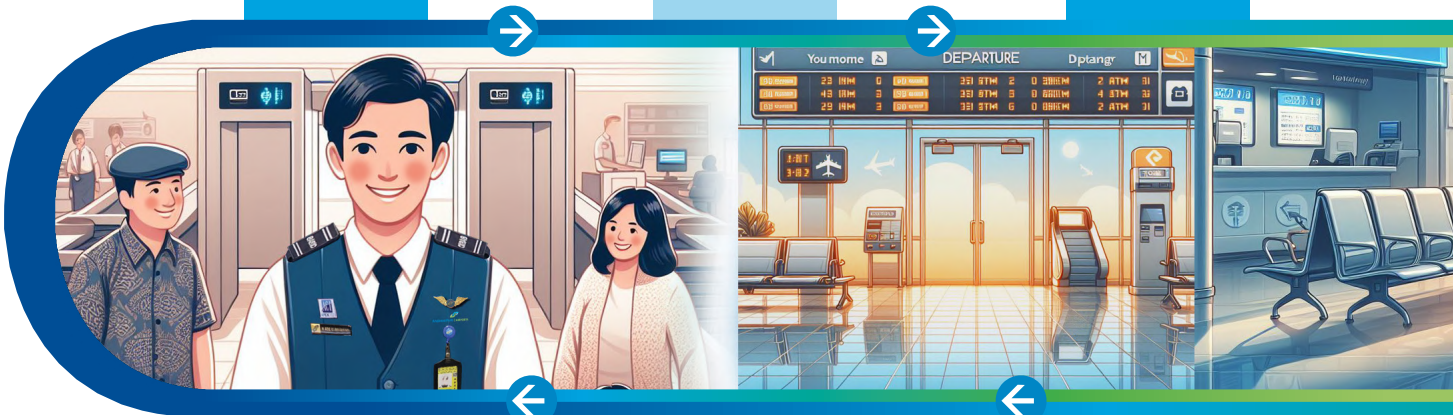
1962

20 Februari
February

1964

17 Mei
May

1965



2013

06 Januari
January

Pengalihan tugas pengelolaan terkait navigasi ke Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum-LPPNPI) berdasarkan PP No. 77 Tahun 2012.

Transfer of navigation-related management duties to the Public Company of the Indonesian Aviation Navigation Service Provider (Perum-LPPNPI) based on the Government Regulation No. 77/2012.

2013

02 Januari
January

Implementasi Tahap Pertama Proyek Enterprise Resource Planning (ERP).

Implementation of Phase I of the Enterprise Resource Planning (ERP) Project.

04 Januari
January

Pendirian Strategic Business Unit (SBU) Commercial Bandara I Gusti Ngurah Rai Bali sesuai dengan Keputusan Direksi No. KEP.02/OM.01.01/2013.

Establishment of Strategic Business Unit (SBU) Commercial in Ngurah Rai in accordance with Board of Directors Decree No. KEP.02/OM.01.01/2013.

2012

20 Februari
February

Peluncuran identitas perusahaan (*corporate identity*) berupa visi, misi, dan nilai-nilai serta *hymne*, mars, dan seragam baru PT Angkasa Pura I.

PT Angkasa Pura I launched its corporate identity through vision, mission, values, hymn, and uniforms.



PP No. 37 tahun 1974 mengubah status badan hukum PN Angkasa Pura berubah menjadi Perusahaan Umum (Perum).

Based on Government Regulation No. 37/1974, the legal entity status of the Company was changed from PN Angkasa Pura into a Public Company (Perum).

Perum Angkasa Pura menjadi Perum Angkasa Pura I seiring dengan dibentuknya Perum Angkasa Pura II. Perum Angkasa Pura I mengelola bandara di wilayah Timur Indonesia, sedangkan Perum Angkasa Pura II mengelola wilayah Barat.

Perum Angkasa Pura changed its name to Perum Angkasa Pura I along with the establishment of Perum Angkasa Pura II. Perum Angkasa Pura I is in charge of the management of airports in the eastern regions of Indonesia, while Perum Angkasa Pura II is in charge of the management of airports in the western regions of Indonesia.

Berdasarkan PP No. 5 tahun 1992, bentuk Perum Angkasa Pura I diubah menjadi Perusahaan Terbatas (PT) Angkasa Pura I, dengan sahamnya dimiliki sepenuhnya oleh Negara Republik Indonesia.

Based on the Government Regulation No. 5/1992, the Company's status as a "Perusahaan Umum (Perum)" (Public Company) was changed into "Perusahaan Terbatas (PT)" (Limited Liability Company) whose all shares are owned by the Republic of Indonesia.

24 Oktober
October
1974

19 Mei
May
1986

04 Februari
February
1982



2012

06 Januari
January

Pembentukan PT Angkasa Pura Hotel, PT Angkasa Pura Properti, dan PT Angkasa Pura Logistik sebagai entitas anak PT Angkasa Pura I.

Establishment of PT Angkasa Pura Hotel, PT Angkasa Pura Properti, and PT Angkasa Pura Logistik as subsidiaries of PT Angkasa Pura I.

09 Februari
February

Pembentukan entitas anak yaitu PT Angkasa Pura Suport.

Establishment of the subsidiary, PT Angkasa Pura Suport.

2011

01 Desember
December

Groundbreaking proyek pembangunan Terminal 2 (T2) Bandara Juanda Surabaya.

Groundbreaking of Terminal 2 (T2) development project at Juanda Airport, Surabaya.

30 Desember
December

Logo baru PT Angkasa Pura I sebagai salah satu identitas perusahaan (*corporate identity*) resmi diluncurkan.

PT Angkasa Pura I officially launched its new logo as a corporate identity.

2008

22 September
September

Peresmian Bandara Sultan Hasanuddin oleh Presiden Republik Indonesia.

Inauguration of Sultan Hasanuddin Airport-Makassar by the President of the Republic of Indonesia.

2011

20 Oktober
October

Peresmian Bandara Zainuddin Abdul Madjid Lombok oleh Presiden Republik Indonesia.

Inauguration of Zainuddin Abdul Madjid Airport - Lombok by the President of the Republic of Indonesia.



Pengoperasian terminal baru Bandara I Gusti Ngurah Rai Bali.
Operation of the new terminal at I Gusti Ngurah Rai Airport Denpasar, Bali.

12 September
September

Groundbreaking pengembangan Bandara Ahmad Yani Semarang.

Groundbreaking for development of Jenderal Ahmad Yani Airport Semarang.

17 Juni
June

Pengoperasian terminal baru Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan.
Operation of the new terminal at Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan.

Peresmian Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan dan Terminal 2 Bandara Juanda Surabaya oleh Presiden RI.

Inauguration of Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan and Terminal 2 (T2) at Juanda Airport Surabaya by the President of the Republic of Indonesia.

22 Maret
March

Pengoperasian Terminal 2 Bandara Juanda Surabaya.
Operation of the Terminal 2 (T2) in Juanda Airport Surabaya.

Pengoperasian kembali Bandara Selaparang untuk sekolah penerbangan.
Re-operation of Selaparang Airport for aviation school.

07 April
April

2013

14 Februari
February

2014

15 September
September

2014



2020

28 Agustus
August

Peresmian Bandara Internasional Yogyakarta di Kulon Progo oleh Presiden Republik Indonesia.
The President of the Republic of Indonesia inaugurated Yogyakarta International Airport Kulon Progo.

2019

06 Mei
May

Bandara Internasional Yogyakarta di Kulon Progo mulai beroperasi.
Yogyakarta International Airport Kulon Progo commenced operations.

2018

11 Februari
February

Seremonial topping off Terminal Baru Bandara Jenderal Ahmad Yani Semarang.
Topping off ceremony of the new terminal at Jenderal Ahmad Yani Airport Semarang, Central Java.

18 Desember
December

Peresmian terminal baru Bandara Syamsuddin Noor Banjarmasin oleh Presiden Republik Indonesia.
The President of the Republic of Indonesia inaugurated the New Terminal at Syamsuddin Noor Airport Banjarmasin.

07 Juni
June

Peresmian terminal baru Bandara Jenderal Ahmad Yani Semarang oleh Presiden Republik Indonesia.
The President of the Republic of Indonesia inaugurated the new terminal at Jenderal Ahmad Yani Airport Semarang.



JEJAK LANGKAH
Milestones

Peresmian Bandara I Gusti Ngurah Rai Bali oleh Menteri Perhubungan RI.
Inauguration of I Gusti Ngurah Rai Airport Denpasar Bali by the Minister of Transportation of the Republic of Indonesia.

19 Desember
December

Pengoperasian Terminal Khusus Umroh Bandara Juanda Surabaya.
Operation of the Special Terminal for Umrah Pilgrims at Juanda Airport Surabaya.

13 Desember
December

Pengoperasian terminal domestik baru Bandara I Gusti Ngurah Rai Bali.
Operation of the new domestic terminal at I Gusti Ngurah Rai Airport, Bali.

Pengoperasian Terminal B Bandara Adisutjipto Yogyakarta.
Operation of Terminal B at Adisutjipto Airport, Yogyakarta.

17 Agustus
August

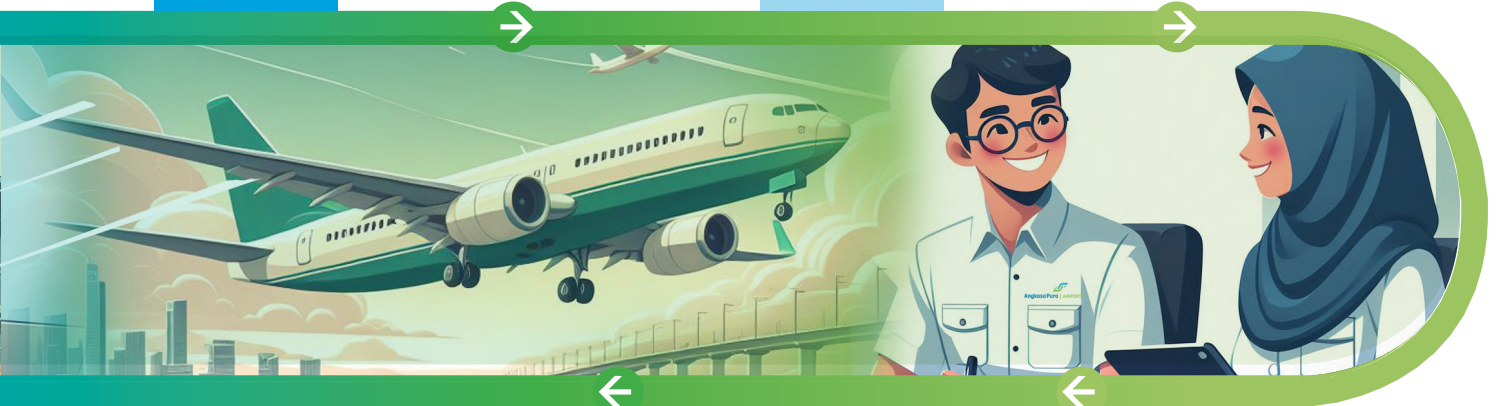
17 September
September

Groundbreaking Bandara Syamsudin Noor Banjarmasin.
Groundbreaking of Syamsudin Noor Airport, Banjarmasin.

18 Mei
May

2014

2015



2017

2017

2016

08 April
April

27 Januari
January

23 November
November

Groundbreaking pembangunan Kereta Api Bandara Adi Soemarmo Solo oleh Presiden Republik Indonesia
Groundbreaking of the construction of the Adi Soemarmo Airport Railway Solo by the President of the Republic of Indonesia.

Groundbreaking pembangunan Bandara Internasional Yogyakarta di Kulon Progo oleh Presiden Republik Indonesia.
Groundbreaking of construction of the Yogyakarta International Airport in Kulon Progo by the President of the Republic of Indonesia.

Penerbitan Obligasi I PT Angkasa Pura I tahun 2016 dan Sukuk Ijarah I PT Angkasa Pura I tahun 2016.
Issuance of PT Angkasa Pura I Bond I 2016 and PT Angkasa Pura I Sukuk Ijarah I 2016.



Penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021.

Issuance of Sustainable Bonds I Angkasa Pura I Phase I Year 2021 and Sustainable Sukuk Ijarah I Angkasa Pura I Phase I Year 2021.

Penandatanganan Kerja Sama Pengelolaan Bandara Hang Nadim Batam dengan PT Bandara Internasional Batam sebagai Badan Usaha Pelaksana (BUP).

Signing of the Management Cooperation Agreement for Batam Hang Nadim Airport with PT Bandara Internasional Batam as an Implementing Business Entity (BUP).

08 September
September

2021

21 Desember
December

2021



2023

28 Desember
December

Pembentukan *sub holding* PT Angkasa Pura Indonesia atau InJourney Airports yang dilaksanakan oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham PT Angkasa Pura I.

The establishment of a sub-holding company, PT Angkasa Pura Indonesia or InJourney Airports, carried out by the Ministry of State-Owned Enterprises and PT Aviassi Pariwisata Indonesia (Persero) as the shareholders of PT Angkasa Pura I.



Konsorsium PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), dan PT Wijaya Karya (Persero) Tbk. yakni PT Bandara Internasional Batam (BIB) resmi mengelola Bandara Internasional Hang Nadim Batam.

The consortium of PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), and PT Wijaya Karya (Persero) Tbk, PT Bandara Internasional Batam (BIB), officially manages Hang Nadim International Airport, Batam.

24 Juni
June

2022



2023

29 Maret
March

Penandatanganan Kerja Sama Operasi Bandara Dhoho Kediri oleh PT Angkasa Pura I dan PT Suraya Dhoho Investama (SDHI) yang menandai PT Angkasa Pura I sebagai pengelola Bandara Dhoho Kediri.

The signing of the Operation Cooperation Agreement for Dhoho Airport in Kediri by PT Angkasa Pura I and PT Suraya Dhoho Investama (SDHI) designating PT Angkasa Pura I as the operator of Dhoho Airport in Kediri.



KEGIATAN USAHA

Business Activities

KEGIATAN USAHA MENURUT ANGGARAN DASAR

Kegiatan usaha yang dijalankan PT Angkasa Pura I sebagaimana disebutkan dalam Pasal 3 Akta No. 17 tanggal 31 Maret 2023 bahwa maksud dan tujuan PT Angkasa Pura I yaitu melakukan usaha di bidang jasa kebandarudaraan pelayanan lalu lintas penerbangan, serta optimalisasi pemanfaatan sumber daya yang dimiliki perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan atau mengejar keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip perusahaan.

Kegiatan usaha PT Angkasa Pura I yaitu sebagai berikut:

1. Kegiatan usaha utama adalah aktivitas kebandarudaraan.
2. Kegiatan usaha penunjang meliputi:
 - Pertanian padi hibrida;
 - Pertanian hortikultura buah;
 - Pertanian hortikultura sayuran buah;
 - Pertanian hortikultura sayuran umbi;
 - Industri kartu cerdas;
 - Industri peralatan komunikasi lainnya;
 - Reparasi pesawat terbang;
 - Pembangkitan tenaga listrik;
 - Transmisi tenaga listrik;
 - Distribusi tenaga listrik;
 - Penjualan tenaga listrik;
 - Distribusi, dan penjualan tenaga listrik dalam satu kesatuan usah;
 - Aktivitas penunjang tenaga listrik lainnya;
 - Penampungan, penjernihan dan penyaluran air minum;
 - Pengumpulan air limbah tidak berbahaya;
 - *Treatment* dan pembuangan air limbah tidak berbahaya;
 - Pengumpulan limbah dan sampah tidak berbahaya;
 - Pengumpulan limbah berbahaya;
 - *Treatment* dan pembuangan limbah dan sampah tidak berbahaya;
 - Produksi kompos sampah organik;
 - *Treatment* dan pembuangan limbah berbahaya;
 - Konstruksi gedung perbelanjaan;
 - Konstruksi gedung penginapan;
 - Konstruksi gedung lainnya;
 - Konstruksi bangunan sipil jalan;
 - Konstruksi bangunan sipil pengolahan air bersih;
 - Konstruksi bangunan sipil elektrik;
 - Konstruksi sentral telekomunikasi;
 - Penyiapan lahan;
 - Instalasi listrik;
 - Instalasi elektronika;
 - Instalasi saluran air (*plumbing*);
 - Perdagangan besar bahan bakar padat, cair dan gas produk YBDI;
 - Pergudangan dan penyimpanan;
 - Aktivitas *bounded warehousing* atau wilayah kawasan berikut;
 - Aktivitas parkir di luar badan jalan (*off street parking*);
 - Angkutan multimoda;
 - Hotel bintang;
 - Apartemen hotel;

BUSINESS ACTIVITY ACCORDING TO THE ARTICLES OF ASSOCIATION

According to Article 3 of Deed of Resolution No. 66 dated December 15, 2021, PT Angkasa Pura I's business activities are to engage in the aviation services industry and air traffic control services, as well as to optimize the utilization of the company's resources to produce high-quality and competitive goods and/or services in order to obtain or pursue profits and to increase the company's value while implementing Corporate principles.

The Company's business activities are as follows:

1. The main business activity is airport operations and activities.
2. Supporting business activities include:
 - Hybrid rice farming;
 - Fruit horticulture farming;
 - Fruit vegetable horticulture farming;
 - Horticultural farming of root vegetables;
 - Smart card industry;
 - Other communications equipment industry;
 - Aircraft repair;
 - Electric power generation;
 - Electric power transmission;
 - Electric power distribution;
 - Sales of electricity;
 - Distribution and sale of electric power in one business unit;
 - Other electrical power supporting activities;
 - Storage, purification and distribution of drinking water;
 - Collection of non-hazardous wastewater;
 - Treatment and disposal of nonhazardous waste water;
 - Collection of waste and non-hazardous waste;
 - Collection of hazardous waste;
 - Treatment and disposal of waste and non-hazardous waste;
 - Production of organic waste compost;
 - Treatment and disposal of hazardous waste;
 - Construction of shopping buildings;
 - Construction of accommodation buildings;
 - Other building construction;
 - Road civil construction;
 - Construction of civil buildings for clean water processing;
 - Electrical civil building construction;
 - Telecommunication central construction;
 - Land preparation;
 - Electronic installation;
 - Electrical installation;
 - Installation of water channels (*plumbing*);
 - Wholesale trade in solid, liquid and gas fuels YBDI products;
 - Warehousing and storage;
 - Bounded warehousing activities or bonded areas;
 - Off street parking activities;
 - Multimodal transport;
 - Star-rated hotels;
 - Hotel apartments;



- Restoran;
- Bar;
- Aktivitas telekomunikasi dengan kabel;
- Jasa nilai tambah telepon lainnya;
- *Internet service provider*;
- Aktivitas jasa informasi lainnya YTDL;
- Penukaran valuta asing (*money changer*);
- *Real estate* yang dimiliki sendiri atau disewa;
- Kawasan industri;
- Aktivitas kantor pusat;
- Aktivitas konsultasi transportasi;
- Aktivitas konsultasi manajemen lainnya;
- Periklanan;
- Penelitian pasar;
- Aktivitas agen perjalanan wisata;
- Aktivitas kebersihan umum bangunan;
- Pendidikan lainnya swasta;
- Kegiatan penunjang pendidikan;
- Aktivitas rumah sakit lainnya;
- Aktivitas hiburan, seni, dan kreativitas lainnya

- Restaurants;
- Bars;
- Telecommunication activities by cable;
- Other telephone value added services;
- Internet service providers;
- YTDL's other information services activities;
- Foreign exchange (*money changer*);
- Owned or rented real estate;
- Industrial area;
- Head office activities;
- Transportation consultancy activities;
- Other management consulting activities;
- Advertising;
- Market research;
- Travel agency activities;
- General building cleaning activities;
- Other education is private;
- Other private education activities;
- Other hospital activities;
- Entertainment, arts and other creative activities

SEGMENT USAHA

Segmen usaha PT Angkasa Pura I dibagi menjadi dua jenis, yang terdiri dari:

1. Segmen produk dan jasa yang diberikan kepada perusahaan, terutama badan usaha angkutan udara dan mitra usaha lainnya.
2. Segmen produk dan jasa yang diberikan langsung kepada konsumen, terutama penumpang pesawat udara dan pengantar serta penjemput.

Produk dan layanan yang diberikan PT Angkasa Pura I secara rinci dijelaskan dalam uraian berikut:

1. Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U), yang diperuntukkan bagi pesawat udara yang mendarat di bandara. PJP4U mencakup juga penempatan pesawat udara di tempat terbuka di area bandara dan penyimpanan pesawat udara di dalam hanggar.
2. Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) berupa penyediaan fasilitas terminal kargo dan pos yang diperuntukkan kepada pengguna jasa terminal kargo di bandar udara.
3. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), yang ditujukan kepada setiap penumpang di terminal keberangkatan atau kedatangan bandar udara.
4. Garbarata (*Aviobridge*), merupakan jasa pemakaian garbarata (*aviobridge*) yang diberikan kepada perusahaan angkutan udara atau operator pesawat udara pada saat keberangkatan atau kedatangan
5. *Counter Check-In*, yaitu layanan kepada perusahaan angkutan udara atau operator pesawat udara sehubungan dengan pemakaian fasilitas bandara, khususnya terkait proses *check-in* penumpang.

BUSINESS SEGMENTS

PT Angkasa Pura I has two types of business segments, consisting of:

1. Product and service segments provided to companies, especially air freight companies and other business partners.
2. Product and service segments provided directly to consumers, primarily aircraft passengers and their relatives.

The Company's products and services are described in detail as follows:

1. Landing, Parking, and Hangar Service Charge (PJP4U), designated for aircraft landing at the airport. PJP4U is also designated for parking aircraft in the open areas of the airport area and for parking aircraft in the hangars.
2. Aircraft Cargo and Postal Services (PJKP2U) involves providing cargo and post terminal facilities intended for cargo terminal service users at the airports.
3. Passenger Service Charge (PJP2U), designated for all passengers in the departure or arrival terminal of the airports.
4. *Aviobridge*, *Aviobridge Usage Service* is provided to airlines or aircraft operators upon departure or arrival.
5. *Counter Check-In*, *Counter Check-In Service* is provided for airlines or aircraft operators for their use of airport facilities, specifically related to the passenger check-in process.



WILAYAH OPERASIONAL

OPERATIONAL AREAS

Hingga 31 Desember 2023, PT Angkasa Pura I telah mengelola 16 bandara baik langsung maupun tidak langsung, 5 entitas anak, dan 1 kantor proyek yang tersebar di berbagai provinsi di kawasan tengah dan timur Indonesia, yaitu:



Bandar Udara

1. Bandar Udara I Gusti Ngurah Rai Bali
2. Bandar Udara Juanda Surabaya
3. Bandar Udara Sultan Hasanuddin Makassar
4. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggian Balikpapan
5. Bandar Udara Frans Kaisiepo Biak
6. Bandar Udara Sam Ratulangi Manado
7. Bandar Udara Syamsudin Noor Banjarmasin
8. Bandar Udara Jenderal Ahmad Yani Semarang
9. Bandar Udara Adisutjipto Yogyakarta
10. Bandar Udara Adi Soemarmo Solo
11. Bandar Udara Zainuddin Abdul Madjid Lombok
12. Bandar Udara Pattimura Ambon
13. Bandar Udara El Tari Kupang
14. Bandar Udara Internasional Yogyakarta Kulon Progo
15. Bandar Udara Sentani Jayapura
16. Bandara Dhoho Kediri



As of December 31, 2023, PT Angkasa Pura I has directly and indirectly managed 16 airports, 5 subsidiary entities, and 1 project office across various provinces in the central and eastern regions of Indonesia, as follows:

Airports

1. I Gusti Ngurah Rai Airport Bali
2. Juanda Airport Surabaya
3. Sultan Hasanuddin Airport Makassar
4. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Frans Kaisiepo Airport Biak
6. Sam Ratulangi Airport Manado
7. Syamsudin Noor Airport Banjarmasin
8. Jenderal Ahmad Yani Airport Semarang
9. Adisutjipto Airport Yogyakarta
10. Adi Soemarmo Airport Solo
11. Zainuddin Abdul Madjid Airport Lombok
12. Pattimura Airport Ambon
13. El Tari Airport Kupang
14. Yogyakarta International Airport Kulon Progo
15. Sentani Airport Jayapura
16. Dhoho Airport Kediri

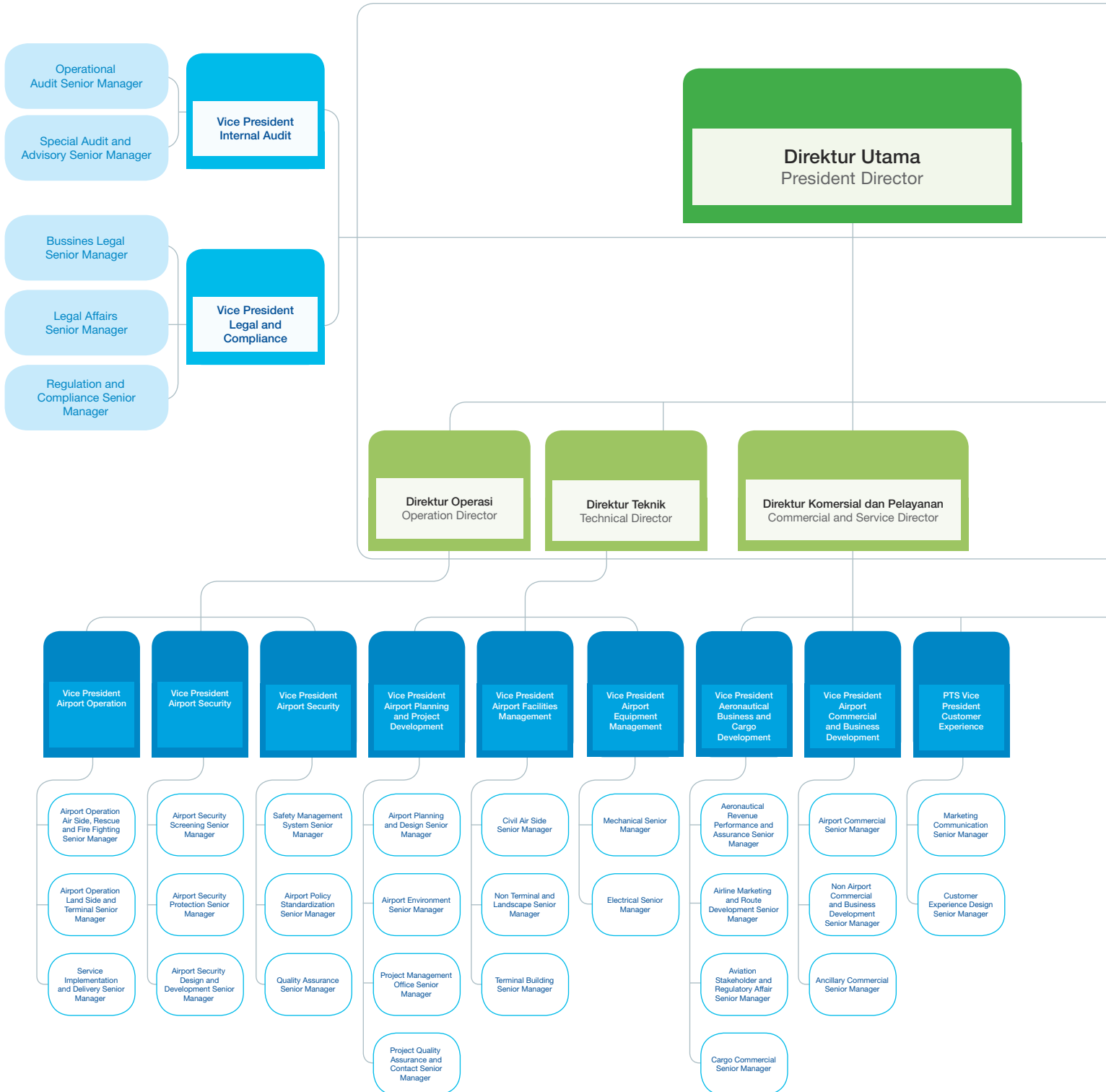


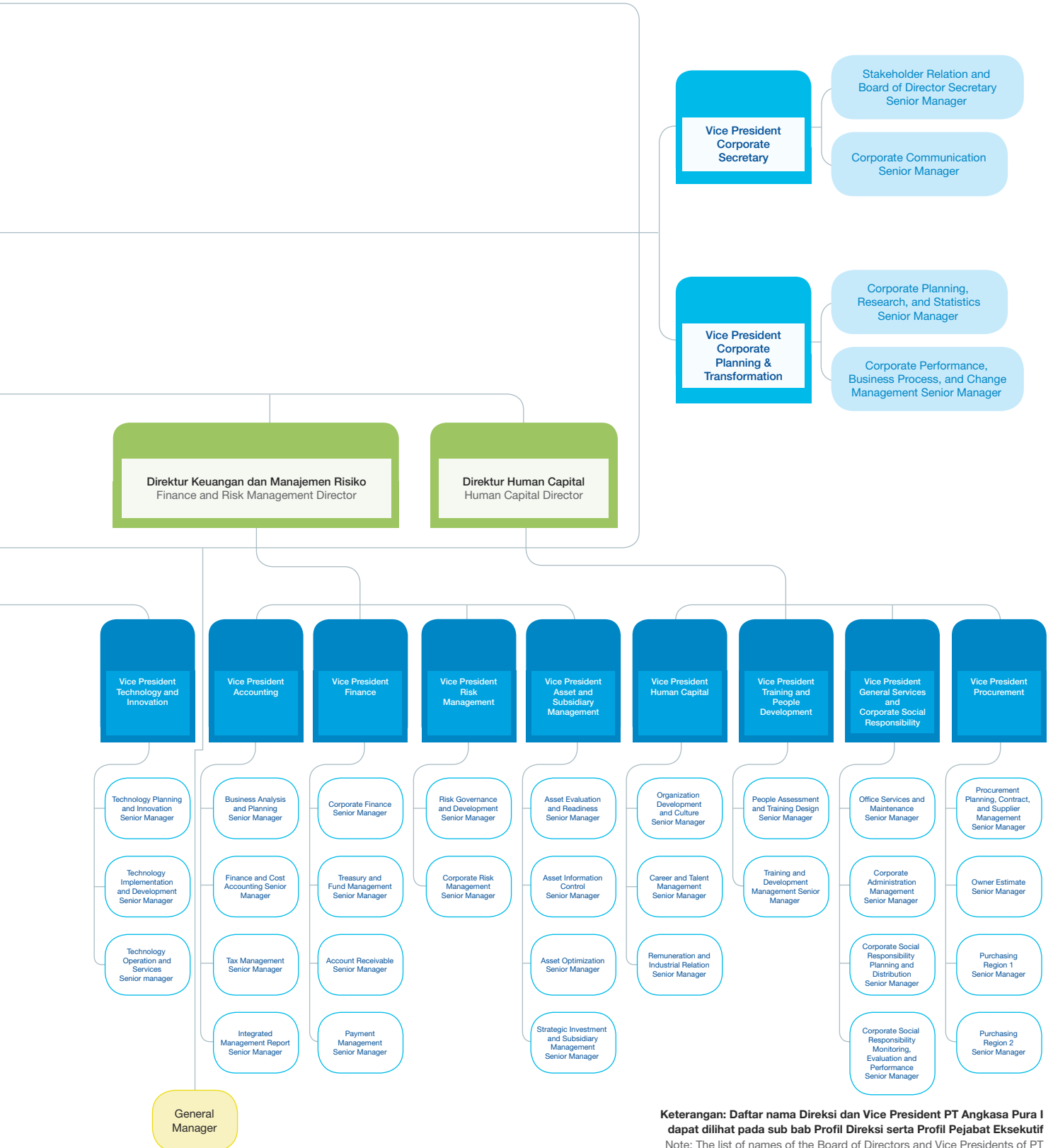
Proyek Pembangunan Development Project	Anak Perusahaan Subsidiaries	Kantor Pusat Head Office
Proyek Pengembangan Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Development Project Makassar	<ol style="list-style-type: none"> 1. PT Angkasa Pura Logistik 2. PT Angkasa Pura Properti 3. PT Angkasa Pura Suport 4. PT Angkasa Pura Hotel 5. PT Angkasa Pura Retail 	Kota Baru Bandar Kemayoran Blok B 12 Kav. 2, Jakarta, 10610



STRUKTUR ORGANISASI

Organisational Structure





Keterangan: Daftar nama Direksi dan Vice President PT Angkasa Pura I dapat dilihat pada sub bab Profil Direksi serta Profil Pejabat Eksekutif
 Note: The list of names of the Board of Directors and Vice Presidents of PT Angkasa Pura I can be seen in the sub-chapter Profile of the Board of Directors and Profile of the Executive Officers



KEANGGOTAAN PADA ASOSIASI

Association Membership

INDONESIA AVIATION AND TOURISM RESEARCH INSTITUTE (IATRI)

DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN

- Surat Edaran Menteri BUMN Nomor SE-1/MBU/02/2021 tentang Transformasi Fungsi Learning Center/Corporate University, Research Center dan Innovation Center BUMN
- Nota Kesepahaman antara PT Angkasa Pura II (Persero); PT Angkasa Pura I (Persero); PT Garuda Indonesia (Persero) Tbk; PT Hotel Indonesia Natour (Persero); PT Pengembangan Pariwisata Indonesia (Persero); PT Sarinah (Persero); PT Survai Udara Penas (Persero); PT Taman Wisata Candi Borobudur, Prambanan, dan Ratu Boko (Persero); dan Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Nomor MOU.DP.167/HK.04.01/2021 tentang Pelaksanaan Riset dan Inovasi di Bidang Penerbangan dan Pariwisata
- Keputusan Direksi PT Angkasa Pura II (Persero) Nomor KEP.04.04/00/07/2021/0705 tentang Tim Inovasi Indonesia Aviation and Tourism Research Institute (IATRI) BUMN Center of Excellence Klaster BUMN Pariwisata dan Pendukung tanggal 22 Juli 2021

PERAN PT ANGKASA PURA I:

Anggota Indonesia Aviation and Tourism Research Institute (IATRI).

TUGAS DAN TANGGUNG JAWAB:

1. Membuat anggaran dengan minimal 5% dari total biaya *human capital* dalam 1 tahun, dari semula dialokasikan hanya untuk program *learning/development* menjadi termasuk di dalamnya penelitian dan inovasi, dengan cara berkolaborasi dalam membangun wadah (*Learning, Research & Development, and Innovation*) di setiap klaster, termasuk mengoptimalkan *Corporate University/kapabilitas* BUMN yang relevan;

INDONESIA AVIATION AND TOURISM RESEARCH INSTITUTE (IATRI)

REGULATORY BASIS AND MEMBERSHIP CERTIFICATE NUMBER

- Minister of SOEs Circular No. SE-1/MBU/02/2021 on the Transformation of Functions of Learning Center/Corporate University, Research Center and Innovation Center of SOEs.
- Memorandum of Understanding between PT Angkasa Pura II (Persero); PT Angkasa Pura I (Persero); PT Garuda Indonesia (Persero) Tbk; PT Hotel Indonesia Natour (Persero); PT Indonesia Tourism Development (Persero); PT Sarinah (Persero); PT Air Penas Survey (Persero); PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Persero); and Public Company (Perum) Aviation Navigation Service Provider No. MOU.DP.167/HK.04.01/2021 on the Implementation of Research and Innovation in Aviation and Tourism.
- The Board of Directors Decree of PT Angkasa Pura II (Persero) No. KEP.04.04/00/07/2021/0705 on the Innovation Team of Indonesia Aviation and Tourism Research Institute (IATRI) BUMN Center of Excellence, Tourism and Support SOE cluster dated July 22, 2021.

ROLE OF PT ANGKASA PURA I:

Member of Indonesia Aviation and Tourism Research Institute (IATRI)

DUTIES AND RESPONSIBILITIES:

1. Making a budget with a minimum of 5% of the total cost of human capital in 1 year, from initially allocated only for learning/development programs to include research and innovation, by collaborating in building a forum (*Learning, Research & Development, and Innovation*) in each cluster, including optimizing the relevant Corporate University/SOE capabilities;





2. Mendorong fungsi riset atau pengembangan BUMN untuk menghasilkan inovasi yang implementatif, memberikan *added value and economy*, serta mendukung pencapaian target dan/atau peningkatan kinerja perusahaan secara berkelanjutan.
 3. Tidak membangun *corporate university/learning/training/research center* baru apabila program tersebut telah ditetapkan sebagai *Hub/Learning Institute/Research Institute* terintegrasi;
 4. Menyampaikan data dan informasi kepada Koordinator Kluster BUMN dan *Champion Hub/Institute* untuk kebutuhan penyusunan *Blueprint Hub/Institute* terintegrasi:
 - Fasilitas atau infrastruktur *Learning Center/Corporate University, Research Center, dan Innovation Center*.
 - Program pengembangan sumber daya manusia, teknologi, dan teknologi informasi.
 - Program unggulan atau uniqueness masing-masing *Learning Center/Corporate University, Research Center, dan Innovation Center*.
 - IT *maturity*.
 - Kapabilitas teknologi.
 - Inovasi yang dihasilkan perusahaan.
2. Encouraging the research or development function of SOE to produce implementable innovations, provide added value & economy, and support the achievement of targets and/or continuous improvement of company performance;
 3. Not building a new corporate university/learning/training/research center if the program has been designated as an integrated Hub/Learning Institute/Research Institute;
 4. Submitting data and information to the SOE Cluster Coordinator and Champion Hub/Institute for the preparation of an integrated Blueprint Hub/Institute:
 - Facilities or infrastructure for Learning Center/Corporate University, Research Center, and Innovation Center;
 - Human resource development program, technology, and information technology;
 - Excellent program or uniqueness of each Learning Center/Corporate University, Research Center, and Innovation Center;
 - IT maturity;
 - Technological capabilities;
 - Company-generated innovation



AIRPORTS COUNCIL INTERNATIONAL (ACI)

DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN:

Sertifikat keanggotaan ACI Asia-Pacific Region periode 1 Januari-31 Desember 2024.

PERAN PT ANGKASA PURA I:

Anggota atau member Airport Council International Asia-Pacific Region.

TUGAS DAN TANGGUNG JAWAB:

1. Mewakili operator bandara di wilayah Asia-Pasifik sebagai penyatuan suara dalam berbagai topik (*current issue*) dengan regulator nasional dan lembaga regulasi global.
2. Memberikan kontribusi bagi peningkatan kinerja di wilayah Asia-Pasifik melalui praktik terbaik dalam *safety, security, environment, perekonomian, SDM, dan teknologi informasi*.
3. Berpartisipasi pada program pelatihan dan pengembangan kompetensi, serta berbagi tren dan perspektif di industri aviasi melalui media publikasi antar anggota.
4. Berpartisipasi pada program Airport Service Quality (ASQ), termasuk *networking* dan *benchmarking* antar anggota di tingkat regional maupun global.

REGULATORY BASIS AND MEMBERSHIP CERTIFICATE NUMBER:

ACI Asia-Pacific Region membership certificate for the period of January 1 to December 31, 2024.

ROLE OF PT ANGKASA PURA I:

Member of Airport Council International Asia-Pacific Region.

DUTIES AND RESPONSIBILITIES:

1. Represent Asia-Pacific airport operators as a unified voice on current issues with national regulators and global regulatory agencies.
2. Contribute to the improvement of performance in the Asia-Pacific region by implementing best practices in *safety, security, environment, economy, human resources, and information technology*.
3. Attend training and competency development programs, as well as share trends and perspectives in the aviation industry through media publications among members.
4. Attend Airport Service Quality (ASQ) programs, including *networking* and *benchmarking* among members at regional and global levels.



INDONESIA CONTACT CENTER ASSOCIATION (ICCA)

DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN:

Sertifikat keanggotaan ICCA dengan nomor keanggotaan 2071, kategori *Gold* periode 5 April 2023-5 April 2024.

PERAN PT ANGKASA PURA I:

Anggota atau member Indonesia Contact Center Association (ICCA)

TUGAS DAN TANGGUNG JAWAB:

- Berpartisipasi pada ajang penghargaan The Best Contact Center Indonesia (TBCCI) tingkat nasional di Indonesia, yang mendapat pengakuan secara internasional oleh Contact Center Association of Asia Pacific (CC-APAC), sehingga diharapkan pelaku *contact center* mendapatkan wawasan baru serta inspirasi untuk dapat meningkatkan pelayanan yang sesuai dengan harapan pelanggan.
- Berpartisipasi pada program-program yang diselenggarakan oleh Indonesia Contact Center Association (ICCA), seperti seminar/*executive talk*, webinar, *winner sharing*, *benchmarking*, sertifikasi, *site visit contact center*; dan kegiatan sosial.

LEGAL BASIS AND MEMBERSHIP CERTIFICATE NUMBER

ICCA membership certificate number 2071, Gold category for the period April 5, 2023 - April 5, 2024.

PT ANGKASA PURA I'S ROLE:

Member of the Indonesia Contact Center Association (ICCA)

DUTIES AND RESPONSIBILITIES:

- Participate in the national "The Best Contact Center Indonesia (TBCCI) award" event in Indonesia, internationally recognized by the Contact Center Association of Asia Pacific (CC-APAC), with the aim of providing contact center practitioners with new insights and inspiration to enhance services in line with customer expectations.
- Participate in programs organized by the Indonesia Contact Center Association (ICCA), such as seminars/ executive talks, webinars, winner sharing, benchmarking, certification, contact center site visits, and social activities.



FORUM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL) BUMN

DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN:

- Rapat pendirian dan pengukuhan Forum TJSL pada tanggal 8 Juli 2022;
- Surat Keputusan Nomor KEP.FTJSL/01/2022 tentang Penetapan Susunan Pengurus Forum TJSL BUMN;
- Akta pendirian Forum TJSL BUMN Nomor 06 tanggal 8 Juli 2022, Notaris Titik Krisna Murti Wikaningsih Hastuti, S.H.,M.KN.

PERAN PT ANGKASA PURA I:

Mendukung kegiatan yang dilaksanakan oleh Forum TJSL sehingga program-program TJSL dapat dilaksanakan secara solid, sinergis, dan selalu berada dalam koridor ketentuan yang ada.

TUGAS DAN TANGGUNG JAWAB:

Berperan aktif dalam kegiatan, rapat, dan *event* yang diselenggarakan oleh Forum Tanggung Jawab Sosial dan Lingkungan (TJSL).

LEGAL BASIS AND MEMBERSHIP CERTIFICATE NUMBER:

- Establishment and inauguration meeting of the CSR Forum on July 8, 2022;
- Ministerial Decree number KEP.FTJSL/01/2022 ON the Establishment of the Management Structure of the SOE CSR Forum;
- Deed of Establishment of the SOE CSR Forum Number 06 dated July 8, 2022, Notary Titik Krisna Murti Wikaningsih Hastuti, S.H., M.KN.

ROLE OF PT ANGKASA PURA I:

Support the Social and Environmental Responsibility Forum's activities so that the programs can be implemented in a solid and synergistic manner and always within the corridors of existing regulations.

DUTIES AND RESPONSIBILITIES:

Take an active role in activities, meetings, and events organized by the Social and Environmental Responsibility Forum.



KEANGGOTAAN PADA ASOSIASI Membership in Associations





PROFIL DEWAN KOMISARIS

PROFILE OF THE BOARD OF COMMISSIONERS



NOVIE RIYANTO R.
Komisaris Utama
President Commissioner

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Pekalongan, 11 November 1966
Pekalongan, November 11, 1966

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
57 tahun per Desember 2023
57 years old as of December 2023

Periode Jabatan

Term of Office
Komisaris Utama PT Angkasa Pura I
07 Agustus 2023-28 Desember 2023

President Commissioner of PT Angkasa Pura I
August 07, 2023-December 28, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Teknik Geodesi, Universitas Gadjah Mada 1992
Bachelor of Geodetic Engineering, Gadjah Mada University 1992
- Master (S2), Aeronautika, Enac Perancis, 1998
Master of Aeronautics, Enac France, 1998

Pengalaman Kerja

Work Experience

- Sekretaris Jenderal Kementerian Perhubungan (2022-Sekarang);
Secretary General of the Ministry of Transportation (2022-Present);
- Direktur Jenderal Perhubungan Udara (2020-2022);
Director General of Civil Aviation (2020-2022);
- Direktur Utama Perusahaan Umum LPPNPI (2017);
President Director of LPPNPI Public Company (2017);
- Direktur Navigasi Penerbangan (2015-2017);
Aviation Navigation Director (2015-2017);
- Kepala Kantor Otoritas Bandara Kelas I Wilayah II Kualanamu – Medan (2015);
Head of Class I Airport Authority Region II Kualanamu – Medan (2015);
- Kasubdit Manajemen Informasi Aeronautika, Dit Navigasi Penerbangan (2014).
Head of Sub-Directorate for Aeronautical Information Management, Directorate of Aviation Navigation (2014).

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Utama Perusahaan sejak 07 Agustus 2023 berdasarkan akta keputusan SK Menteri Negara BUMN No SK-227/MBU/08/2023 dan Nomor KEP.INJ.03.06/23/08/2023/A.0069 tanggal 07 Agustus 2023.

Appointed as President Commissioner of the Company since August 07, 2023 pursuant to the Decree of the Minister of State for State-Owned Enterprises No SK-227/MBU/08/2023 and Number KEP. INJ.03.06/23/08/2023/A.0069 dated August 07, 2023.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Sekretaris Jenderal, Kementerian Perhubungan RI (2022)

Secretary General, Indonesian Ministry of Transportation (2022)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.




DJOKO SASONO
Komisaris Utama
President Commissioner

Kewarganegaraan
Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth
Kediri, 25 September 1963
Kediri, September 25, 1968

Domisili
Domicile
Jakarta, Indonesia

Usia
Age
60 tahun per Desember 2023
60 years old as of December 2023

Periode Jabatan
Term of Office
19 Juli 2018-19 Juli 2023
July 19, 2018-July 19, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Teknik Planologi, Institut Teknologi Bandung, 1987
Bachelor of Planning Engineering, Bandung Institute of Technology, 1987
- Master (S2), Transportation Planning and Engineering, The University of Leeds, United Kingdom, 1994
Master of Transportation Planning and Engineering, The University of Leeds, United Kingdom, 1994
- Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002
Doctorate in Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002

Pengalaman Kerja

Work Experience

- Sekretaris Jenderal Kementerian Perhubungan (2018)
Secretary General of the Ministry of Transportation (2018)
- Kepala Badan Pengembangan SDM Perhubungan (2017-2018)
Head of Transportation Human Resources Development Agency (2017-2018)
- Staf ahli Bidang Logistik, Multimoda, dan Keselamatan Perhubungan (2016)
Expert Staff of Logistics, Multimodal Transportation & Transportation Safety (2016)
- Penyusun Dokumen Perencanaan dan Program (2016)
Drafting Team for Planning & Program Document (2016)
- Direktur Jenderal Perhubungan Darat (2015-2016)
Director General of Land Transportation (2015-2016)
- Direktur Bina Sistem Transportasi Perkotaan (2012-2015)
Director of Urban Transportation System Development (2012-2015)
- Kepala Pusat Data dan Informasi (2009-2012)
Head of Center for Data and Information (2009-2012)
- Perumus Kebijakan Trans. Multimoda (2008-2009)
Drafting Team for Multimodal Transport (2008-2009)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Utama Perusahaan sejak 19 Juli 2018 berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-210/ MBU/07/2018 Tanggal 19 Juli 2018, hingga tanggal 19 Juli 2023.
Appointed as President Commissioner of the Company since July 19, 2018 based on the Decree of the Minister of State for State-Owned Enterprises No. SK-210/ MBU/07/2018 July 19 2018, until July 19 2023.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan RI (2022)
Head of Transportation Human Resources Development Agency, Ministry of Transportation, RI (2022)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, the Board of Commissioners, or Main and Controlling Shareholders.



ERWAN AGUS PURWANTO
Komisaris Utama
President Commissioner

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Klaten, 2 Agustus 1968
Klaten, August 2, 1966

Domisili

Domicile
Sleman, Indonesia

Usia

Age
55 tahun per Desember 2023
55 years old as of December 2023

Periode Jabatan

Term of Office
Komisaris Utama: 28 Desember 2023-sekarang
President Commissioner: December 28, 2023-present

Komisaris Independen: 20 Maret 2020-28 Desember 2023
Independent Commissioner: March 20, 2020-December 28, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Jurusan Ilmu Administrasi Negara Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, 1992
Bachelor degree in Public Administration, Department of Public Administration, Faculty of Social and Political Sciences, Gadjah Mada University, 1992
- Master (S2), Magister Administrasi Publik, Program Pasca Sarjana, Universitas Gadjah Mada, 1997
Master of Public Administration, Postgraduate Program, Gadjah Mada University, 1997
- Doktor (S3), Amsterdam School for Social Science Research, Faculty of social and behavioural science, University of Amsterdam, 2004
Doctorate, Amsterdam School for Social Science Research, Faculty of Social and Behavioral Science, University of Amsterdam, 2004

Pengalaman Kerja

Work Experience

- Guru Besar dalam Bidang Kebijakan Publik, FISIPOL UGM (2019)
- Panelis Debat Presiden dengan topik: pertahanan, dan urusan internasional (2019)
- Anggota Senat Akademik FISIPOL UGM (tahun 2010-2019)
- Koordinator Tim Penyusunan Renstra UGM 2012-2017
- Anggota Tim Seleksi Komisi Pemilihan Umum (KPU) dan Badan Pengawas Pemilu (Bawaslu) Republik Indonesia (2016)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Perusahaan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020, based on the Minister of SOEs Decree No. SK-85/MBU/03/2020 dated March 20, 2020, until there is further GMS resolution.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan, Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (27 April 2021 – Sekarang).

Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision, Ministry of State Apparatus Utilization and Bureaucratic Reform (April 27, 2021 – Present).

Guru Besar dalam Bidang Kebijakan Publik, Universitas Gadjah Mada (2019-sekarang).

Professor in Public Policy, Gadjah Mada University (2019-present)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, the Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DEWAN KOMISARIS PROFILE OF THE BOARD OF COMMISSIONERS



IRFAN WAHID
Komisaris Independen
Independent Commissioner

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Jakarta, 25 Februari 1969
Jakarta, February 25, 1969

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

54 tahun per Desember 2023
54 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama
20 Maret 2020-sekarang

First term

March 20, 2020-present

Riwayat Pendidikan

Educational Background

- Sarjana (S1) di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat
Bachelor's degree from Jakarta Institute of Arts and The Art Institute of Seattle in the United States.
- Master (S2), Magister Management Universitas Gajayana, Malang (2022)
Master's degree in Management, Gajayana University, Malang (2022)

Pengalaman Kerja

Work Experience

- Komisaris, Shipper Indonesia (2021)
Commissioner, Shipper Indonesia (2021)
- Penasihat Khusus Menteri Koordinator Kemaritiman dan Investasi Bidang Kepariwisata (2019)
Special Advisor to the Coordinating Minister for Maritime Affairs and Investment in the Tourism Sector (2019)
- Senior Advisor di PT Gojek Indonesia (2018)
Senior Advisor at PT Gojek Indonesia (2018)
- Anggota Komite Ekonomi Industri Nasional sebagai Ketua Pokja Industri Kreatif (2016)
Member of National Committee for the Economy and Industry as the Head of the Creative Industry Working Group (2016)
- Konsultan Tourism Branding beberapa Pemerintah Daerah Tourism Branding
Consultant of several Local Governments
- Anggota Dewan Penasehat di Kamar Dagang dan Industri Indonesia (KADIN Indonesia) membidangi UMKM, Pariwisata dan Ekonomi Kreatif
Member of the Advisory Board at the Indonesian Chamber of Commerce and Industry (KADIN Indonesia) in charge of MSMEs, Tourism and Creative Economy
- Senior advisor di Muslimat NU Masyarakat Ekonomi Syariah (MES), dan Wakil Pengasuh Pesantren Tebuireng
Senior advisor at Muslimat NU Sharia Economic Community (MES), and Deputy Leader of Pesantren Tebuireng
- Anggota dewan pakar di Ikatan Cendekiawan Muslim Indonesia (ICMI)
Member of Expert Board at the Indonesian Association of Muslim Intellectuals (ICMI)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Perusahaan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020, based on the Minister of SOEs Decree No. SK-85/MBU/03/2020 dated March 20, 2020, until there is further GMS resolution.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

- Penasehat Khusus Menteri Pemuda dan Olahraga, Kementerian Pemuda dan Olahraga RI (2023-sekarang)
Special Advisor to the Minister of Youth and Sports, Ministry of Youth and Sports of the Republic of Indonesia (2023-present)
- Staf Khusus Menteri Koordinator Bidang Perekonomian, Kementerian Koordinator Bidang Perekonomian RI (2022-sekarang)
Special Staff to the Coordinating Minister for Economic Affairs of the Republic of Indonesia (2022-present)
- Komisaris, Shipper Indonesia (2021-sekarang)
Commissioner, Shipper Indonesia (2021-present)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



DANANG PARIKESIT
Komisaris
Commissioner

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Yogyakarta, 3 Juni 1965
Yogyakarta, June 3, 1965

Domisili

Domicile
Yogyakarta, Indonesia

Usia

Age
58 tahun per Desember 2023
58 years old as of December 2023

Periode Jabatan

Term of Office
Komisaris PT Angkasa Pura I
20 Maret 2020-28 Desember 2023

Commissioner of PT Angkasa Pura I
March 20, 2020-December 28, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Teknik Sipil, Universitas Gadjah Mada (UGM), Yogyakarta, 1988
Bachelor's Degree in Civil Engineering, Gadjah Mada University (UGM), Yogyakarta, 1988
- Master (S2) M.Sc. (Eng), University of Leeds, Inggris, 1990
Master of Science degree, the University of Leeds in UK, 1990
- Dr-Tech (S3), Summa Cum Laude, Vienna University of Technology, Austria, 1996
Doctor of Technology (Dr-Tech), Summa Cum Laude, Vienna University of Technology in Austria, 1996

Pengalaman Kerja

Work Experience

- Komisaris PT Pelni, Persero (2018)
Commissioner of PT Pelni, Persero (2018)
- Komisaris PT Transportasi Jakarta (2018)
Commissioner of PT Transportasi Jakarta (2018)
- Komisaris Independen PT KAI, Persero (2015)
Independent Commissioner of PT KAI, Persero (2015)
- Ahli Transportasi dan ke-PU-an, Tim Percepatan Pembangunan Proyek Prioritas (2017)
Transportation and Public Works Expert, Priority Project Development Acceleration Team (2017)
- Komite Investasi pada Mizuho Asia Infra – Venture Capital (2015)
Investment Committee of Mizuho Asia Infra - Venture Capital (2015)
- Ketua Umum, Masyarakat Transportasi Indonesia (MTI)
Chairman, Indonesia Transportation Society (MTI)
- Wakil Ketua/Anggota Tim Oversight Committee proyek LRT Jabodebek dan LRT Palembang (2015-2017)
Vice Chairman/Member of Oversight Committee for the LRT Jabodebek dan LRT Palembang projects (2015-2017)
- Anggota Board dari The Indonesia Infrastructure Initiative (IndII), Kemenko Perekonomian/Bappenas/AusAID (2009-2017)
Board Member of The Indonesia Infrastructure Initiative (IndII), Coordinating Ministry for Economic Affairs/Bappenas/AusAID (2009-2017)

- Anggota Tim Transisi Jokowi JK, Kedeputan Infrastruktur, Koordinator bidang Transportasi (2014)
Member of the Jokowi-JK Transition Team, Deputy for Infrastructure, Transportation Coordinator (2014)
- Staf Khusus Menteri Pekerjaan Umum pada tahun (2010-2014)
Special Staff to the Minister of Public Works (2010-2014)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris PT Angkasa Pura 1 sejak 20 Maret 2020, dengan dasar hukum pengangkatan pertama kali adalah SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-85/MBU/03/2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020. The first legal basis of appointment was the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-85/MBU/03/2020, until there is further GMS resolution.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Kepala Badan Pengatur Jalan Tol Kementerian Pekerjaan Umum dan Perumahan Rakyat RI
Head of the Toll Road Regulatory Agency of the Ministry of Public Works and Housing of the Republic of Indonesia

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DEWAN KOMISARIS PROFILE OF THE BOARD OF COMMISSIONERS



ELEN SETIADI
Komisaris
Commissioner

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Cerenti, 1 September 1971
Cerenti, September 1, 1971

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

52 tahun per Desember 2023
52 years old as of December 2023

Periode Jabatan

Term of Office

Komisaris PT Angkasa Pura I
23 November 2021-28 Desember 2023

Commissioner of PT Angkasa Pura I
November 23, 2021-December 28, 2023

Riwayat Pendidikan

Educational Background

- Fakultas Hukum Universitas Andalas Padang, Sumatera Barat (1990-1995)
Faculty of Law, Andalas University, Padang, West Sumatra (1990- 1995)
- Magister Ilmu Ekonomi Fakultas Ilmu Ekonomi Universitas Indonesia, Jakarta (2004-2006)
Master's Degree in Economics, Faculty of Economics, University of Indonesia, Jakarta (2004-2006)

Pengalaman Kerja

Work Experience

- Staf Ahli Bidang Hubungan Ekonomi dan Politik, Hukum dan Keamanan, Kementerian Koordinator Bidang Perekonomian (19 Desember 2016-14 Mei 2020)
Expert Staff for Economic and Political Relations, Law and Security, Coordinating Ministry for Economic Affairs (December 19, 2016-May 14, 2020)
- Kepala Biro Hukum, Persidangan dan Hubungan Masyarakat, Sekretariat Kementerian Koordinator Bidang Perekonomian (10 Mei 2013-18 Desember 2016)
Head of Legal, Trial and Public Relations Bureau, Secretariat of the Coordinating Ministry for Economic Affairs (May 10, 2013-December 18, 2016)
- Kepala Bagian Hukum, Biro Persidangan dan Hubungan Masyarakat, Sekretariat Kementerian Koordinator Bidang Perekonomian (Agustus 2006-9 Mei 2013)
Head of Legal Section, Trial and Public Relations Bureau, Secretariat of the Coordinating Ministry for Economic Affairs (August 2006-May 9, 2013)
- Kepala Sub Bagian Pelaksanaan Persidangan, Bagian Persidangan Biro Persidangan dan Hubungan Masyarakat, Sekretariat Kementerian Koordinator Bidang Perekonomian (September 2005-Agustus 2006)
Head of Sub-Section for the Implementation of Trials, Section for Sessions, Bureau of Trials and Public Relations, Secretariat of the Coordinating Ministry for Economic Affairs (September 2005-August 2006)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Perusahaan sejak 23 November 2021, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-365/MBU/11/2021 tanggal 23 November 2021 hingga ada keputusan lebih lanjut. Appointed as Commissioner of the Company on November 23, 2021, based on the Minister of SOEs Decree No. SK-365/MBU/11/2021 dated November 23, 2021, until there is a further GMS resolution.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

- Deputi Bidang Koordinasi Pengembangan Badan Usaha Milik Negara, Riset, Dan Inovasi
Deputy for Coordination of State-Owned Enterprise Development, Research and Innovation
- Plt Staf Ahli Bidang Regulasi, Penegakan Hukum, dan Ketahanan Ekonomi
Acting Expert Staff for Regulation, Law Enforcement and Economic Resilience

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



HIDAYAT AMIR
Komisaris
Commissioner

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Purworejo, 4 Agustus 1974
Purworejo, August 4, 1974

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

49 tahun per Desember 2023
49 years old as of December 2023

Periode Jabatan

Term of Office

21 November 2022-28 Desember 2023
November 21, 2022-December 28, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Sarjana Ekonomi (S.E) Universitas Indonesia, tahun 2000
Bachelor's degree in Economics (S.E), University of Indonesia, 2000
- Master (S2), Master Sains Ekonomi (M.S.E), Universitas Indonesia tahun 2004
Master of Science in Economics (M.S.E), University of Indonesia in 2004
- Doctor (S3) Doctor of Philosophy (Ph.D) bidang Ekonomi, University of Queensland Australia tahun 2012
Doctor of Philosophy (Ph.D) in Economics, University of Queensland Australia in 2012

Pengalaman Kerja

Work Experience

- Kepala Pusat Kebijakan Ekonomi Makro, Badan Kebijakan Fiskal (2019)
Head of Center for Macroeconomic Policy, Fiscal Policy Agency (2019)
- Pelaksana Tugas (Plt) Kepala Pusat Kebijakan Anggaran dan Pendapatan Belanja Negara, Badan Kebijakan Fiskal (2017)
Acting Head of the Center for Budget and Revenue Policy, Fiscal Policy Agency (2017)
- Pejabat Fungsional Peneliti (Peneliti Madya) di Badan Kebijakan Fiskal (2007)
Functional Researcher (Associate Researcher) at the Fiscal Policy Agency (2007)
- Memulai Karier di Kementerian Keuangan sebagai Pegawai Badan Pendidikan dan Pelatihan keuangan (1995-2004); Badan Analisa Fiskal (2004-2005); Badan Pengkajian Ekonomi, Keuangan dan Kerja Sama Internasional (2005-2006)
The incumbent began his career at the Ministry of Finance as an employee of the Financial Education and Training Agency (1995-2004); Fiscal Analysis Agency (2004-2005); Agency of Economic Assessment, Financial, and International Cooperation (BAPEKKI) (2005-2006).

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris Perusahaan sejak 21 November 2022, berdasarkan Surat Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-262/MBU/11/2022; Nomor KEP. INJ.03.06/23/11/2022/A.0031 tanggal 21 November 2022 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on November 21, 2022, based on Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia No. SK-262/MBU/11/2022; No. KEP.INJ.03.06/23/11/2022/A.0031 dated November 21, 2022, until there is a further GMS resolution.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal, Kementerian Keuangan (4 Oktober 2021)

Head of Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance (October 4, 2021)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DEWAN KOMISARIS PROFILE OF THE BOARD OF COMMISSIONERS



TRI BUDI SATRIYO
Komisaris Independen
Independent Commissioner

Kewarganegaraan Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir Place & Date of Birth

Blora, 12 Desember tahun 1961
Blora, December 12, 1961

Domisili Domicile

Jakarta, Indonesia

Usia Age

62 tahun per Desember 2023
62 years old as of December 2023

Periode Jabatan Term of Office

19 Juli 2018-19 Juli 2023
July 19, 2018-July 19, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997
Bachelor in State Administration from Madiun Open University, 1997
- Master (S2), Manajemen, Universitas IMMI, 2010
Master of Management from IMMI University, 2010

Pengalaman Kerja

Work Experience

TNI AU dari Tahun 1984 sampai dengan tahun 2020

A member of the Indonesian Air Force from 1984 to 2020

Dasar Hukum Pengangkatan

Legal Basis of Appointment

- Diangkat sebagai Komisaris Perusahaan sejak 19 Juli 2018, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-210/MBU/07/2018 tanggal 19 Juli 2018 hingga tanggal 19 Juli 2023.
Appointed as Company Commissioner since July 19, 2018, based on the Decree of the Minister of State for State-Owned Enterprises No. SK-210/MBU/07/2018 dated July 19, 2018 to July 19, 2023.
- Dan diangkat berdasarkan Keputusan SK Menteri Negara BUMN Nomor SK-85/MBU/03/2020 tanggal 20 Maret 2020 sebagai Komisaris Independen Perusahaan PT Angkasa Pura I
And appointed based on the Decree of the Minister of State for State-Owned Enterprises Number SK-85/MBU/03/2020 dated March 20, 2020 as Independent Commissioner of the Company PT Angkasa Pura I

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Tidak memiliki jabatan rangkap.

Does not have concurrent positions.

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



Komposisi Dewan Komisaris Per Desember 2022 Composition of the Board of Commissioners as of December 31, 2022	Direksi Per 31 Desember 2023 The Board of Directors as of December 31, 2023
Komisaris Utama: Djoko Sasono President Commissioner: Djoko Sasono	Komisaris Utama 07 Agustus-27 Desember 2023: Novie Riyanto President Commissioner August 07-December 28, 2023: Novie Riyanto
Komisaris Independen: Erwan Agus Purwanto Independent Commissioner: Erwan Agus Purwanto	Komisaris Utama 28 Desember 2023-sekarang: Erwan Agus Purwanto President Commissioner December 28, 2023-present: Erwan Agus Purwanto
Komisaris Independen: Tri Budi Satriyo Independent Commissioner: Tri Budi Satriyo	Komisaris: Irfan Wahid Commissioner: Irfan Wahid
Komisaris Independen: Irfan Wahid Independent Commissioner: Irfan Wahid	
Komisaris: Danang Parikesit Commissioner: Danang Parikesit	
Komisaris: Elen Setiadi Commissioner: Elen Setiadi	
Komisaris: Hidayat Amir Commissioner: Hidayat Amir	



PROFIL DIREKSI

PROFILE OF THE BOARD OF DIRECTORS



FAIK FAHMI
Direktur Utama
President Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Purbalingga, 12 Desember 1967
Purbalingga, December 12, 1967

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

56 tahun per Desember 2023
56 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama

First term

22 Desember 2017-12 Desember 2022
December 22, 2017-December 12, 2022

Periode kedua

Second term

12 Desember 2022-28 Desember 2023
December 12, 2022-December 28, 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Ekonomi bidang Manajemen, Fakultas Ekonomi Universitas Gadjah Mada, Yogyakarta, 1993
Bachelor in Economic Management, Faculty of Economics and Business, Gadjah Mada University, Yogyakarta, 1993
- Magister (S2), Magister Manajemen, Universitas Bina Nusantara, 2020
Master of Management, Bina Nusantara University, 2020

Pengalaman Kerja

Work Experience

- Direktur Utama PT ASDP Indonesia Ferry (Persero) (21 Desember 2016-22 Desember 2017)
President Director at PT ASDP Indonesia Ferry (Persero) (December 21, 2016-December 22, 2017)
- Direktur Pelabuhan PT ASDP Indonesia Ferry (Persero) (12 September 2016-21 Desember 2016)
Port Director at PT ASDP Indonesia Ferry (Persero) (September 12, 2016-December 21, 2016)
- Direktur Komersial & Pengembangan Usaha PT Angkasa Pura II (Persero) (Januari 2015-11 September 2016)
Director of Commercial and Business Development of PT Angkasa Pura II (Persero) (January 2015-September 11, 2016)
- Direktur Layanan PT Garuda Indonesia (Persero) Tbk (April 2012-Desember 2014)
Director of Service at PT Garuda Indonesia (Persero) Tbk (April 2012-December 2014)
- VP untuk Regional Jepang, Korea, Tiongkok, dan Amerika Serikat PT Garuda Indonesia (Persero) Tbk. (Membawahi 9 cabang) (Juli 2008-April 2012)
VP for Region Japan, Korea, China, and USA PT Garuda Indonesia (Persero) Tbk. (in charge of 9 branches) (July 2008-April 2012)
- Direktur Utama Garuda Orient Holiday Japan, LTD (Januari 2010-April 2012)
President Director of Garuda Orient Holiday Japan, LTD (January 2010-April 2012)
- General Manager of Osaka PT Garuda Indonesia (Persero) Tbk. (Juni 2005-Juli 2008)
General Manager of Osaka PT Garuda Indonesia (Persero) Tbk. (June 2005-July 2008)
- General Manager of Pekanbaru PT Garuda Indonesia (Persero) Tbk. (2002-2005)
General Manager of Pekanbaru PT Garuda Indonesia (Persero) Tbk. (2002-2005)

Penunjukkan Lainnya

Other Appointments

- Komisaris Utama PT Bandar Udara Internasional Hang Nadim Batam (Desember 2021-November 2023)
President Commissioner of PT Hang Nadim International Airport, Batam (December 2021-November 2023)
- Komisaris Utama PT Angkasa Pura Support (Januari 2018-2022)
President Commissioner of PT Angkasa Pura Support (January 2018-2022)
- Komisaris Utama PT Indonesia Ferry Property (Oktober 2017-Desember 2017)
President Commissioner of PT Indonesia Ferry Property (October 2017-December 2017)
- Komisaris Utama PT Abacus Indonesia (November 2013-2015)
President Commissioner of PT Abacus Indonesia (November 2013-2015)

- Komisaris PT Angkasa Pura Solusi (April 2015-September 2016)
Commissioner of PT Angkasa Pura Solusi (April 2015-September 2016)
- Komisaris Utama PT Angkasa Pura Kargo (Maret 2016-September 2016)
President Commissioner of PT Angkasa Pura Kargo (March 2016-September 2016)
- Komisaris Utama PT Garuda Indonesia Holiday (Mei 2014-2015)
President Commissioner of PT Garuda Indonesia Holiday (May 2014-2015)
- Komisaris PT Aerofood Indonesia (Juni 2015-2015)
Commissioner of PT Aerofood Indonesia (June 2015-2015)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Utama PT Angkasa Pura I sejak 22 Desember 2017 berdasarkan Keputusan Menteri BUMN Nomor S-289/MBU/12/2017 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Direksi Perusahaan Perusahaan (Persero) PT Angkasa Pura I Tanggal 22 Desember 2017. Kemudian diangkat kembali sebagai Direktur Utama sejak 12 Desember 2022 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP.INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I. Appointed as President Director of PT Angkasa Pura I on December 22, 2017, based on Decree of the Minister of SOEs Number S-289/MBU/12/2017 on the Dismissal and Appointment of Members of the Board of Directors of Perusahaan Perseroan (Persero) PT Angkasa Pura I on December 22, 2017. Then reappointed as President Director on December 12, 2022, pursuant to Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia Number SK-287/MBU/12/2022 and Number KEP.INJ.01.01/23/12/2022/A.0036 on Dismissal, Change of Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Komisaris Utama, PT Bandara Internasional Batam (21 Desember 2021-November 2023).
President Commissioner of PT Batam International Airport (December 21, 2021-November 2023).

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



MMA INDAH PREASTUTY
Direktur Utama
President Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Sidoarjo, 28 November 1966
Sidoarjo, November 28, 1966

Domisili

Domicile

Sleman, Indonesia

Usia

Age

57 tahun per December 2023
57 years old as of Desember 2023

Periode Jabatan

Term of Office

Direktur Operasi
Operation Director
05 Mei 2023-28 Desember 2023
May 05, 2023-December 28, 2023

PGS. Direktur Teknik

Acting Technical Director
25 Oktober 2023-28 Desember 2023
October 25, 2023-December 28, 2023

Direktur Utama

President Director
28 Desember 2023-sekarang
December 28, 2023-present

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Arsitektur (S1), Universitas Brawijaya, tahun lulus 1991
Bachelor of Architectural Engineering (S1), Brawijaya University, graduated in 1991
- Magister Manajemen (S2), Universitas Sebelas Maret, tahun lulus 2011
Master of Management (S2), Sebelas Maret University, graduated in 2011

Pengalaman Kerja

Work Experience

- Vice President Airport Operation & Service (2021-2022)
Vice President of Airport Operation & Service (2021-2022)
- PTS. General Manager Bandara Juanda Surabaya (2021)
Acting General Manager of Juanda Airport Surabaya (2021)
- Pjt. General Manager Bandara Juanda Surabaya (2020-2021)
Acting General Manager of Juanda Airport Surabaya (2020-2021)
- Vice President Airport Operational Service & Hospitality (2020-2021)
Vice President of Airport Operational Service & Hospitality (2020-2021)
- General Manager Bandara Syamsudin Noor Banjarmasin (2018-2020)
General Manager of Syamsudin Noor Airport Banjarmasin (2018-2020)
- Pjt. General Manager Bandara Jenderal Ahmad Yani Semarang (2018)
Acting General Manager of Jenderal Ahmad Yani Airport Semarang (2018)
- Co. General Manager Bandara Sultan Hasanuddin Makassar (2016-2018)
Co-General Manager of Sultan Hasanuddin Airport Makassar (2016-2018)
- Project Manager Proyek Pengembangan Bandara Jenderal Ahmad Yani Semarang (2014-2016)
Project Manager for the Development Project of Jenderal Ahmad Yani Airport Semarang (2014-2016)
- Manajer Operasi dan Teknik Proyek Pengembangan Bandara I Gusti Ngurah Rai Bali (2012-2014)
Operations and Technical Manager for the Development Project of I Gusti Ngurah Rai Airport Bali (2012-2014)
- Asisten Manajer Teknik Umum Proyek Pengembangan Bandara I Gusti Ngurah Rai Bali (2012)
Assistant General Technical Manager for the Development Project of I Gusti Ngurah Rai Airport Bali (2012)
- Asisten Deputi Teknik Umum Proyek Pengembangan Bandara I Gusti Ngurah Rai Bali (2009-2012)
Assistant Deputy of General Technical for the Development Project of I Gusti Ngurah Rai Airport Bali (2009-2012)
- Asisten Manajer Teknik Umum dan Peralatan, Bandara Adi Soemarmo Surakarta (2007-2009)
Assistant General Technical and Equipment Manager of Adi Soemarmo Airport Surakarta (2007-2009)

Sertifikasi

Certification

- Training of Trainer dan Ssi Nasional, Jakarta (2023)
Training of Trainer and National SSI, Jakarta (2023)
- Workshop on Enterprise Architecture & Aris Overview Batch 1, Jakarta (2022)
Workshop Enterprise Architecture & Aris Overview Batch 1, Jakarta (2022)
- Pembelajaran Online Materi Implementasi Proses Manajemen Resiko Cluster I, Jakarta (2022)
Online Learning on Risk Management Process Implementation Materials Cluster I, Jakarta (2022)
- Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III, Jakarta (2022)
Online Learning on Dissemination of Competency Using Angkasa Pura I E-Learning Cluster III, Jakarta (2022)
- Program Making Digital Talent BUMN Melalui Platform Pembelajaran Berbasis Digital Mydigilearn di PT Angkasa Pura I (Persero), Jakarta (2021)
Making SOE Digital Talent Program Through the Mydigilearn Digital-Based Learning Platform at PT Angkasa Pura I (Persero), Jakarta (2021)
- Pembelajaran Online Materi Risk Management, Jakarta (2021)
Online Learning on Risk Management Materials, Jakarta (2021)
- In-House Training ACI-SMS Workshop For Executive Managers, Jakarta (2018)
In-House Training ACI-SMS Workshop For Executive Managers, Jakarta (2018)

- Workshop on Coaching & Mentoring For Executive Leader Batch II, Denpasar (2018)
Workshop Coaching & Mentoring For Executive Leader Batch II, Denpasar (2018)
- Pelatihan Enterprise Risk Management Batch II, Semarang (2016)
Enterprise Risk Management Training Batch II, Semarang (2016)
- Training lampi Sertifikasi Ahli Muda Manajemen Proyek, Jakarta (2014)
IAMPI Certification Training for Junior Project Management Experts, Jakarta (2014)
- Workshop Project & Program Management, Jakarta (2013)
Workshop on Project & Program Management, Jakarta (2013)
- Pendidikan Penjenjangan Manager Madya, Jakarta (2012)
Middle Manager Education and Training, Jakarta (2012)
- Pendidikan Penjenjangan Manager Muda, Jakarta (2006)
Young Manager Education and Training, Jakarta (2006)
- AMDAL Tipe A, Yogyakarta (2003)
AMDAL Type A, Yogyakarta (2003)
- Airport Engineering (System & Planning), Singapura (2000)
Airport Engineering (System & Planning), Singapore (2000)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Operasi PT Angkasa Pura I sejak 5 Mei 2023 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-93/MBU/05/2023 dan KEP. INJ.01.01/23/05/2023/A.0053 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

Kemudian selain menjalankan tugas sebagai Direktur Operasi PT Angkasa Pura I, juga ditunjuk menjalankan tugas sebagai Pejabat Pengganti Sementara (PGS) Direktur Teknik PT Angkasa Pura I berdasarkan Keputusan Dewan Komisaris PT Angkasa Pura I Nomor KEP.11/DK.AP.I/2023 tentang Penunjukan Pejabat Pengganti Sementara Direktur Teknik PT Angkasa Pura I.

Diangkat sebagai Direktur Utama PT Angkasa Pura I sejak 28 Desember 2023 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP.INJ.01.01/23/12/2023/A.0094 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I.
Appointed as the Operations Director of PT Angkasa Pura I as of May 5, 2023, by the Minister of SOEs' and the President Director of PT Aviawi Wisata Indonesia's Decrees Number SK-93/MBU/05/2023 and KEP.INJ.01.01/23/05/2023 /A.0053 regarding the nomination and dismissal of members of PT Angkasa Pura I's Board of Directors.

Then, by the Decree of the Board of Commissioners of PT Angkasa Pura I Number KEP.11/DK.AP.I/2023 concerning Appointment of Temporary Replacement Technical Director of PT Angkasa Pura I, she was appointed to perform her duties as Acting Officer (PGS) for Technical Director of PT Angkasa Pura I in addition to her duties as Operations Director of PT Angkasa Pura I.

Appointed as President Director of PT Angkasa Pura I as of December 28, 2023, by the Minister of SOEs' and the President Director of PT Aviawi Wisata Indonesia's Decree about Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I, Numbers SK- 388/MBU/12/2023 and KEP.INJ.01.01/23/12/ 2023/A.0094.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Tidak memiliki jabatan rangkap
Does not have concurrent positions

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DIREKSI PROFILE OF THE BOARD OF DIRECTORS



WENDO ASRUL ROSE
Direktur Operasi
Operation Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Padang, 29 Desember 1970
Padang, December 29, 1970

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

53 tahun per Desember 2023
53 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama

First term

09 November 2015-01 Desember 2020
November 09, 2015-December 01, 2020

Periode kedua

Second term

01 Desember 2020-05 Mei 2023
December 01, 2020-May 05, 2023

Riwayat Pendidikan

Educational Background

Sarjana Teknik (S1), Teknik Mesin, Institut Sains dan Teknologi Nasional Jakarta, 1995
Bachelor of Engineering in Mechanical Engineering from National Institute of Science and Technology, Jakarta, 1995

Pengalaman Kerja

Work Experience

- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan PT Angkasa Pura I (2013-2015)
General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan of PT Angkasa Pura I (2013-2015)
- Pimpinan Proyek Pengembangan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan PT Angkasa Pura I (2011-2013)
Head of Project Development of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan PT Angkasa Pura I (2011-2013)
- Deputi Direktur Teknik Pengawasan PT Angkasa Pura I (2009-2011)
Deputy Director of Supervisory Engineering at PT Angkasa Pura I (2009-2011)
- Asisten Deputi Direktur Teknik Perencanaan PT Angkasa Pura I (2004-2009)
Assistant Deputy Director of Engineering and Planning at PT Angkasa Pura I (2004-2009)
- Kepala Dinas Mekanikal dan Teknik Air PT Angkasa Pura I Bandar Udara Juanda Surabaya (2003-2004)
Head of the Mechanical and Water Engineering Department at PT Angkasa Pura I Juanda Airport Surabaya (2003-2004)

Penunjukkan Lainnya

Other Appointments

- Komisaris PT Gapura Angkasa (28 Agustus 2017-sekarang)
Commissioner of PT Gapura Angkasa (August 28, 2017-present).

Sertifikasi

Certification

- Institut Leader Program yang diadakan di Indonesia (2015)
Institute Leader Programme held in Indonesia (2015)
- Airport Marketing and Service yang diadakan oleh Incheon Academy di Korea (2014)
Airport Marketing and Service held by Incheon Academy in Korea (2014)
- Airport Operation yang diadakan oleh Incheon Academy di Korea (2013)
Airport Operation held by Incheon Academy in Korea (2013)
- Project Management yang diadakan oleh Ken Knowledge di Singapore (2013)
Project Management held by Ken Knowledge in Singapore (2013)
- Sepinggan Airport Development Project yang diadakan di Balikpapan (2011)
Sepinggan Airport Development Project held in Balikpapan (2011)
- Project Management yang diadakan oleh IAMPI di Jakarta (2011)
Project Management held by IAMPI in Jakarta (2011)

- Airport Expansion yang diadakan oleh K LH di Polandia (2008)
Airport Expansion held by K LH in Poland (2008)
- Heavy Equipment Maintenance yang diadakan oleh ITB Bandung (2006)
Heavy Equipment Maintenance held by ITB Bandung (2006)
- Six Sigma Training yang diadakan General Electric Indonesia (2005)
Six Sigma Training held by General Electric Indonesia (2005)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Operasi PT Angkasa Pura I sejak 9 November 2015 berdasarkan Keputusan Menteri BUMN Nomor SK-222/MBU/11/2015 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura I. Kemudian diangkat kembali menjadi Direktur Operasi sejak 1 Desember 2020 berdasarkan Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham Nomor SK-386/MBU/12/2020 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura I.
Appointed as Operation Director of PT Angkasa Pura I on November 9, 2015, pursuant to the Decree of the Minister of SOEs Number SK-222/MBU/11/2015 on the Dismissal and Appointment of Members of the Board of Directors of the Company (Persero) PT Angkasa Pura I. Then reappointed as Operation Director on December 1, 2020, pursuant to the Decree of the Minister of SOEs as the General Meeting of Shareholders Number SK386/MBU/12/2020 on the Dismissal and Appointment of Members of the Board of Directors of the Company (Persero) PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Komisaris, PT Gapura Angkasa (28 Agustus 2017-sekarang).
Commissioner of PT Gapura Angkasa (August 28, 2017-present).

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



WAHYUDI
Direktur Operasi
Operation Director

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Jakarta, 03 Juli 1971
Jakarta, July 03, 1971

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
52 tahun per Desember 2023
52 years old as of December 2023

Periode Jabatan

Term of Office
28 Desember 2023-sekarang
December 28, 2023-present

Riwayat Pendidikan

Educational Background

- **Diploma (D3), Teknik Listrik Bandara Politeknik Penerbangan Indonesia Curug 1998**
Diploma (D3), Electrical Engineering at Curug Indonesian Aviation Polytechnic Airport 1998
- **Sarjana (S1), Ekonomi Bidang Manajemen, Universitas Achmad Yani Banjarmasin 2005**
Bachelor in Economic Management, Achmad Yani University, Banjarmasin, 2005

Pengalaman Kerja

Work Experience

- **Vice President Airport Planning And Project Development (2023)**
Vice President of Airport Planning and Project Development (2023)
- **General Manager Bandar Udara Sultan Hasanuddin Makassar (2018-2023)**
General Manager of Sultan Hasanuddin Airport Makassar (2018-2023)
- **General Manager Bandara Syamsudin Noor Banjarmasin (2017-2018)**
General Manager of Syamsudin Noor Airport Banjarmasin (2017-2018)
- **General Manager Bandar Udara El Tari Kupang (2016-2017)**
General Manager of El Tari Airport Kupang (2016-2017)
- **Project Program Department Head PT Angkasa Pura I (2015-2016)**
Project Program Department Head PT Angkasa Pura I (2015-2016)
- **Project Portfolio Department Head PT Angkasa Pura I (2015)**
Project Portfolio Department Head PT Angkasa Pura I (2015)
- **Corporate Strategic Development Analyst Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan (2013-2015)**
Corporate Strategic Development Analyst Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan (2013-2015)
- **Askara Bid Pengadaan Jasa Pemborong Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan (2012-2013)**
Askara Bid Procurement of Sultan Aji Muhammad Sulaiman Sepinggang Airport Contractor Services Balikpapan (2012-2013)
- **Kepala Unit Pengadaan Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan (2010-2012)**
Head of Sultan Aji Muhammad Sulaiman Sepinggang Airport Procurement Unit Balikpapan (2010-2012)
- **Kepala Unit Pengadaan Bandara Syamsuddin Noor Banjarmasin (2008-2010)**
Head of Syamsuddin Noor Airport Procurement Unit Banjarmasin (2008-2010)

Sertifikasi

Certification

- **Workshop Enterprise Architecture & Aris Overview B**
Enterprise Architecture & Aris Overview B Workshop
- **Pelatihan Safety For Executives Tahun 2022**
Safety Training For Executives in 2022
- **Pembelajaran Online Pengendalian Gratifikasi**
Gratification Control Online Learning
- **Pembelajaran Online Materi Sosialisasi Kompetensi**
Online Learning Competency Dissemination Materials
- **Leadership Development Program (ILDLP)**
Leadership Development Program (ILDLP)
- **Webinar Series #1 Career And Talent Management**
Webinar Series #1 Career And Talent Management
- **Program Making Digital Talent BUMN Melalui Platform SOEs Making Digital Talent Program Through Platform**
- **Pembelajaran Online Materi Risk Management**
Online Learning on Risk Management Material
- **Webinar: Hukum Udara Indonesia/PT Angkasa Pura I**
Webinar: Indonesian Air Law / PT Angkasa Pura I

- **Online Learning Mengelola Kecemasan di Situasi Pandemi COVID-19**
Online Learning Managing Anxiety in the COVID-19 Pandemic Situation
- **Pelatihan Performance Management**
Performance Management Training
- **In-House Training ACI-SMS Workshop for Executive Managers**
In-House Training ACI-SMS Workshop for Executive Managers
- **Pelatihan Business Acumen**
Acumen Business Training
- **Workshop Coaching & Mentoring for Executive Leader**
Workshop Coaching & Mentoring for Executive Leader
- **Enterprise Risk Management (ERM)**
Enterprise Risk Management (ERM)
- **Pelatihan the Power of Empathy**
The Power of Empathy Training
- **Workshop Tunas Sistem dan Komite Integritas**
Tunas System and Integrity Committee Workshop
- **Pelatihan Business Process Mapping**
Business Process Mapping Training
- **Pelatihan Training for Trainers Pengendalian Gratifikasi Angkatan I**
Training for Gratification Control Trainers Class I
- **Pelatihan Manajerial Tingkat Madya Angkatan V Tahun 2013**
Intermediate Level Managerial Training Batch V 2013
- **Pelatihan Manajerial Tingkat Muda Angkatan III**
Junior Level Managerial Training Batch III
- **Pelatihan Manajemen Risiko & Kepatuhan**
Risk Management & Compliance Training
- **Pelatihan Supervisor yang Efektif**
Effective Supervisor Training
- **Pelatihan TTC/SQFL (Terminal Traffic Control/ Sequence Flashing Light)**
TTC/SQFL (Terminal Traffic Control/Sequence Flashing Training)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Operasi PT Angkasa Pura I sejak 28 Desember 2023 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0094 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I.

Appointed as Operations Director of PT Angkasa Pura I on December 28, 2023 pursuant to the Decree of the Minister of SOEs and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK-388/MBU/12/2023 and Number KEP.INJ.01.01/23/12/2023/A.0094 concerning Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I. Operations Director of PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I
Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I. Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap
Concurrent Position

Tidak memiliki jabatan rangkap
Does not have concurrent positions.

Hubungan Afiliasi
Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DIREKSI PROFILE OF THE BOARD OF DIRECTORS



LUKMAN F. LAISA
Direktur Teknik
Technical Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Gorontalo, 6 Maret 1968
Gorontalo, March 6, 1968

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

55 tahun per Desember 2023
55 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama

First term

05 Maret 2018-10 Maret 2023
March 05, 2018-March 10, 2023

Periode kedua

Second term

10 Maret 2023-23 Oktober 2023
March 10, 2023-October 23, 2023

Riwayat Pendidikan

Educational Background

Sarjana Teknik (S1), Teknik Sipil, Institut Teknologi Nasional Malang, 1992
Bachelor of Engineering in Civil Engineering from National Institute of Technology, Malang, 1992

Pengalaman Kerja

Work Experience

- Kasubdit Kerjasama Angkutan Udara Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan (2017-2018)
Head of Sub-Directorate of Air Transport Cooperation, Directorate General of Civil Aviation, Ministry of Transportation (2017-2018)
- Direktur Teknik Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan (2015-2017)
Technical Director of the Public Company (Perum) Air Navigation Service Provider Agency (2015-2017)
- Kepala Kantor Unit Pelaksana Bandar Udara Kelas I Wamena (2015-2015)
Head of the Wamena Airport Class I (2015-2015)
- Kepala Bagian Perencanaan Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan (2014-2015)
Head of Planning Division of Directorate General of Civil Aviation in Ministry of Transportation (2014-2015)
- Kepala Bidang Pelayanan dan Pengoperasian Bandara pada Kantor Otoritas Bandara Wilayah III di Surabaya (2013-2014)
Head of Airport Services and Operations at the Airport Authority Region III Office in Surabaya (2013-2015)
- Kepala Seksi Program dan Standardisasi Prasarana Bandar Udara Direktorat Bandar Udara, Kementerian Perhubungan (2010-2013)
Section Head of the Airport Infrastructure Program and Standardization of Airport Directorate in the Ministry of Transportation (2010-2013)
- Kepala Seksi Program dan Standardisasi Prasarana Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan (2010-2011)
Section Head of Infrastructure Program and Standardization Section, Directorate General of Civil Aviation, Ministry of Transportation (2010-2011)
- Kepala Satker pada Proyek Pengembangan Bandar Udara Hasanuddin Makassar (2007-2009)
Head of Work Unit in Airport Development Project Hasanuddin Makassar (2007-2009)

- Staf Fasilitas Sisi Udara Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan (2006)
Staff of Airside Facilities Directorate General of Civil Aviation Ministry of Transportation (2006)
- Kepala Seksi Pekerjaan Sipil Proyek Konstruksi Bandara Padang Baru, Kementerian Perhubungan (2002-2005)
Section Head of Civil Works for Padang Baru Construction Project in the Ministry of Transportation (2002-2005)
- Staf Subdit Landasan Direktorat Teknik Bandar Udara, Kementerian Perhubungan (1993-2002)
Staff of Runway Sub-Directorate of Airport Engineering Directorate in the Ministry of Transportation (1993-2002)

Sertifikasi

Certification

- Aerodome Safety Management System yang diselenggarakan oleh International Civil Aviation Organization (ICAO)
Aerodome Safety Management System held by International Civil Aviation Organization (ICAO)
- Airport Planning Design & Development yang diselenggarakan di Colorado
Airport Planning Design & Development held in Colorado
- Aerodome Inspector yang diselenggarakan STPI (Sekolah Tinggi Penerbangan Indonesia)
Aerodome Inspector held by STPI (Sekolah Tinggi Penerbangan Indonesia)
- Advanced on Concrete Technology and Structures
Advanced on Concrete Technology and Structures
- United Tractors Towing Tractors SMLP 120D
United Tractors Towing Tractors SMLP 120D
- Indonesia Civil Aviation Facing 21st Century
Indonesia Civil Aviation Facing 21st Century
- Pontianak, Samarinda and Sorong Airport Development Project
Pontianak, Samarinda and Sorong Airport Development Project
- Ujung Pandang Airport Development Project
Ujung Pandang Airport Development Project
- Bali International Airport Development Project
Bali International Airport Development Project
- Juanda-Surabaya Airport Development Project
Juanda-Surabaya Airport Development Project



PROFIL DIREKSI PROFILE OF THE BOARD OF DIRECTORS

- Ambon and Manado Airport Development Project
Ambon and Manado Airport Development Project
- Management and Control of Airport Environments
Management and Control of Airport Environments
- *Airport Pavement*
Airport Pavement
- *Airport Engineering*
Airport Engineering
- Standardization and Certification of Helicopter Landing Areas
Standardization and Certification of Helicopter Landing Areas
- Advanced Technology on Airport Engineering
Advanced Technology on Airport Engineering
- Intensive Course on Airport Planning
Intensive Course on Airport Planning

Penunjukkan Lainnya

Other Appointments

- Komisaris PT Jasa Marga Bali Tol (Juni 2020 - Oktober 2023)
Commissioner of PT Jasa Marga Bali Tol (June 2020 - October 2023)
- Komisaris Utama PT Angkasa Pura Properti (2019-2020)
President Commissioner of PT Angkasa Pura Properti (2019-2020)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Teknik PT Angkasa Pura I sejak 5 Maret 2018 berdasarkan Keputusan Menteri BUMN Nomor SK-53/MBU/03/2018 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura I. Kemudian diangkat kembali sebagai Direktur Teknik PT Angkasa Pura I sejak 10 Maret 2023 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia

Nomor SK-048/MBU/03/2023 dan Nomor KEP.INJ.03.03/23/03/2023/A.0049 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

Diangkat sebagai Direktur Teknik PT Angkasa Pura I sejak 5 Maret 2018 berdasarkan Keputusan Menteri BUMN Nomor SK-53/MBU/03/2018 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura I. Kemudian diangkat kembali sebagai Direktur Teknik PT Angkasa Pura I sejak 10 Maret 2023 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-048/MBU/03/2023 dan Nomor KEP.INJ.03.03/23/03/2023/A.0049 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Komisaris, PT Jasa Marga Bali Tol (20 Juni 2020-23 Oktober 2023).

Commissioner of PT Jasa Marga Bali Toll (June 20, 2020-October 23, 2023).

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DIREKSI PROFILE OF THE BOARD OF DIRECTORS



DENDI T. DANIANTO
Direktur Komersial dan Pelayanan
Commercial and Service Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Bogor, 5 Februari 1972
Bogor, February 5, 1972

Domisili

Domicile

Bintaro, Indonesia

Usia

Age

51 tahun per Desember 2023
51 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama

First term

13 Maret 2020-12 Desember 2022
March 12, 2020-December 12, 2022

Periode kedua

Second term

12 Desember 2022-28 Desember 2023
December 12, 2022-December 28, 2023

Riwayat Pendidikan

Educational Background

- Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Filipina 1994
- Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Philippines 1994

Pengalaman Kerja

Work Experience

- Chief Executive Officer Jendela Teknologi Indonesia (2019-2020)
Chief Executive Officer at Jendela Teknologi Indonesia (2019-2020)
- Vice Secretary General INASGOC (Indonesia Asian Games Organizing Committee) (2017-2018)
Vice Secretary General at INASGOC (Indonesia Asian Games Organizing Committee) (2017-2018)
- Vice President Integrated Marketing Communications PT Pertamina (Persero) (2015-2018)
Vice President Integrated Marketing Communications at PT Pertamina (Persero) (2015-2018)
- Vice President Digital Media Business PT Telkom Indonesia (Persero) Tbk (2011-2015)
Vice President Digital Media Business at PT Telkom Indonesia (Persero) Tbk (2011-2015)
- Head of Corporate & Product Marketing PT Bank Central Asia Tbk (2007-2010)
Head of Corporate & Product Marketing at PT Bank Central Asia Tbk (2007-2010)
- Country Branding Leader GE Money Indonesia (2004-2007)
Country Branding Leader at GE Money Indonesia (2004-2007)
- Regional Marketing Manager Philip Morris Indonesia (1998- 2004)
Regional Marketing Manager at Philip Morris Indonesia (1998-2004)
- Brand Promotion Executive Disney Consumer Product Indonesia (1996-1998)
Brand Promotion Executive Disney Consumer Product Indonesia (1996-1998)

Penunjukkan Lainnya

Other Appointments

- Komisaris Utama PT Angkasa Pura Properti (13 Oktober 2020-Oktober 2023)
President Commissioner of PT Angkasa Pura Properti (October 13, 2020-October 2023)

Sertifikasi

Certification

IMA - Certified Professional Marketers ASIA (1994)
IMA - Certified Professional Marketers ASIA (1994)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Pengembangan Usaha PT Angkasa Pura I sejak 13 Maret 2020 berdasarkan Keputusan Menteri BUMN Nomor SK-74/MBU/03/2020. Kemudian dialihutugaskan menjadi Direktur Komersial dan Pelayanan sejak 12 Desember 2022 berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP.INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota Direksi PT Angkasa Pura I. Appointed as Business Development Director of PT Angkasa Pura I on March 13, 2020, pursuant to the Decree of the Minister of SOEs Number SK-74/MBU/03/2020. Then reassigned as Commercial and Services Director on December 12, 2022, pursuant to the Decree of the Minister of SOEs and President Director of SOEs No. SK-74/MBU/03/2020 based on the Decree of the Minister of SOEs and President Director Company (Persero) of PT Aviassi Pariwisata Indonesia Number SK-287/MBU/12/2022 and Number KEP. INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Komisaris Utama, PT Angkasa Pura Properti (13 Oktober 2020-Oktober 2023).
President Commissioner of PT Angkasa Pura Properti (October 13, 2020-October 2023).

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

**YUDI RIZKYARDIE DARUN**Direktur Keuangan dan Manajemen Risiko
Finance and Risk Management Director**Kewarganegaraan**

Citizenship

Warga Negara Indonesia
Indonesian Citizen**Tempat & Tanggal Lahir**

Place & Date of Birth

Pematang Siantar, 16 September 1988
Pematang Siantar, September 16, 1988**Domisili**

Domicile

Jakarta, Indonesia

Usia

Age

35 tahun per Desember 2023
35 years old as of December 2023**Periode Jabatan**

Term of Office

Periode pertama

First term

06 Januari 2022-11 September 2023
January 06, 2022-September 11, 2023**Riwayat Pendidikan**

Educational Background

- Monash University, Master of Business Innovation (2021-2023)
Monash University, Master of Business Innovation (2021-2023).
- Universitas Padjadjaran Bachelor of Economics, Business Management (2006-2010)
Padjadaran University Bachelor of Economics, Business Management (2006-2010)

Pengalaman Kerja

Work Experience

- Senior Vice President-Group Head of Special Asset Management 1 Group PT Bank Mandiri (Persero) Tbk (2020-2022)
Senior Vice President-Group Head of Special Asset Management 1 Group PT Bank Mandiri (Persero) Tbk (2020-2022)
- Vice President-Deputy Group Head of Corporate Banking 3 Group-Mining, Oil & Gas, Petrochemical PT Bank Mandiri (Persero) Tbk (2020)
Vice President-Deputy Group Head of Corporate Banking 3 Group-Mining, Oil & Gas, Petrochemical PT Bank Mandiri (Persero) Tbk (2020)
- Vice President-Deputy Group Head of Corporate Solution Group PT Bank Mandiri (Persero) Tbk (2019)
Vice President-Deputy Group Head of Corporate Solution Group PT Bank Mandiri (Persero) Tbk (2019)
- Executive Director PT Mandiri Sekuritas (2019)
Executive Director PT Mandiri Sekuritas (2019)
- Investment Banking Associate Director PT Mandiri Sekuritas (2017-2018)
Investment Banking Associate Director PT Mandiri Sekuritas (2017-2018)
- Investment Banking Assistant Vice President PT Mandiri Sekuritas (2015-2017)
Investment Banking Assistant Vice President PT Mandiri Sekuritas (2015-2017)
- Investment Banking Associate PT Mandiri Sekuritas (2013-2015)
Investment Banking Associate PT Mandiri Sekuritas (2013-2015)
- Investment Banking Analyst PT Mandiri Sekuritas (2010-2013)
Investment Banking Analyst PT Mandiri Sekuritas (2010-2013)
- Sales & Marketing Business Analyst Danone Aqua (2009-2010)
Sales & Marketing Business Analyst Danone Aqua (2009-2010)

Penunjukkan Lainnya

Other Appointments

- Komisaris Utama PT Angkasa Pura Logistik (23 Maret 2022 s.d. 2023)
President Commissioner of PT President Commissioner, PT Angkasa Pura Logistik (March 23, 2022-2023)

Sertifikasi

Certification

- Executive Education, CFO Leadership Program yang diadakan oleh Harvard Business School (2023)
Executive Education, CFO Leadership Program held by Harvard Business School (2023)
- Certified Bank Risk Management-Level 4 yang diadakan oleh Badan Nasional Sertifikasi Profesi (2019)
Certified Bank Risk Management-Level 4 held by the National Professional Certification Agency (2019)

- Modano Fundamentals yang diadakan oleh Modano (2018)
Modano Fundamentals held by Modano (2018)
- Executive Education, Value Investing, Finance yang diadakan oleh Columbia Business School (2018)
Executive Education, Value Investing, Finance held by Columbia Business School (2018)
- Executive Education, Merger & Acquisitions, Accounting and Finance yang diadakan oleh Nanyang Business School (2017)
Executive Education, Merger & Acquisitions, Accounting and Finance held by Nanyang Business School (2017)
- Rules and Regulations for Advising on Corporate Finance (Solely Debt Securities) yang diadakan oleh The Institute of Banking & Finance Singapore (2016)
Rules and Regulations for Advising on Corporate Finance (Solely Debt Securities) held by The Institute of Banking & Finance Singapore (2016)
- Registered Investment Banking Representative yang diadakan oleh OJK (2015)
Registered Investment Banking Representative held by OJK (2015)
- Registered Broker Dealer Representative yang diadakan oleh OJK (2015)
Registered Broker-Dealer Representative held by OJK (2015)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I berdasarkan Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-3/MBU/1/2022 dan Nomor KEP.001/INJOURNEY/01/2022 tanggal 6 Januari 2022
Appointed as Finance and Risk Management Director of PT Angkasa Pura I pursuant to Decree of the Minister of SOEs and President Director of PT Aviawi Pariwisata Indonesia No. SK-3/MBU/1/2022 and No. KEP.001/INJOURNEY/01/2022 dated January 6, 2022.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

- Komisaris Utama, PT Angkasa Pura Logistik (23 Maret 2022-2023)
President Commissioner of PT Angkasa Pura Logistik (March 23, 2022-2023)
- Dewan Pengawas Dana Pensiun Angkasa Pura I (DAPENRA) (15 Juni 2023-26 September 2023)
The Supervisory Board of the Pension Fund Angkasa Pura I (DAPENRA) (June 15, 2023 – September 26, 2023)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DIREKSI PROFILE OF THE BOARD OF DIRECTORS



YANINDYA BAYU WIRAWAN

Direktur Keuangan dan Manajemen Risiko
Finance and Risk Management Director

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Purwokerto, 20 Juli 1973
Purwokerto, July 20, 1973

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

50 tahun per Desember 2023
50 years old as of December 2023

Periode Jabatan

Term of Office

Periode pertama
First term
24 Oktober 2023-28 Desember 2023
October 24, 2023-December 28, 2023

Riwayat Pendidikan

Educational Background

- Universitas Indonesia–Magister Manajemen Keuangan & Perbankan (1997-1998)
University of Indonesia–Master of Financial Management & Banking (1997-1998)
- Universitas Indonesia-Fakultas Teknik Gas & Petrokimia (1991-1996)
University of Indonesia-Faculty of Gas & Petrochemical Engineering (1991-1996)

Pengalaman Kerja

Work Experience

- Direktur Investasi PT Indonesia Infrastructure Finance (2020-2023)
Investment Director PT Indonesia Infrastructure Finance (2020-2023)
- Product Development Head PT Indonesia Infrastructure Finance (2018-2020)
Product Development Head PT Indonesia Infrastructure Finance (2018-2020)
- Business Development Head PT Indonesia Infrastructure Finance (2012-2018)
Business Development Head PT Indonesia Infrastructure Finance (2012-2018)
- VP Global Banking The Hongkong & Shanghai Banking Corporation Ltd. Cabang Jakarta (2008-2012)
VP Global Banking The Hongkong & Shanghai Banking Corporation Ltd. Cabang Jakarta (2008-2012)
- Senior Relationship Manager - Financial Institution Department PT Bank DBS Indonesia (2005-2008)
Senior Relationship Manager - Financial Institution Department PT Bank DBS Indonesia (2005-2008)
- Associate Credit Analyst - Sub Divisi Kredit Korporasi PT Bank Central Asia Tbk. (2001-2005)
Associate Credit Analyst - Corporate Credit Sub Division PT Bank Central Asia Tbk. (2001-2005)

Sertifikasi

Certification

- International Certificate in Banking Risk and Regulation yang dikeluarkan oleh Global Association of Risk Professionals (2009)
International Certificate in Banking Risk and Regulation issued by the Global Association of Risk Professionals (2009)
- Sertifikasi Manajemen Risiko Tingkat III yang dikeluarkan oleh Badan Sertifikasi Manajemen Risiko (2009)
Level III Risk Management Certification issued by the Risk Management Certification Agency (2009)
- Sertifikasi Manajemen Risiko Tingkat II yang dikeluarkan oleh Badan Sertifikasi Manajemen Risiko (2009)
Level II Risk Management Certification issued by the Risk Management Certification Agency (2009)
- Sertifikasi Manajemen Risiko Tingkat I yang dikeluarkan oleh Badan Sertifikasi Manajemen Risiko (2006)
Level I Risk Management Certification issued by the Risk Management Certification Agency (2006)

- Chartered Financial Analyst (CFA) Examination Level I (2004)
Chartered Financial Analyst (CFA) Examination Level I (2004)
- Lulus Uji Kecakapan Profesi Wakil Manajer Investasi yang diselenggarakan oleh Panitia Standar Profesi Pasar Modal (1998)
Passed the Investment Manager Representative Professional Skills Test held by the Capital Market Professional Standards Committee (1998)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I berdasarkan Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-294/MBU/10/2023 dan Nomor KEP.INJ.01.01/23/10/2023/A.0080 tanggal 24 Oktober 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I. Appointed as Finance Director and Risk Management of PT Angkasa Pura I based on the Decree of the Minister of SSOEs and the President Director of the Company (Persero) PT Aviawi Wisata Indonesia Number SK-294/MBU/10/2023 and Number KEP. INJ.01.01/23/10/ 2023/A.0080 dated October 24, 2023 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

Tidak memiliki jabatan rangkap

Does not have concurrent positions.

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



ISRAWADI
Direktur Human Capital
Human Capital Director

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Medan, 23 Agustus 1971
Medan, August 23, 1971

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
52 tahun per Desember 2023
52 years old as of December 2023

Periode Jabatan

Term of Office
Periode pertama
First term
13 Maret 2020-12 Desember 2022
March 13, 2020-December 12, 2022
sebagai Direktur Kepatuhan, Aset, dan
Pengadaan
as Compliance, Assets, and
Procurement Director

Periode pertama
First term
12 Desember 2022-28 Desember 2023
December 12, 2022-December 28, 2023
sebagai Direktur Human Capital
as Human Capital Director

Riwayat Pendidikan

Educational Background

- Sarjana Teknik (S1), Teknik Industri Institut Teknologi Bandung, 1995
Bachelor's Degree in Industrial Engineering, Bandung Institute of Technology, 1995
- Master (S2), Manajemen Pemasaran Universitas Trisakti, 2005
Master's Degree in Marketing Management, Trisakti University, 2005

Pengalaman Kerja

Work Experience

- Vice President Internal Audit PT Angkasa Pura I (2018-2020)
Vice President Internal Audit at PT Angkasa Pura I (2018-2020)
- Vice President Corporate Secretary PT Angkasa Pura I (2016-2018)
Vice President Corporate Secretary at PT Angkasa Pura I (2016-2018)
- Komisaris PT Angkasa Pura Retail (2015-2016)
Commissioner of PT Angkasa Pura Retail (Persero) (2015-2016)
- Direktur Keuangan, Personalia & Administrasi PT Angkasa Pura Hotel (2013-2016)
Director of Finance, Personnel & Administration of PT Angkasa Pura Hotel (2013-2016)
- Direktur Keuangan dan Administrasi PT Angkasa Pura Properti (2012-2013)
Director of Finance and Administration of PT Angkasa Pura Property (2012-2013)
- Staf Khusus Direksi PT Angkasa Pura I (2011-2012)
Special Staff to the Board of Directors of PT Angkasa Pura I (2011-2012)
- Asisten Sekretaris Perusahaan Bidang Pengelolaan Dana, Deputy Direktorat Perbendaharaan PT Angkasa Pura I (2008-2010)
Assistant Corporate Secretary in Fund Management, Deputy Directorate of Treasury, PT Angkasa Pura I (2008-2010)
- Analis Perbendaharaan, Deputy Perbendaharaan PT Angkasa Pura I (2006-2008)
Treasury Analyst, Deputy Treasury of PT Angkasa Pura I (2006-2008)
- Analis Anggaran & PKBL, Deputy Direktur Anggaran & PKBL PT Angkasa Pura I (2004-2006)
Budget Analyst & PKBL, Deputy Director of Budget & PKBL of PT Angkasa Pura I (2004-2006)
- Anggota tetap Tim Privatisasi PT Angkasa Pura I (2003-2004)
Permanent member of Privatization Team of PT Angkasa Pura I (2003-2004)

Penunjukkan Lainnya

Other Appointments

- Komisaris Utama PT Angkasa Pura Suport (13 Januari 13 Januari 2023-10 Oktober 2023)
President Commissioner at PT Angkasa Pura Suport (January 13, 2023-October 10, 2023)

Sertifikasi

Certification

- Certified Practitioner of Internal Audit yang diadakan oleh Yayasan Pendidikan Internal Audit (2019)
Certified Practitioner of Internal Audit held by the Internal Audit Education Foundation (2019)
- 3 Day Training Enterprise Risk Management for Certified Risk Professional Certification yang diadakan oleh IRBA (2019)

- 3 Day Training Enterprise Risk Management for Certified Risk Professional Certification held by IRBA (2019)
- Sertifikasi Kompetensi Manajemen Risiko yang diadakan oleh Lembaga Sertifikasi Profesi Pasar Modal (2019)
Risk Management Competency Certification held by the Capital Market Professional Certification Institute (2019)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Kepatuhan, Aset dan Pengadaan PT Angkasa Pura I berdasarkan Keputusan Menteri BUMN Nomor SK-74/MBU/03/2020 tanggal 13 Maret 2020. Kemudian dialih tugaskan menjadi Direktur Human Capital sejak 12 Desember 2022, berdasarkan Keputusan Menteri BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota Direksi PT Angkasa Pura I
Appointed as Compliance, Assets, and Procurement of PT Angkasa Pura I pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-74/MBU/03/2020 dated March 13, 2020, and reassigned to Human Capital Director since December 12, 2022, pursuant to a copy of the Decree of the Minister of SOEs and the President Director of PT Aviawi Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP.INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I

Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.
Has no shares of ownership in PT Angkasa Pura I.

Jabatan Rangkap

Concurrent Position

- Komisaris Utama, PT Angkasa Pura Suport (13 Januari 2023-10 Oktober 2023)
President Commissioner, PT Angkasa Pura Suport (January 13, 2023 - October 10, 2023)
- Ketua Pembina Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) (28 Juli 2020-6 Maret 2024)
Chairman of the Employee Welfare Foundation Angkasa Pura I (YAKKAP I) (July 28, 2020 - March 6, 2024)
- Ketua Dewan Pengawas Dana Pensiun Angkasa Pura I (DAPENRA) (28 September 2021-15 Januari 2024)
Chairman of the Supervisory Board of Pension Fund Angkasa Pura I (DAPENRA) (September 28, 2021 - January 15, 2024)

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS

Direksi Per 31 Desember 2022 The Board of Directors as of December 31, 2022	Direksi Per 31 Desember 2023 The Board of Directors as of December 31, 2023	Direksi Saat Ini Current Board of Directors
Direktur Utama: President Director: Faik Fahmi	Direktur Utama: President Director: MMA Indah Preastuty	Direktur Utama: President Director: MMA Indah Preastuty
Direktur Operasi: Operation Director: Wendo Asrul Rose	Direktur Operasi: Operation Director: Wahyudi	Direktur Operasi: Operation Director: Wahyudi
Direktur Komersial dan Pelayanan: Commercial and Service Director: Dendi T. Danianto		
Direktur Keuangan dan Manajemen Risiko: Finance and Risk Management Director: Yudi Rizkyardie Darun		
Direktur Teknik: Technical Director: Lukman F. Laisa		
Direktur Human Capital: Human Capital Director: Israwadi		



PROFIL PEJABAT EKSEKUTIF

PROFILE OF EXECUTIVE OFFICER



RAHADIAN D. YOGISWORO
Vice President
Corporate Secretary

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Jombang, 18 Juli 1972
Jombang, July 18, 1972

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

51 tahun per Desember 2023
51 years old as of December 2023

Riwayat Pendidikan

Educational Background

Sarjana Ekonomi (S1), Universitas Universitas 17 Agustus Surabaya, lulus tahun 1996
Bachelor of Economics from 17 August 1945 University, Surabaya, graduated in 1996

Pengalaman Kerja

Work Experience

- Co. General Manager Commercial Bandara I Gusti Ngurah Rai Bali (2016-2019)
Co. General Manager Commercial of I Gusti Ngurah Rai Airport Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)
Vice President Aeronautical Business and Airlines Development (2019-2022)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Corporate Secretary sejak 24 Mei 2022 berdasarkan Surat Keputusan Direksi No. SKEP.DU.271/KP.04.01/2022 dan ditempatkan kembali pada jabatan Vice President Corporate Secretary sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023-REPLC.
The incumbent has served as Vice President Corporate Secretary since May 24, 2022, pursuant to the Board of Directors Decree No. SKEP.DU.271/KP.04.01/2022 and has been reassigned to Vice President Corporate Secretary since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.



TONI ALAM
Vice President Internal Audit

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Tanjung Balai Karimun, 4 Maret 1968
Tanjung Balai Karimun, March 4, 1968

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

55 tahun per Desember 2023
55 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Sipil (S1), Universitas Indonesia, lulus tahun 1992
Bachelor of Civil Engineering from University of Indonesia graduated in 1992
- Magister Teknik Sipil - Manajemen Konstruksi (S2), Universitas Indonesia, lulus tahun 2011
Master of Civil Engineering, Construction Management Department, University of Indonesia, graduated in 2011

Pengalaman Kerja

Work Experience

- Project Manager Proyek Pengembangan Bandara Ahmad Yani, Semarang (2016-2020)
Project Manager Proyek Pengembangan Bandara Ahmad Yani, Semarang (2016-2020)
- Vice President Risk Management PT Angkasa Pura I (2020-2021)
Vice President Risk Management PT Angkasa Pura I (2020-2021)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Internal Audit sejak tanggal 23 Juni 2021 berdasarkan Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 dan ditempatkan kembali pada jabatan Vice President Internal Audit sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

The incumbent has served as Vice President Internal Audit since June 23, 2021, pursuant to the Board of Directors Decree of PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 and has been reassigned to Vice President Internal Audit since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC



ARIE AHSANURROHIM
Vice President
Legal and Compliance

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Malang, 29 September 1989
Malang, September 29, 1989

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
34 tahun per Desember 2023
34 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Hukum (S1) Universitas Airlangga - Surabaya, Lulus Tahun 2011
- Bachelor of Laws (S1) Airlangga University - Surabaya, Graduated in 2011

Pengalaman Kerja

Work Experience

- Vice President Legal And Compliance (2023 - Sekarang)
Vice President Legal And Compliance (2023 - Present)
- Legal Affairs Senior Manager (2020-2023)
Legal Affairs Senior Manager (2020-2023)
- Communication and Legal Manager - Bandara I Gusti Ngurah Rai Bali (2017–2020)
Communication and Legal Manager - I Gusti Ngurah Rai Airport Bali (2017–2020)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat Vice President Legal and Compliance sejak 27 Desember 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.851/KP.04.01/2023.

The incumbent has served as Vice President Legal and Compliance since December 27 2023 pursuant to the Board of Directors Decree No. SKEP.DU.851/KP.04.01/2023.



BAYU ARSAN
Vice President
Corporate Planning & Transformation

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Jakarta, 9 September 1985
Jakarta, September 9, 1985

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
38 tahun per Desember 2023
38 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi Manajemen (S1), Universitas Indonesia, lulus tahun 2010
Bachelor of Economics and Management, University of Indonesia, graduated in 2010
- Magister Manajemen Bandar Udara (S2), Universitas Pancasila, lulus tahun 2020
Master of Airport Management, Pancasila University, graduated in 2020

Pengalaman Kerja

Work Experience

- Corporate Planning Senior Manager (2020-2021)
Corporate Planning Senior Manager (2020-2021)
- Corporate Planning, Research, and Statistics Senior manager (2021-2023)
Corporate Planning, Research, and Statistics Senior manager (2021-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Corporate Planning and Transformation sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.058/KP.04.01/2023.

The incumbent has served as Vice President Corporate Planning and Transformation since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.058/KP.04.01/2023-REPLC.



PURNA IRAWAN
Vice President Airport Operation

Kewarganegaraan
Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth

Palembang, 18 Maret 1974
Palembang, March 18, 1974

Domisili
Domicile

Jakarta, Indonesia

Usia
Age

49 tahun per Desember 2023
49 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi Manajemen (S1), Universitas Sam Ratulangi Manado, lulus tahun 2002
Bachelor of Economics and Management, University of Sam Ratulangi Manado, graduated in 2002

Pengalaman Kerja

Work Experience

- Airport Operation and Service Senior Manager di Bandara I Gusti Ngurah Rai Bali (2016-2020)
Airport Operation and Service Senior Manager at I Gusti Ngurah Rai Airport Bali (2016-2020)
- CO-General Manager di Bandara Juanda Surabaya (2020-2023)
CO-General Manager at Juanda Airport Surabaya (2020-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Operation sejak 5 Juni 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.0310/KP.04.01/2023.

The incumbent has served as Vice President Airport Operation since June 5th, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.0310/KP.04.01/2023.



BARATA SINGGIH RIWAHONO
Vice President Airport Security

Kewarganegaraan
Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth

Sukabumi, 23 Februari 1969
Sukabumi, February 23, 1969

Domisili
Domicile

Jakarta, Indonesia

Usia
Age

54 tahun per Desember 2023
54 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi Manajemen (S1), Universitas Achmad Yani, lulus tahun 2003
Bachelor of Economics Management (S1), Achmad Yani University, graduated in 2003
- Magister Manajemen Ekonomi (MSDM) (S2), Universitas 17 Agustus 1945, lulus tahun 2016
Master of Human Resource Management (S2), August 17, 1945 University, graduated in 2016.

Pengalaman Kerja

Work Experience

- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2020-2021)
General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (2020-2021)
- Co General Manager Bandara Juanda Surabaya (2021-2023)
Co General Manager of Juanda Airport Surabaya (2021-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Security sejak 5 Juni 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.311/KP.04.01/2023.

The incumbent has served as Vice President Airport Security since June 5, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.311/KP.04.01/2023.



PROFIL PEJABAT EKSEKUTIF Profile of Executive Officer



DEDY SRI CAHYONO
Vice President Airport Safety

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Samboja, 31 Agustus 1977
Samboja, August 31, 1977

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
46 tahun per Desember 2023
46 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Hukum, (S1), Universitas Mahasaraswati, lulus tahun 2006
Bachelor of Law, (S1), Mahasaraswati University, graduated in 2006
- Magister Manajemen, (S2), Universitas Jayabaya, lulus tahun 2019
Master of Management (S2), Jayabaya University, graduated in 2019

Pengalaman Kerja

Work Experience

- Airport Security Senior Manager (2019-2020)
Airport Security Senior Manager (2019-2020)
- Airport Operation Center Head (2020-2021)
Airport Operation Center Head (2020-2021)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Safety sejak tanggal 1 Oktober 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.0527/KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Airport Safety sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.
Served as Vice President Airport Safety since October 1, 2021 based on Board of Directors Decree No. SKEP.DU.0527/KP.04.01/2021 and has been reassigned to Vice President Airport Safety since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.



DRAJAT
PGS. Vice President
Airport Planning and Project
Development

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Jakarta, 07 Januari 1979
Jakarta, January 07, 1979

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
45 tahun per Desember 2024
45 years old as of December 2024

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Mesin (S1) Universitas Pancasila, Jakarta, lulus tahun 2005
Bachelor's Degree in Mechanical Engineering from Pancasila University, Jakarta, graduated in 2005

Pengalaman Kerja

Work Experience

- Procurement Section Head (01 Nov 2016)
- Services Procurement Department Head (17 Juli 2017)
- Services Procurement Senior Manager (27 Juli 2018)
- Purchasing Region 1 Senior Manager (01 April 2020)
- Human Capital Support Expert Level III (01 September 2020)
- Project Quality Assurance and Contract Senior Manager (31 Desember 2021)
- Project Quality Assurance and Contract Senior Manager (07 Februari 2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai PGS. Vice President Airport Planning and Project Development sejak 03 Januari 2024 berdasarkan berdasarkan Surat Perintah Direksi No. PRIN.DU.0002/OM.14.02/2024
The incumbent has served as PGS. President Airport Planning and Project Development since Januari 03, 2024, pursuant to the Board of Directors Order Letter No. PRIN.DU.0002/OM.14.02/2024



PRIBADI MAULANA
Vice President
Airport Facilities
Management

Kewarganegaraan
Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth

Jakarta, 31 Januari 1978
Jakarta, January 31, 1978

Domisili
Domicile

Jakarta, Indonesia

Usia
Age

45 tahun per Desember 2023
45 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Diploma III, Jurusan Teknik Sipil, Institut Teknologi Bandung, lulus tahun 1999
Diploma III of Civil Engineering, Bandung Institute Of Technology, graduated in 1999
- Sarjana (S1), Jurusan Teknik Sipil, Universitas Kristen Maranatha Bandung, lulus tahun 2004
Bachelor of Civil Engineering, Maranatha Christian University, graduated in 2004

Pengalaman Kerja

Work Experience

- General Manager Bandar Udara Pattimura Ambon (2020-2023)
General Manager of Pattimura Airport Ambon (2020-2023)
- Co. General Manager Bandar Udara Internasional Juanda Surabaya (2023-2023)
Co. General Manager of Juanda International Airport Surabaya (2023-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Facilities Management sejak 24 Oktober 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.670/KP.04.01/2023. The incumbent has served as Vice President Airport Facilities Management since October 24, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.670/KP.04.01/2023.



NOVEL
Vice President Airport
Equipment Management

Kewarganegaraan
Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth

Jakarta, 23 April 1974
Jakarta, April 23, 1974

Domisili
Domicile

Jakarta, Indonesia

Usia
Age

49 tahun per Desember 2023
49 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Sains Terapan (D4), PLP Curug, lulus tahun 2001
Bachelor of Applied Science (D4), PLP Curug, graduated in 2001

Pengalaman Kerja

Work Experience

- Electrical Senior Manager (2016-2018)
Electrical Senior Manager (2016-2018)
- Airport Equipment Senior Manager Bandar Udara Internasional I Gusti Ngurah Rai Bali (2018-2023)
Airport Equipment Senior Manager of I Gusti Ngurah Rai International Airport (2018-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Equipment Management sejak tanggal 27 Desember 2023 berdasarkan Surat Keputusan Direksi nomor SKEP.DU.852/KP.04.01/2023. The incumbent has served as Vice President Airport Equipment Management since Desember 27, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.852/KP.04.01/2023.



PROFIL PEJABAT EKSEKUTIF Profile of Executive Officer



MUHAMMAD THAMRIN
Vice President Aeronautical
Business and Cargo
Development

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Ujung Pandang, 15 Mei 1978
Ujung Pandang, May 15, 1978

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
45 tahun per Desember 2023
45 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi Manajemen (S1), Universitas Sam Ratulangi, lulus tahun 2005
Bachelor of Economics and Management, Sam Ratulangi University, graduated in 2005
- Magister Manajemen (S2), Universitas Mercu Buana, lulus tahun 2022
Master of Management, Mercu Buana University, graduated in 2022

Pengalaman Kerja

Work Experience

- Sales and Business Development Senior Manager (2019-2020)
Sales and Business Development Senior Manager (2019-2020)
- Airport Commercial Senior Manager (2020-2022)
Airport Commercial Senior Manager (2020-2022)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Aeronautical Business and Cargo Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.04.01/2023-REPLC.
The incumbent has served as Vice President Aeronautical Business and Cargo Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.04.01/2023-REPLC.



ANNANG SETIA BUDHI
Vice President Airport
Commercial and Business
Development

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Gresik, 26 Maret 1986
Gresik, March 26, 1986

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
37 tahun per Desember 2023
37 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Industri (S1), Institut Teknologi Sepuluh Nopember, lulus tahun 2008
Bachelor's Degree in Industrial Engineering (S1), Sepuluh Nopember Institute of Technology, graduated in 2008

Pengalaman Kerja

Work Experience

- Airport Business Partnership Advisor (2021)
Airport Business Partnership Advisor (2021)
- Vice President Business and Portfolio Management (2022-2023)
Vice President Business and Portfolio Management (2022-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Commercial and Business Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.0001/KP.02/2023-REPLC.
The incumbent has served as Vice President Airport Commercial and Business Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02/2023-REPLC.




RIKA K.N. DANAKUSUMA
Vice President
Technology and Innovation

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Manokwari, 27 Maret 1968
Manokwari, March 27, 1968

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

55 tahun per Desember 2023
55 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Elektro (S1), Institut Sains dan Teknologi Nasional, lulus tahun 1994
Bachelor of Electrical Engineering (S1), National Institute of Science and Technology, graduated in 1994
- Magister Management Strategik (S2), Universitas Gadjah Mada, lulus tahun 2011
Master of Strategic Management (S2), Gadjah Mada University, graduated in 2011

Pengalaman Kerja

Work Experience

- Information Communication Technology Strategy and Innovation Senior Manager (2021)
Information Communication Technology Strategy and Innovation Senior Manager (2021)
- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2021)
General Manager Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (2021)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Technology and Innovation sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.054/KP.04.01/2023.

The incumbent has served as Vice President Technology and Innovation since February, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.024/KP.04.01/2023.



ADI PERMANA
Vice President Accounting

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Jakarta, 27 Oktober 1978
Jakarta, October 27, 1978

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

45 tahun per Desember 2023
45 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi Akuntansi (S1), Universitas Trisakti, lulus tahun 2004
Bachelor's Degree in Economics and Accounting (S1), Trisakti University, graduated in 2004

Pengalaman Kerja

Work Experience

- Budget Management Senior Manager (2018-2020)
Budget Management Senior Manager (2018-2020)
- Enterprise Finance Performance Senior Manager (2020-2021)
Enterprise Finance Performance Senior Manager (2020-2021)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Accounting sejak 30 September 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.524/KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Accounting sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023-REPLC.

The incumbent has served as Vice President Accounting since September 30, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.524/KP.04.01/2021 and has been reassigned to Vice President Accounting since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.



PROFIL PEJABAT EKSEKUTIF Profile of Executive Officer



JOEL SIAHAAN
Vice President Finance

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Simalungun, 14 Maret 1976
Simalungun, March 14, 1976

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
47 tahun per Desember 2023
47 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), Universitas Gajah Mada, lulus tahun 1999
Bachelor of Economics from Gadjah Mada University, graduated in 1999
- Magister Sains Manajemen (S2), Universitas Indonesia, lulus tahun 2012
Master of Management Science from University of Indonesia, graduated in 2012

Pengalaman Kerja

Work Experience

- Human Capital Support Expert Level III (April 2020-September 2020)
Human Capital Support Expert Level III (April 2020-September 2020)
- PTS. Vice President Finance (September 2020-September 2021)
Acting Vice President Finance (September 2020-September 2021)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Finance sejak tanggal 30 September 2021 berdasarkan Surat Keputusan Direksi No SKEP.DU.527/KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Finance sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

The incumbent has served as Vice President Finance since September 30, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.527/KP.04.01/2021 and has been reassigned to Vice President Finance since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.



RINAWAN WIJAYA
Vice President Risk Management

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Madiun, 2 April 1981
Madiun, April 2, 1981

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
42 tahun per Desember 2023
42 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), Universitas Islam Indonesia, lulus tahun 2004
Bachelor of Economics, Islamic University of Indonesia, graduated in 2004
- Magister Sains Manajemen (S2), Universitas Indonesia, lulus tahun 2012
Master of Science in Management, University of Indonesia, graduated in 2012

Pengalaman Kerja

Work Experience

- Non Business Risk Management Senior Manager (2020-2023)
Non Business Risk Management Senior Manager (2020-2023)
- PTS. Vice President Risk Management (13 Juni 2022-4 Februari 2023)
PTS. Vice President Risk Management (13 June 2022-4 February 2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Risk Management sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.056/KP.04.01/2023.

The incumbent has served as Vice President Risk Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.056/KP.04.01/2023.



FARID INDRA NUGRAHA
Vice President
Asset and Subsidiary
Management

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Balikpapan, 12 Maret 1970
Balikpapan, March 12, 1970

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

53 tahun per Desember 2023
53 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1) Ilmu Hukum, STHB (Sekolah Tinggi Hukum Bandung), lulus tahun 1993
Bachelor of Law, Bandung School of Law (STHB), graduated in 1993
- Magister (S2) Magister Hukum, Universitas Airlangga, lulus tahun 2004
Master of Law, Airlangga University, graduated in 2004

Pengalaman Kerja

Work Experience

- Direktur Operasi, Marketing & Design PT Angkasa Pura Hotel (2015-2018)
Operation Director, Marketing & Design of PT Angkasa Pura Hotel (2015-2018)
- General Manager Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan (2018-2020)
General Manager of Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan (2018-2020)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Asset and Subsidiary Management sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023 - REPLC.

The incumbent has served as Vice President Asset and Subsidiary Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023 -REPLC.



HARY BUDI WALUYO
Vice President General Services and
Corporate Social Responsibility

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth

Madiun, 15 April 1978
Madiun, April 15, 1978

Domisili

Domicile

Jakarta, Indonesia

Usia

Age

45 tahun per Desember 2023
45 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Diploma III Jurusan Penilik Lalu Lintas Udara Pendidikan dan Latihan Penerbangan Curug (PLP Curug), lulus tahun 1999
Diploma III Air Traffic Control Department, Aviation Education and Training Curug (PLP Curug), graduated in 1999
- Sarjana SI Manajemen Ekonomi Publik Sekolah Tinggi Ilmu Administrasi Negara (STIA-LAN) Makassar, lulus tahun 2001
Bachelor of Public Economic Management, National Institute of Public Administration (STIA-LAN) Makassar, graduated in 2001
- Magister S2 Manajemen Sumber Daya Manusia Universitas Muslim Indonesia (UMI) Makassar, lulus tahun 2017
Master of Human Resource Management, University of Muslim Indonesia (UMI) Makassar, graduated in 2017

Pengalaman Kerja

Work Experience

- General Manager Bandar Udara Frans Kaisiepo Biak (2020-2021)
General Manager of Frans Kaisiepo Airport Biak (2020-2021)
- Vice President Training and People Development (2021-2022)
Vice President Training and People Development (2021-2022)
- Vice President Human Capital (2022-2023)
Vice President Human Capital (2022-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President General Services and Corporate Social Responsibility sejak tanggal 8 Mei 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.232/KP.04.01/2023

The incumbent has served as Vice President General Services and Corporate Social Responsibility since Mei 8, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.232/KP.04.01/2023



PROFIL PEJABAT EKSEKUTIF Profile of Executive Officer



DONI ASRIYADI
Vice President Training and
People Development

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Jakarta, 20 Maret 1984
Jakarta, March 20, 1984

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
39 tahun per Desember 2023
39 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Informatika (S1), Universitas Budi Luhur, lulus tahun 2006
Bachelor of Informatics Engineering from Budi Luhur University, graduated in 2006
- Magister Manajemen Strategik (S2), Universitas Indonesia, lulus tahun 2012
Master of Strategic Management from University of Indonesia, graduated in 2012

Pengalaman Kerja

Work Experience

- PTS. Vice President Corporate Planning and Transformation (Juli 2020-September 2021)
PTS. Vice President Corporate Planning and Transformation (July 2020-September 2021)
- Vice President Corporate Planning and Transformation (2021-2023)
Vice President Corporate Planning and Transformation (2021-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Training and People Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi dengan nomor SKEP.DU.001/KP.02.06/2023-REPLC.

The incumbent has served as Vice President Training and People Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.



NUR SAPTO WINOTO
Vice President Human Capital

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Klaten, 25 April 1968
Klaten, April 25, 1968

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
55 tahun per Desember 2023
55 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), jurusan Elektronika dan Instrumentasi, Universitas Gadjah Mada, lulus tahun 1992
Bachelor's Degree, Electronics and Instrumentation Program, Gadjah Mada University, graduated in 1992
- Magister (S2), Administrasi Bisnis, Institut Teknologi Bandung, lulus tahun 1995
Master's Degree in Business Administration, Bandung Institute of Technology, graduated in 1995

Pengalaman Kerja

Work Experience

- Training and Development Group Head (2016-2018)
Training and Development Group Head (2016-2018)
- Vice President Corporate Social Responsibility (2018-2021)
Vice President General services and Corporate Social Responsibility (2021 - 2023)
- Vice President Human Capital (2023 - Sekarang)
Vice President Human Capital (2023 - Present)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Human Capital sejak tanggal 8 Mei 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.233/KP.04.01/2023.

The incumbent has served as Vice President Human Capital since Mei 8, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.233/KP.04.01/2023.



R.M. DODDY HAPSORO
Vice President Procurement

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Sumenep, 12 November 1969
Sumenep, November 12, 1969

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
54 tahun per November 2023
54 years old as of November 2023

Riwayat Pendidikan

Educational Background

- D-III PLT STPI Curug, lulus Tahun 1999
D-III PLT STPI Curug, graduated in 1999
- Sarjana (S1), Jurusan Hukum Universitas Maharaswati Mataram, lulus Tahun 1995
Bachelor's Degree (S1), Law Department, Maharaswati University, Mataram, graduated in 1995
- Sarjana (S2), Magister Manajemen Universitas Mataram Tahun lulus 2010.
Master's Degree (S2), Master of Management, Mataram University. Graduated in 2010.

Pengalaman Kerja

Work Experience

- Service Procurement Senior Manager (2013-2017)
Service Procurement Senior Manager (2013-2017)
- Senior Manager Project Bandara Internasional Yogyakarta Kulon Progo (2017-2018)
Senior Project Manager of Yogyakarta International Airport Kulon Progo (2017-2018)
- PTS. Vice President Procurement (2018-2019)
Acting Vice President Procurement (2018-2019)
- Technical Senior Manager Bandara Jenderal Ahmad Yani Semarang (2019-2023)
Technical Senior Manager Jenderal Ahmad Yani Airport Semarang (2019-2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Procurement sejak tanggal 27 Desember 2023 berdasarkan Surat Perintah Direksi No. SKEP.DU.853/KP.04.01/2023.
The incumbent has served as Vice President Procurement since December 27, 2023, pursuant to the Board of Directors No. SKEP.DU.853/KP.04.01/2023.



HERU NUGROHO
PLT. Vice President
Customer Experience

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir

Place & Date of Birth
Jakarta, 10 Februari 1972
Jakarta, February 10, 1972

Domisili

Domicile
Jakarta, Indonesia

Usia

Age
51 tahun per Desember 2023
51 years old as of Desember 2023

Riwayat Pendidikan

Educational Background

Sarjana (S1), jurusan Teknik Mesin, Universitas Indonesia, lulus tahun 1997
Bachelor's Degree, Mechanical Engineering, University of Indonesia, graduated in 1997

Pengalaman Kerja

Work Experience

- Commercial Marketing Senior Manager Bandara I Gusti Ngurah Rai Bali (2016-2017)
Commercial Marketing Senior Manager I Gusti Ngurah Rai Airport Bali (2016-2017)
- Commercial Operation Senior Manager Bandara I Gusti Ngurah Rai Bali (2017-2019)
Commercial Operation Senior Manager I Gusti Ngurah Rai Airport Bali (2017-2019)
- Business Planning & Partnership Senior Manager Kantor Pusat Jakarta (2019-2021)
Business Planning & Partnership Senior Manager Head Office Jakarta (2019-2021)
- Commercial & Development Senior Manager Bandara I Gusti Ngurah Rai Bali (2021 - 2023)
Commercial & Development Senior Manager I Gusti Ngurah Rai Airport Bali (2021 - 2023)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai PLT. Vice President Customer Experience sejak tanggal 17 April 2023 berdasarkan Surat Keputusan Direksi Nomor SKEP.DU.202/KP.04.01/2023.
The incumbent has served as Acting Vice President Customer Experience since April 17, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.202/KP.04.01/2023.





SUMBER DAYA MANUSIA HUMAN CAPITAL

Sebagai aset penting dalam keberlanjutan bisnis, PT Angkasa Pura I memastikan untuk merekrut sumber daya manusia (SDM) terbaik dengan mengedepankan prinsip keterbukaan, kesetaraan, dan kewajaran. Strategi rekrutmen disesuaikan berdasarkan kebutuhan perusahaan dan memaksimalkan sumber daya manusia yang berasal dari masyarakat lokal dan nasional.

Terdapat pernyataan kembali untuk data komposisi karyawan tahun 2022 dan 2021 dikarenakan adanya perubahan sistem kategorisasi data.

As an essential asset for business sustainability, PT Angkasa Pura I ensures to recruit the best human resources (HR) by upholding the principles of openness, equality, and fairness. The recruitment strategy is tailored to the company's needs and maximizes human resources from local and national communities.

The employee composition data for 2022 and 2021 have been restated due to changes in the data categorization system.

Komposisi Karyawan Berdasarkan Jenis Kelamin Employee Composition by Gender

Jenis Kelamin Gender	2023	2022	2021
Perempuan Female	806	827	827
Laki-Laki Male	2.278	2.347	2.404
Jumlah Total	3.084	3.174	3.231





Komposisi Karyawan Berdasarkan Rentang Usia Employee Composition by Age Group

Rentang Usia Age Group	2023		2022		2021	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
>56	2	1	4	0	3	0
51-56	224	61	232	51	245	55
46-50	290	85	269	91	257	81
41-45	279	93	298	89	284	81
36-40	482	116	439	106	408	107
31-35	555	260	566	244	563	206
26-30	423	176	488	215	535	242
21-25	23	14	51	31	109	55
<20	0	0	0	0	0	0
Jumlah Total	2.278	806	2.347	827	2.404	827

Komposisi Karyawan Berdasarkan Tingkat Pendidikan Employee Composition by Education Level

Pendidikan Education	2023		2022		2021	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
S3 Doctoral Degree	1	1	4	1	4	1
S2 Master's Degree	77	35	81	37	77	42
Sarjana Bachelor's Degree	643	352	670	364	684	355
D1-D4 Diploma	556	198	569	201	573	200
SD-SMA Elementary-High School	1.001	220	1.023	224	1.066	229
Jumlah Total	2.278	806	2.347	827	2.404	827



Komposisi Karyawan Berdasarkan Status Ketenagakerjaan Employee Composition by Employment Status

Status Ketenagakerjaan Employment Status	2023		2022		2021	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Pegawai Perusahaan Permanent Employee	2.229	800	2.284	812	2.313	805
PNS Diberbantukan Civil Servant	24	1	41	1	35	1
TNI Ditugaskan Assigned Military Personnel	5	0	5	0	6	0
Honoror Honorary Employee	3	1	13	0	17	1
Calon Pegawai Candidate	0	0	3	12	33	20
Pegawai Luar Perusahaan External Worker	0	2	0	2	0	0
PKWT Specific Time Employment Agreement	11	2	1	0	0	0
Jumlah Total	2.278	806	2.347	827	2.404	827

Komposisi Karyawan Berdasarkan Level Jabatan Employee Composition by Position Level

Kelas Jabatan Class Position	2023		2022		2021	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
1	1	1	15	1	0	1
2	5	0	63	0	4	0
3	27	2	120	3	35	5
4	14	2	15	1	13	0
5	69	11	63	11	59	12
6	133	23	120	24	114	18
7	20	8	27	7	24	10
8	274	84	281	74	282	65
9	42	14	37	13	39	13
10	143	152	71	96	69	89
11	498	186	558	242	533	243
12	480	132	432	137	424	134
13	226	82	324	112	394	118
14	225	74	183	51	183	57
15	118	33	186	55	216	61
Honoror (Direksi dan Komisaris) Honorary Employee (Director and Commissioner)	3	1	13	0	15	1
Jumlah Total	2.278	806	2.347	827	2.404	827



Komposisi Karyawan Berdasarkan Masa Kerja Employee Composition by Working Period

Rentang Usia Age Group	2023		2022		2021	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
>30	52	6	72	5	89	6
26-30	191	49	195	55	158	47
21-25	269	87	284	89	353	105
16-20	319	107	291	110	177	51
11-15	417	21	361	52	395	94
6-10	680	326	596	278	633	281
0-5	350	147	548	238	599	243
Jumlah Total	2.278	806	2.347	827	2.404	827

Komposisi Karyawan Berdasarkan Wilayah Kerja Employee Composition By Work Area

Keterangan Description	2023	2022	2021
Kantor Pusat Head Office	583	616	580
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	537	557	567
Bandara Juanda Surabaya Juanda Airport Surabaya	328	336	346
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	217	216	224
Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan	189	197	206
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	46	50	51
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	115	124	134
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	47	49	54
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	194	196	199
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	105	109	107
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	123	127	132
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	147	154	161
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	161	168	177
Bandara Pattimura Ambon Pattimura Airport Ambon	68	76	84
Bandara El Tari Kupang El Tari Airport Kupang	90	93	97
Bandara Sentani Jayapura Sentani Airport Jayapura	87	88	81
Proyek Pengembangan Bandara Internasional Yogyakarta Yogyakarta International Airport Development Project	0	0	12
Proyek Pengembangan Bandara Sultan Hasanuddin Makassar Makassar Sultan Hasanuddin Airport Development Project	17	18	19
Bandara Dhoho Kediri Dhoho Airport Kediri	30	-	-
Jumlah Total	2.278	3.174	3.231



PENGEMBANGAN SUMBER DAYA MANUSIA

Human Capital

KEBIJAKAN PENGEMBANGAN KOMPETENSI

Bagi PT Angkasa Pura I, human capital merupakan aset penting dalam keberlanjutan dan peningkatan kualitas bisnis. Perusahaan senantiasa melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran dan kesetaraan berdasarkan kompetensi kebutuhan dan keahlian yang dimiliki oleh kandidat dengan memperhatikan ketersediaan tenaga kerja lokal/nasional. Kandidat yang memenuhi standar administrasi dijangar melalui situs perusahaan dan iklan.

Dalam rangka meningkatkan daya saing di industri aviasi dan menunjang kelangsungan bisnis, PT Angkasa Pura I berkomitmen untuk terus mengembangkan kompetensi seluruh pegawai. Seluruh pegawai berhak dan memiliki kesempatan yang sama untuk mendapatkan pelatihan dan pengembangan untuk meningkatkan pengetahuan, kemampuan, dan keahlian sesuai dengan minat pegawai serta kebutuhan perusahaan. Kegiatan peningkatan kompetensi pegawai mengacu pada Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.167/KP.04/2019 yang mengatur tentang Pola Pelatihan dan Pengembangan Pegawai PT Angkasa Pura I.

COMPETENCY DEVELOPMENT POLICY

Human capital is an important asset for PT Angkasa Pura I in terms of business sustainability and quality improvement. The company always conducts a recruitment process that prioritizes the principles of openness, fairness, and equality based on competency needs and competencies possessed by candidates while taking local/national labor availability into account. Candidates who meet the administrative requirements are recruited through the company website and advertisements.

PT Angkasa Pura I is committed to continuously developing the competence of all employees in order to improve competitiveness in the aviation industry and support business continuity. All employees are entitled to and have the same opportunity to receive training and development to improve their knowledge, abilities, and skills in accordance with their interests and the Company's needs. Employee competency development activities refer to the Board of Directors Decree of PT Angkasa Pura I (Persero) No. KEP.167/KP.04/2019, governing the Training and Development Pattern of PT Angkasa Pura I Employees.





Kegiatan pelatihan dan pengembangan untuk peningkatan kompetensi pegawai diselenggarakan secara internal dan eksternal. Berbagai pelatihan dan pengembangan kompetensi pegawai dilaksanakan dengan memanfaatkan berbagai aplikasi *meeting multipatform* maupun dilakukan secara tatap muka (*in class*) guna memaksimalkan keikutsertaan pegawai PT Angkasa Pura I.

Pada 2023, PT Angkasa Pura I telah menyelenggarakan 187 program pelatihan dan pengembangan yang diikuti oleh 17.372 orang baik dari manajemen maupun pegawai. Pelatihan dapat berjalan dengan lancar dan pegawai dapat menerima materi dengan baik, meskipun terdapat kendala dan keterbatasan yang dihadapi. Kendala dari pelatihan daring diantaranya, terkendalanya panitia pelatihan dalam melakukan *monitoring* keaktifan para peserta sehingga panitia pelatihan harus bekerja sama dengan para pic di kantor cabang dan membuat aturan pelaksanaan *online learning* yang harus dipatuhi selama pelaksanaan pelatihan, kurangnya interaksi antara narasumber dengan peserta pelatihan, keterbatasan perangkat yang tersedia untuk pembelajaran daring yang dimiliki oleh peserta, gangguan eksternal yang berasal dari lingkungan sekitar peserta, serta gangguan jaringan yang dapat mengganggu efektivitas pembelajaran. Untuk mendukung peningkatan kompetensi pegawai, perusahaan memaksimalkan penggunaan sistem *e-learning* melalui *learning management system* (LMS) yang dikembangkan unit *training and people development* dengan menyediakan modul-modul pembelajaran pada sistem tersebut.

KESETARAAN DALAM PROGRAM PELATIHAN DAN PENGEMBANGAN

Seluruh pegawai diberikan kesempatan yang setara dalam mengikuti program pelatihan dan pengembangan. Sebanyak 24 jam pembelajaran pelatihan dan pendidikan diikuti oleh peserta dari berbagai tingkatan mulai dari Direksi hingga level staf.

PENGEMBANGAN KOMPETENSI BERDASARKAN LEVEL JABATAN

Di 2023, pengembangan kompetensi dilaksanakan berdasarkan jenis dan program pelatihan, tujuan pelatihan, serta level jabatan peserta pelatihan. Kebutuhan peningkatan kompetensi dari setiap level jabatan berbeda-beda sesuai dengan jabatan yang diampu dan bidang pekerjaannya.

Internal and external training and development activities are organized to improve employee competencies. Various employee competency training and development were conducted using various multi-platform meeting applications to maximize the participation of PT Angkasa Pura I employees.

In 2023, PT Angkasa Pura I held 187 training and development programs attended by 17,372 personnel from management and employees. Despite the constraints and limitations, the training ran smoothly and employees received material effectively. Several constraints of online training include the pic's constraints in monitoring the participants' activeness, thus the pic must collaborate with the pics in the branch offices and make rules for the implementation of online learning that must be obeyed during the training, a lack of interaction between resource persons and training participants, lack of participants' devices for online learning, external disturbances from the participants' surroundings, and internet connection issues hindering the learning effectiveness. To support employee competency development, the company optimized the use of e-learning system through learning management system (LMS) developed by training and people development unit by including learning modules in the system.

EQUALITY IN EDUCATION AND TRAINING PROGRAMS

Training and development programs are open to all employees on an equal basis. A total of 24 learning hours of training and education were attended by participants from various levels ranging from the Board of Directors to the staff level.

COMPETENCY DEVELOPMENT BY POSITION LEVEL

In 2023, competency development was carried out based on training type and program, training objectives, and the participants' position level. The needs for competency development at each position level differ depending on their position and job fields.



Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan

Competency Development by Position Level

Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
Direksi Directors	Manajerial Managerial	<ol style="list-style-type: none"> Pelatihan Finance Essentials for High Level Executive 2023 Chief Human Resource Officers (CHRO) School Tahun 2023 Pelatihan Risk Management Program Certification QRGP 	<ol style="list-style-type: none"> Finance Essentials Training for High Level Executives 2023 Chief Human Resource Officers (CHRO) School in 2023 QRGP Certification Program Risk Management Training
Vice President General Manager Co. General Manager Human Capital Support Expert Level I, II dan III Advisor Vice President General Manager Co. General Manager Human Capital Support Expert Level I, II and III Advisor	Pengkayaan Enrichment	<ol style="list-style-type: none"> Online Pelatihan Manajemen Umum Dana Pensiun Tahun 2023 Pelatihan Strategic Formulation and Project Management Batch I dan Batch II Webinar Series #2 Investasi Properti Webinar Series #3 Aksi Kelola Sampah Bandara Workshop General Manager Airport Meet Up for Winning The Customer 2023 BUMN Communications Week 2023 Pelatihan Awareness Safety Management System Tahun 2023 Workshop Leadership BOD-1 dengan Tema Shifting Leadership Mindset: Form Authority to Discovery Pelatihan Hybrid Pra Purnabakti Batch XL (40) Program Pembekalan/Orientasi Proses Kebandarudaraan Pembelajaran Online Materi Metode Evaluasi atas Pelaksanaan Program Strategis (Post Implementation Review) Pelatihan High Impact Presentation Batch I dan Batch II Webinar Series #4 Mind and Body Connection Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyusutan Batch I, Batch II dan Batch III Webinar Series #5 Wujudkan Masa Depan dengan Investasi Pelatihan Integrated Talent Management System Online Materi Problem Solving Webinar Series #6 Penyakit yang Dialami oleh Pekerja Training Strategic Change & Innovation for Future Ready Enterprise Pembelajaran Online Materi Cyber Security Awareness Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I Pelatihan Train the Trainer Indonesian Hospitality Batch I Effective Business Communication 	<ol style="list-style-type: none"> Online General Management Training for Pension Funds in 2023 Batch I and Batch II Strategic Formulation and Project Management Training Webinar Series #2 Property Investment Webinar Series #3 Actions for Managing Airport Waste Airport General Manager Workshop Meet Up for Winning The Customer 2023 BUMN Communications Week 2023 Awareness Safety Management System Training in 2023 BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: Form Authority to Discovery Pre-Retirement Hybrid Training Batch XL (40) Airport Process Debriefing/Orientation Program Online Learning Material on Evaluation Methods for Strategic Program Implementation (Post Implementation Review) High Impact Presentation Training Batch I and Batch II Webinar Series #4 Mind and Body Connection Awareness Training ISO 37001:2016 Anti-Bribery Management System Batch I, Batch II and Batch III Webinar Series #5 Create the Future with Investment Integrated Talent Management System training Online Problem Solving Material Webinar Series #6 Diseases Experienced by Workers Strategic Change & Innovation Training for Future Ready Enterprise Online Learning Cyber Security Awareness Material National Internal Audit Seminar (SNIA 2023) and QIA Graduation Webinar Series #7 Prosperity in Old Age with YAKKAP I Train The Trainer Indonesian Hospitality Training Batch I Effective Business Communication
	Mandatory Korporasi Corporate Mandatory	<ol style="list-style-type: none"> Pelatihan Sertifikasi Asesor Kompetensi Pelatihan Certified Internal Audit Executive (CIAE) Enterprise Risk Management Certification Pelatihan Enterprise Risk Management Certified Risk Professional 	<ol style="list-style-type: none"> Competency Assessor Certification Training Certified Internal Audit Executive (CIAE) Training Enterprise Risk Management Certification Enterprise Risk Management Certified Risk Professional Training
	Manajerial Managerial	Program Pengembangan General Manager Airport Batch I dan Batch II	Airport General Manager Development Program Batch I and Batch II



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Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
Senior Manager Expert Senior Expert Corporate Project Corporate Support P4DP Senior Specialist Airport Operation Center Head Human Capital Support Expert Level III Project Secretary	Pengkayaan Enrichment	<ol style="list-style-type: none"> 1. Webinar Series #1 Wujudkan Resolusi Finansial dengan Investasi Sejak Dini 2. Kultur Pembelajaran Mandiri Untuk Peningkatan Daya Saing Organisasi 3. Webinar Series #2 Investasi Properti 4. Webinar Series #3 Aksi Kelola Sampah Bandara 5. Workshop Penyusunan Dashboard Enterprise Performance Management 6. Pelatihan Dasar Tingkat Komponen Dalam Negeri (TKDN) Batch III 7. BUMN Communication Week 2023 8. Pelatihan Kompetensi Kearsipan 9. Pelatihan Awareness Safety Management System Tahun 2023 10. Pelatihan Pengenalan (Awareness) dan Interpretasi Klausul ISO 14001:2015 11. Workshop Risiko 12. Pelatihan Audit Internal Sistem Manajemen Lingkungan 13. Workshop Smart & Sustainable Aviation Program 14. Workshop Leadership BOD-1 dengan Tema Shifting Leadership Mindset: Form Authority to Discovery 15. Webinar Happiner in Difficult Timer 16. Pelatihan Hybrid Pra Purnabakti Batch XL (40) 17. Workshop Pengembangan Alat Ukur Kompetensi 18. Pelatihan Airport Commercial Management 19. Pembelajaran Online Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (Post Implementation Review) 20. Pelatihan Penanganan Pengaduan Masyarakat 21. Pelatihan High Impact Presentation Batch I dan Batch II 22. Webinar Series #4 Mind and Body Connection 23. Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I, Batch II dan Batch III 24. Webinar Series #5 Wujudkan Masa Depan dengan Investasi 25. Online Materi Problem Solving 26. Webinar Series #6 Penyakit yang Dialami oleh Pekerja 27. Online Live Virtual Training Cultivating Growth Mindset and Learning Agility 28. Pelatihan Pemahaman Dasar Arbitrase & APS 29. Pelatihan Boosting Your Airports Commercial Business 30. Pelatihan Airport Customer Service and Experience 31. Pelatihan Manajemen Proyek 32. Training Strategic Change & Innovation for Future Ready Enterprise 33. Sertifikasi Bidang Manajemen Risiko CRMPA Batch I dan Batch II 34. Pelatihan ARIS – Workshop Business Process Architecture 35. Pembelajaran Online Materi Cyber Security Awareness 36. Transformation Business Simulation 	<ol style="list-style-type: none"> 1. Webinar Series #1 Make Financial Resolutions a Reality by Investing Early 2. Independent Learning Culture to Increase Organizational Competitiveness 3. Webinar Series #2 Property Investment 4. Webinar Series #3 Actions for Managing Airport Waste 5. Workshop on Preparing an Enterprise Performance Management Dashboard 6. Basic Training at Domestic Component Level (TKDN) Batch III 7. BUMN Communication Week 2023 8. Archives Competency Training 9. Awareness Safety Management System Training in 2023 10. Training on Introduction (Awareness) and Interpretation of ISO 14001:2015 Clauses 11. Risk Workshop 12. Environmental Management System Internal Audit Training 13. Smart & Sustainable Aviation Program Workshop 14. BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: Form Authority to Discovery 15. Webinar Happiner in Difficult Timer 16. Pre-Retirement Hybrid Training Batch XL (40) 17. Workshop on Development of Competency Measuring Tools 18. Airport Commercial Management Training 19. Online Learning Material on Evaluation Methods for Strategic Program Implementation (Post Implementation Review) 20. Training on Handling Public Complaints 21. High Impact Presentation Training Batch I and Batch II 22. Webinar Series #4 Mind and Body Connection 23. ISO 37001:2016 Awareness Training Anti-Bribery Management System Batch I, Batch II and Batch III 24. Webinar Series #5 Create the Future with Investment 25. Online Problem Solving Material 26. Webinar Series #6 Diseases Experienced by Workers 27. Online Live Virtual Training Cultivating Growth Mindset and Learning Agility 28. Basic Understanding of Arbitration & APS Training 29. Boosting Your Airports Commercial Business Training 30. Airport Customer Service and Experience Training 31. Project Management Training 32. Strategic Change & Innovation Training for Future Ready Enterprise 33. CRMPA Batch I and Batch II Risk Management Certification 34. ARIS Training – Business Process Architecture Workshop 35. Online Learning Cyber Security Awareness Material 36. Transformation Business Simulation



Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
		37. Training Financial Accounting Level Advance 38. Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I 39. Pelatihan Manajemen Risiko 40. Pelatihan Project Management Professional 41. Pelatihan Enterprise Risk Management Certified Risk Professional 42. Pelatihan Train the Trainer Indonesian Hospitality Batch I 43. Webinar Series #8 Operasional Peralatan GSE dan Kendaraan di Sisi Udara 44. Pelatihan Airport Slot & Coordination 45. Sharing Session Financial Accounting Basic 46. Effective Business Communication	37. Advanced Level Financial Accounting Training 38. Webinar Series #7 Prospering in Old Age with YAKKAP I 39. Risk Management Training 40. Professional Project Management Training 41. Enterprise Risk Management Certified Risk Professional Training 42. Training Train The Trainer Indonesian Hospitality Batch I 43. Webinar Series #8 Operation of GSE Equipment and Airside Vehicles 44. Airport Slot & Coordination Training 45. Sharing Session Financial Accounting Basics 46. Effective Business Communication
	Mandatory Regulasi Regulations Mandatory	1. Pelatihan Inspektur Keamanan Penerbangan 2. Perpanjangan Recurrent Instruktur Keamanan Penerbangan	1. Aviation Security Inspector Training 2. Aviation Security Instructor Recurrent Extension
	Mandatory Korporasi Corporate Mandatory	1. Sertifikasi Qualified Internal Auditor Tingkat Manajerial 2. Pelatihan Sertifikasi BNSP Kompetensi Personel Manajer Energi 3. Pelatihan Certified Lead Auditor ISO 37001:2016 Anti Bribery Management System 4. Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA 5. Training dan Sertifikasi CCGO (certified Chief Governance Professional) 6. Pelatihan dan Sertifikasi Manajemen Umum Dana Pensiun	1. Managerial Level Qualified Internal Auditor Certification 2. BNSP Certification Training for Energy Manager Personnel Competency 3. Certified Lead Auditor Training ISO 37001:2016 Anti Bribery Management System 4. National Internal Audit Seminar (SNIA 2023) and QIA Graduation 5. CCGO Training and Certification (certified Chief Governance Professional) 6. General Management Training and Certification of Pension Funds
	Manajerial Managerial	1. Executive Development Program (EDP) Modul Directorship Development Program (DDP) 2. Program Pengembangan General Manager Airport Batch II	1. Executive Development Program (EDP) Directorship Development Program (DDP) Module 2. Airport General Manager Development Program Batch II
Corporate Project Specialist Senior Auditor Junior Auditor Senior Specialist Specialist Corporate Support Manager Airport Operation Center Head Human Capital Support Expert Level IV	Pengkayaan Enrichment	1. Online Pelatihan Manajemen Umum Dana Pensiun 2. Webinar Series #1 Wujudkan Resolusi Financial dengan Investasi Sejak Dini 3. Webinar Series #2 Investasi Properti 4. Webinar Series #3 Aksi Kelola Sampah Bandara 5. Workshop Penyusunan Dashboard Enterprise Performance Management 6. Pelatihan Dasar Tingkat Komponen Dalam Negeri (TKDN) Batch I, Batch II dan Batch III 7. Pelatihan Kompetensi Kearsipan 8. Pelatihan Awareness Safety Management System Tahun 2023 9. Pelatihan Pengenalan (awareness) dan Interpretasi Klausul ISO 14001:2015 10. Workshop Risiko 11. Pelatihan Audit Internal Sistem Manajemen Lingkungan 12. Workshop Ketentuan Terbaru Pengadaan Barang dan Jasa di BUMN dan Anak Perusahaan di BUMN 13. Pelatihan Hybrid Pra Purnabakti Batch XL (40) 14. Workshop Pengembangan Alat Ukur Kompetensi 15. Pelatihan Airport Commercial Management 16. Pembelajaran Online Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (Post Implementation Review) 17. Webinar Series #4 Mind and Body Connection 18. Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuaan Batch I, Batch II dan Batch III 19. Webinar Series #5 Wujudkan Masa Depan Dengan Investigasi	1. Online General Management Training for Pension Funds 2. Webinar Series #1 Make Financial Resolutions a Reality by Investing Early 3. Webinar Series #2 Property Investment 4. Webinar Series #3 Actions for Managing Airport Waste 5. Workshop on Preparing an Enterprise Performance Management Dashboard 6. Basic Training at Domestic Component Level (TKDN) Batch I, Batch II and Batch III 7. Archives Competency Training 8. Awareness Safety Management System Training in 2023 9. Training on Introduction (awareness) and Interpretation of ISO 14001:2015 Clauses 10. Risk Workshop 11. Environmental Management System Internal Audit Training 12. Workshop on the Latest Provisions for Procurement of Goods and Services in BUMN and Subsidiaries in BUMN 13. Pre-Retirement Hybrid Training Batch XL (40) 14. Workshop on Development of Competency Measuring Tools 15. Airport Commercial Management Training 16. Online Learning Material on Evaluation Methods for Strategic Program Implementation (Post Implementation Review) 17. Webinar Series #4 Mind and Body Connection 18. ISO 37001:2016 Awareness Training Anti-Bribery Management System Batch I, Batch II and Batch III 19. Webinar Series #5 Making the Future Happen With Investigation



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Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
		20. Online Materi Problem Solving 21. Webinar Series #6 Penyakit yang Dialami oleh Pekerja 22. Pelatihan Airport Customer Service and Experience 23. Pelatihan Manajemen Proyek 24. Training Strategic Change & Innovation for Future Ready Enterprise 25. Sertifikasi Bidang Manajemen Risiko CRMPA Batch I dan Batch II 26. Pelatihan ARIS – Arsitektur Bisnis Proyek 27. Pelatihan ARIS – Data Architecture, Technology Architecture, Application Architecture, dan Risk by Business Process 28. Pelatihan ARIS – Pengelolaan Administrasi ARIS 29. Pembelajaran Online Materi Cyber Security Awareness 30. Pelatihan Perangkat Lunak Simulasi Optimalisasi Kapasitas Sisi Dara (Terminal) Bandar Udara 31. Transformation Business Simulation 32. Training Financial Accounting Level Basic 33. Training Financial Accounting Level Advance 34. Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I 35. Pelatihan IATA Cargo Introductory 36. Pelatihan Manajemen Risiko 37. Pelatihan Project Management Professional 38. Pelatihan Train the Trainer Indonesia Hospitality Batch I 39. Webinar Series #8 Operasional Peralatan GSE dan Kendaraan di Sisi Udara 40. Pelatihan Airport Slot & Coordination 41. Sharing Session Financial Accounting Basic 42. Effective Business Communication	20. Online Problem Solving Material 21. Webinar Series #6 Diseases Experienced by Workers 22. Airport Customer Service and Experience Training 23. Project Management Training 24. Strategic Change & Innovation Training for Future Ready Enterprise 25. CRMPA Batch I and Batch II Risk Management Certification 26. ARIS Training – Project Business Architecture 27. ARIS Training – Data Architecture, Technology Architecture, Application Architecture, and Risk By Business Process 28. ARIS Training – ARIS Administration Management 29. Online Learning Cyber Security Awareness Material 30. Airport Terminal Capacity Optimization Simulation Software Training 31. Transformation Business Simulation 32. Basic Level Financial Accounting Training 33. Advanced Level Financial Accounting Training 34. Webinar Series #7 Prosperous in Old Age with YAKKAP I 35. IATA Cargo Introductory Training 36. Risk Management Training 37. Professional Project Management Training 38. Training Train The Trainer Indonesia Hospitality Batch I 39. Webinar Series #8 Operation of GSE Equipment and Vehicles on the Air Side 40. Airport Slot & Coordination Training 41. Sharing Session Financial Accounting Basics 42. Effective Business Communication
	Mandatory Regulasi Regulations Mandatory	1. Diklat Refreshing Course Online Personel Senior PKP PK Batch I, II, III, V dan VI 2. Diklat Refreshing Course Online Personel Salvage Batch I dan Batch II 3. Train the Trainer (TTT) Training Course ETD 4. Perpanjangan Recurrent Instruktur Keamanan Penerbangan	1. Online Refreshing Course Training for PKP PK Senior Personnel Batch I, II, III, V and VI 2. Online Refreshing Course Training for Batch I and Batch II Salvage Personnel 3. Train The Trainer (TTT) ETD Training Course 4. Recurrent Extension of Aviation Security Instructor
	Mandatory Korporasi Corporate Mandatory	1. Ujian Sertifikasi Manajemen Umum Dana Pensiun 2. Sertifikasi Qualified Internal Auditor Tingkat Manajerial 3. Sertifikasi Qualified Internal Auditor Tingkat Lanjutan 4. Sertifikasi Qualified Internal Auditor Tingkat Dasar 5. Pelatihan Sertifikasi BNSP Kompetensi Personel Manajer Energi 2024 6. Konferensi Auditor Internal 2023 dan Pengukuhan Wisuda QIA 7. Pelatihan dan Sertifikasi Penanggungjawab Pengendalian Pencemaran Udara (PPPU) 8. Pelatihan dan Sertifikasi Penanggungjawab Pencecemaran Air (PPPA) 9. Pelatihan dan Sertifikasi Kompetensi Human Capital Level Manager 10. Ujian Sertifikasi Manajemen Umum Dana Pelatihan dan Sertifikasi Penanggungjawab Pengelolaan Limbah B3 (PLB3) 11. Pelatihan dan Sertifikasi Kompetensi Human Capital Skema Kepala Bagian Rekrutmen dan Seleksi SDM 12. Perpanjangan SKP Ahli K3 Umum Kemnaker RI Tahun 2023	1. Pension Fund General Management Certification Exam 2. Managerial Level Qualified Internal Auditor Certification 3. Advanced Level Qualified Internal Auditor Certification 4. Basic Level Qualified Internal Auditor Certification 5. BNSP Certification Training for Energy Manager Personnel Competency 2024 6. 2023 Internal Auditor Conference and QIA Graduation Inauguration 7. Training and Certification of Persons Responsible for Air Pollution Control (PPPU) 8. Training and Certification of Persons Responsible for Water Pollution (PPPA) 9. Human Capital Level Manager Competency Training and Certification 10. Training and Certification of Persons Responsible for B3 Waste Management (PLB3) 11. Human Capital Competency Training and Certification Scheme for Head of HR Recruitment and Selection Division 12. Extension of the SKP for General K3 Experts of the Indonesian Ministry of Manpower in 2023



Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
		13. Seminar Nasional dan Pengukuhan Gelar Kompetensi ACCIA (Associate Certified Competent Internal Auditor) 14. Seminar Nasional Internal Audit (SNIA 2023) dan Wisuda QIA 15. Pelatihan Enterprise Risk Management Certified Risk Professional	13. National Seminar and Inauguration of ACCIA Competency Title (Associate Certified Competent Internal Auditor) 14. National Internal Audit Seminar (SNIA 2023) and QIA Graduation 15. Enterprise Risk Management Certified Risk Professional Training
Officer Analyst Supervisor Squad Leader Investigator Coordinator Technician Engineer Sales Executive	Pengkayaan Enrichment	1. Online Pelatihan Manajemen Umum Dana Pensiun 2. Webinar Series #1 Wujudkan Resolusi Financial dengan Investasi Sejak Dini 3. Webinar Series #2 Investasi Properti 4. Webinar Series #3 Aksi Kelola Sampah Bandara 5. Pelatihan Teknik dan Metode Penyusunan HPS/OE Atas Pengadaan Barang, Jasa dan Proyek 6. Workshop The 8 th PR Indonesia Awards (PRIA) 2023 7. BUMN Corporate Communications and Sustainability Summit (BCOMS) 2023 8. Workshop Penyusunan Dashboard Enterprise Performance Management 9. Pelatihan Dasar Tingkat Komponen Dalam Negeri Batch I, II, III dan IV 10. Injourney Talent Exchange Program Batch III dan IV 11. BUMN Communications Week 2023 12. Pelatihan Awareness Safety Management System Tahun 2023 13. Pelatihan Pengenalan (Awareness) dan Interpretasi Klausul ISO 14001:2015 14. Workshop Risiko 15. Pelatihan Audit Internal Sistem Manajemen Lingkungan 16. Training Tax Planning Advance 17. Pelatihan Basic Safety Management System Tahun 2023 18. Workshop Ketentuan Terbaru Pengadaan Barang & Jasa di BUMN dan Anak Perusahaan BUMN 19. Pelatihan Online Data Science Analytics Tahun 2023 20. Pelatihan Identifikasi dan Penanganan Human Trafficking 21. Workshop Wildlife Hazard Management 22. Training Environmental Social Governance 23. Pelatihan Hybrid Pra Purnabakti Batch XL (40) 24. Live Virtual Training Stakeholder Management 25. Training Social Return on Investment (SROI) 26. Pelatihan Data Analysis 27. Workshop Pengembangan Alat Ukur Kompetensi 28. Pembelajaran Online Materi Metode Evaluasi atas Pelaksanaan Program Strategis (Post Implementation Review) 29. Pelatihan Dasar-Dasar Amdal dan Esia 30. Pelatihan Penanganan Pengaduan Masyarakat 31. Workshop Pengelolaan Hak Atas Tanah BUMN dan Anak Perusahaan 32. Webinar Series #4 Mind and Body Connection 33. Pelatihan Awareness ISO 37001_2016 Sistem Manajemen Anti Penyuapan Batch I, II dan III 34. Webinar Series #5 Wujudkan Masa Depan dengan Investasi 35. Pelatihan Integrated Talent Management System 36. Online Materi Problem Solving 37. Webinar Series #6 Penyakit yang Dialami oleh Pekerja	1. Online General Management Training for Pension Funds 2. Webinar Series #1 Make Financial Resolutions a Reality by Investing Early 3. Webinar Series #2 Property Investment 4. Webinar Series #3 Actions for Managing Airport Waste 5. Training on techniques and methods for preparing HPS/OE for the procurement of goods, services and projects 6. Workshop The 8th PR Indonesia Awards (PRIA) 2023 7. BUMN Corporate Communications and Sustainability Summit (BCOMS) 2023 8. Workshop on Preparing an Enterprise Performance Management Dashboard 9. Basic Training at Domestic Component Level Batch I, II, III and IV 10. Injourney Talent Exchange Program Batch III and IV 11. SOE Communications Week 2023 12. Awareness Safety Management System Training in 2023 13. Training on Introduction (Awareness) and Interpretation of ISO 14001:2015 Clauses 14. Risk Workshop 15. Environmental Management System Internal Audit Training 16. Advanced Tax Planning Training 17. Basic Safety Management System Training in 2023 18. Workshop on the Latest Provisions for Procurement of Goods & Services in BUMN and BUMN Subsidiaries 19. Data Science Analytics Online Training in 2023 20. Training on Identification and Handling of Human Trafficking 21. Wildlife Hazard Management Workshop 22. Environmental Social Governance Training 23. Pre-Retirement Hybrid Training Batch XL (40) 24. Live Virtual Training Stakeholder Management 25. Social Return on Investment (SROI) Training 26. Data Analysis Training 27. Workshop on Development of Competency Measuring Tools 28. Online Learning Material on Evaluation Methods for the Implementation of Strategic Programs (Post Implementation Review) 29. Basic Amdal and Esia Training 30. Training on Handling Public Complaints 31. Workshop on Land Rights Management of BUMN and Subsidiaries 32. Webinar Series #4 Mind and Body Connection 33. Awareness Training ISO 37001_2016 Anti-Bribery Management System Batch I, II and III 34. Webinar Series #5 Create the Future with Investment 35. Integrated Talent Management System training 36. Online Problem Solving Material 37. Webinar Series #6 Diseases Experienced by Workers



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Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
		38. Energy Training Week ASEAN 2023 39. Online Materi Problem Solving 40. Pelatihan Data Analysis & Visualization Data with Tableau 41. Pelatihan Mastering Python Programming Fundamental 42. Training Pengukuran Dampak TJSJ dengan Metode Survey Social Return on Investment (SROI) 43. Pelatihan Pengkayaan Perlakuan Aspek Perpajakan Natura/Kenikmatan Atas PMK-66 Tahun 2023 44. Pelatihan Civil Aviation Master Planning (CAMP) 45. Pelatihan ACI Passenger Forecasting Fundamentals 46. Pelatihan Penyusunan Spesifikasi dan Harga Perkiraan Sendiri 47. Sertifikasi Bidang Manajemen Risiko CRMPA Batch I dan II 48. Pelatihan ARIS – Arsitektur Bisnis Proyek 49. Pelatihan ARIS – Data Architecture, Technology Architecture, Application Architecture, dan Risk by Business Process 50. Pelatihan ARIS – Pengelolaan Administrasi ARIS 51. Pembelajaran Online Materi Cyber Security Awareness 52. Pelatihan Perangkat Lunak Simulasi Optimalisasi Kapasitas Sisi Darat (Terminal) Bandar Udara 53. Transformation Business Simulation 54. Training Financial Accounting Level Basic 55. Training Financial Accounting Level Advance 56. Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I 57. Pelatihan IATA Cargo Introductory 58. Pelatihan Manajemen Risiko 59. Webinar Series #8 Operasional Peralatan GSE dan Kendaraan di Sisi Udara	38. Energy Training Week ASEAN 2023 39. Online Problem Solving Material 40. Data Analysis & Data Visualization Training With Tableau 41. Mastering Python Programming Fundamentals Training 42. Training in Measuring the Impact of TJSJ using the Social Return on Investment (SROI) Survey Method 43. Enrichment Training on Treatment of Tax Aspects in Nature/Enjoyment of PMK-66 in 2023 44. Civil Aviation Master Planning (CAMP) Training 45. ACI Passenger Forecasting Fundamentals Training 46. Training in Preparing Your Own Specifications and Price Estimates 47. CRMPA Batch I and II Risk Management Certification 48. ARIS Training – Project Business Architecture 49. ARIS Training – Data Architecture, Technology Architecture, Application Architecture, and Risk By Business Process Equipment and Vehicles on the Air Side 50. ARIS Training – ARIS Administration Management 51. Online Learning Cyber Security Awareness Material 52. Airport Landside (Terminal) Capacity Optimization Simulation Software Training 53. Transformation Business Simulation 54. Basic Level Financial Accounting Training 55. Advanced Level Financial Accounting Training 56. Webinar Series #7 Prosperity in Old Age with YAKKAP I 57. IATA Cargo Introductory Training 58. Risk Management Training 59. Webinar Series #8 Operation of GSE
	Mandatory Regulasi Regulations Mandatory	1. Diklat Refreshing Course Online Personil PKP PK Batch I, II, III, IV, V dan VI 2. Diklat Refreshing Course Online Personil Junior PKP PK Batch I 3. Diklat Refreshing Course Online Personil Salvage Batch I dan II 4. Diklat Refreshing Course Online Personil Basic PKP-PK Batch I, dan II 5. Pelatihan Train of Trainer (TOT) Body and Bag Search 6. Pelatihan Inspektur Keamanan Penerbangan Internal 7. Train the Trainer (TTT) Training Course ETD 8. Perpanjangan Recurrent Instruktur Keamanan Penerbangan 9. Pelatihan Perpanjangan Personil Keamanan Penerbangan untuk Ujian Perpanjangan Lisensi Personil Pengamanan Penerbangan Tahun 2023 (Basic Batch I, II, III dan IV) 10. Pelatihan Perpanjangan Personel Keamanan Penerbangan untuk Ujian Perpanjangan Lisensi Personil Pengamanan Penerbangan Tahun 2023 (Junior Batch I, II, III dan IV) 11. Pelatihan Perpanjangan Personil Keamanan Penerbangan untuk Ujian Perpanjangan Lisensi Personil Pengamanan Penerbangan Tahun 2023 (Senior Batch I, II, III, IV, V, VI dan VII) 12. Sekolah Esar Wanadri 13. Pendidikan dan Pelatihan Basic Airport Operation Batch I dan Batch II	1. Online Refreshing Course Training for PKP PK Personnel Batch I, II, III, IV, V and VI 2. Online Refreshing Course Training for PKP PK Junior Personnel Batch I 3. Online Refreshing Course Training for Salvage Batch I and II Personnel 4. Online Refreshing Course Training for Basic PKP-PK Batch I and II Personnel 5. Train of Trainer (TOT) Body and Bag Search training 6. Internal Aviation Security Inspector Training 7. Train The Trainer (TTT) Training Course ETD 8. Aviation Security Instructor Recurrent Extension 9. Aviation Security Personnel Extension Training for the 2023 Aviation Security Personnel License Extension Exam (Basic Batch I, II, III and IV) 10. Aviation Security Personnel Extension Training for the 2023 Aviation Security Personnel License Extension Exam (Junior Batch I, II, III and IV) 11. Aviation Security Personnel Extension Training for the 2023 Aviation Security Personnel License Extension Exam (Senior Batch I, II, III, IV, V, VI and VII) 12. Esar Wanadri School 13. Basic Airport Operation Education and Training Batch I and Batch II



Level	Jenis Pelatihan Training Type	Program Pelatihan	Training Program
	Mandatory Korporasi Corporate Mandatory	14. Pendidikan dan Pelatihan Awal (Initial) Inspektur Keamanan Penerbangan Internal 15. Pelatihan Airport Slot & Coordination 16. Online Self Learning melalui Platform APKNOW – Learning Wallet Materi Customer Relationship 17. Sharing Session Financial Accounting Basic	14. Initial Education and Training for Internal Aviation Security Inspectors 15. Airport Slot & Coordination Training 16. Online Self Learning via the APKNOW Platform – Learning Wallet Customer Relationship Material 17. Sharing Session Financial Accounting Basics
	Mandatory Korporasi Corporate Mandatory	1. Pendidikan Sertifikasi Auditor Hukum Indonesia 2. Pelatihan Sertifikasi BNSP Kompetensi Personil Auditor Energi 2023 3. Pelatihan Manajemen Proyek 4. Perpanjangan SKP Ahli K3 Umum Kemnaker RI Tahun 2023 5. Refreshment Ahli K3 Umum Kemnaker RI Tahun 2023 6. Training dan Sertifikasi Ahli K3 Umum Kemnaker RI Tahun 2023 7. Pelatihan Enterprise Risk Management Certified Risk Professional 8. Bimbingan Teknis dan Sertifikasi BNSP Program Human Capital Level Supervisor	1. Indonesian Legal Auditor Certification Education 2. 2023 BNSP Energy Auditor Personnel Competency Certification Training 3. Project Management Training 4. Extension of the SKP for General K3 Experts of the Indonesian Ministry of Manpower in 2023 5. General K3 Expert Refreshment for the Indonesian Ministry of Manpower in 2023 6. General K3 Expert Training and Certification for the Indonesian Ministry of Manpower in 2023 7. Enterprise Risk Management Certified Risk Professional Training 8. Technical Guidance and Certification for BNSP Human Capital Program Supervisor Level

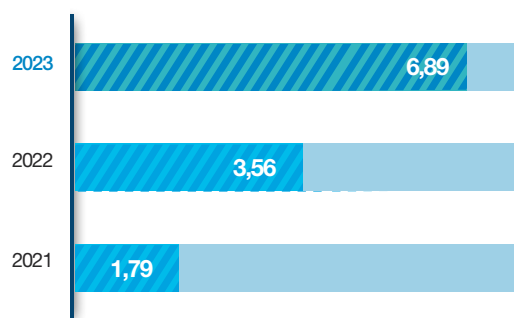
REALISASI BIAYA PENGEMBANGAN KOMPETENSI

Untuk mengadakan program pelatihan dan pengembangan pegawai sepanjang tahun 2023, PT Angkasa Pura I mengeluarkan dana sebesar Rp6.899.344.173. Investasi yang dilakukan oleh perusahaan diharapkan dapat meningkatkan kompetensi *human capital* dan dapat berkontribusi nyata dalam operasional dan kelangsungan bisnis. PT Angkasa Pura I telah membuat perencanaan jadwal pelatihan baik yang dilakukan di internal maupun bekerja sama dengan pihak eksternal, yang akan dilaksanakan setiap tahun dan juga telah mempersiapkan anggarannya.

REALIZATION OF COMPETENCY DEVELOPMENT COSTS

PT Angkasa Pura I invested Rp6,899,344,173 on employee training and development programs in 2023. The company's investment is expected to improve human capital competence and can significantly contribute to PT Angkasa Pura I's operations and business continuity. PT Angkasa Pura I has planned a training schedule both internally and in collaboration with external parties, to be carried out every year and has also prepared the budget.

Biaya Pelatihan dan Pengembangan Kompetensi PT Angkasa Pura I (dalam Miliar Rupiah)
PT Angkasa Pura I Training and Competency Development Costs (In Billion Rupiah)



EVALUASI PELAKSANAAN PENGEMBANGAN KOMPETENSI PEGAWAI

Untuk mengetahui efektivitas dari kegiatan pengembangan kompetensi yang diberikan kepada pegawai, perusahaan melakukan evaluasi dan pengukuran terhadap efektivitas sistem pelatihan pengembangan kompetensi. Evaluasi dan pengukuran dilakukan terhadap peserta pelatihan, instruktur, modul pelatihan, metode pelatihan, fasilitas, dan penyelenggara pelatihan. Evaluasi penyelenggaraan pelatihan dilakukan dengan mengisi kuesioner melalui *google form* yang diberikan kepada peserta setelah selesai mengikuti kegiatan pelatihan dan pengembangan dengan melalui metode pendekatan skala *likert*.

EVALUATION OF IMPLEMENTATION OF EMPLOYEE COMPETENCY DEVELOPMENT

The company evaluated and measured the effectiveness of the competency development training system to determine the effectiveness of competency development activities provided to employees. Training participants, instructors, training modules, training methods, training facilities, and training organizers were all evaluated and measured. The Likert scale approach method was used to evaluate training implementation by having participants fill out a questionnaire via a Google form after completing training and development activities.



PENGEMBANGAN SUMBER DAYA MANUSIA
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Indeks kepuasan peserta dari hasil rekap kuesioner evaluasi pelaksanaan pelatihan pegawai PT Angkasa Pura I dapat dilihat sebagai berikut:

The following is the participant satisfaction index based on the results of the PT Angkasa Pura I employee training evaluation questionnaire recap:

Unsur Penilaian Assessment Element	Indeks Kepuasan Satisfaction Index	Skala Likert Likert Scale	Kategori Category
Instruktur Instructor	88,79%	4,44	Sangat Puas Very Satisfied
Modul Module	88,40%	4,42	Sangat Puas Very Satisfied
Metode <i>Training</i> Training Method	88,71%	4,43	Sangat Puas Very Satisfied
Fasilitas Facilities	88,55%	4,43	Sangat Puas Very Satisfied
Penyelenggara Organizer	88,71%	4,43	Sangat Puas Very Satisfied

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

PT Angkasa Pura I memberikan kesempatan bagi anggota unit Internal Audit untuk mengembangkan kompetensinya. Pendidikan dan/atau pelatihan yang diikuti Internal Auditor sepanjang 2023 disajikan dalam tabel berikut.

TRAINING AND/OR COMPETENCY IMPROVEMENT

PT Angkasa Pura I offers Internal Audit Unit members the chance to enhance their competencies. The table below presents the education and training that Internal Auditors underwent in 2023.

No.	Nama Pelatihan Training	Penyelenggara Organizer	Tempat Pelaksanaan Venue	Anggota Internal Audit yang Hadir Internal Audit Members Present
1	Sertifikasi Qualified Internal Auditor Tingkat Dasar Basic Level Qualified Internal Auditor Certification	Yayasan Pendidikan Internal Audit The Internal Auditor Education Foundation	Jakarta	1. Katharina Devi P 2. Narenda Sukmadyasari 3. Citra Utia Latief 4. Robby Anindhitya K. P 5. Danang Pujianto 6. Sapta Doddy Wiraradya
2	Sertifikasi Qualified Internal Auditor Tingkat Lanjutan Advanced Qualified Internal Auditor Certification	Yayasan Pendidikan Internal Audit The Internal Auditor Education Foundation	Jakarta	1. Agni Indradi 2. Agus Indra Lukita 3. Fendhi Rahmadi 4. Victor Manumpak 5. Dina Setia Dewi 6. Emy Sulistyani 7. Maria Galiani 8. Citra Utia Latief
3	Sertifikasi Qualified Internal Auditor Tingkat Manajerial Managerial Level Qualified Internal Auditor Certification	Yayasan Pendidikan Internal Audit The Internal Auditor Education Foundation	Jakarta	1. Ruspandi 2. Rony Setioko 3. Bambang Risnanda 4. Binsar Reynold 5. Rosdewi 6. Rita 7. Agni Indradi 8. Agus Indra Lukita
4	Pelatihan Online dan Sertifikasi Manajemen Umum Dana Pensiun Online General Management Training and Certification for Pension Funds	Perkumpulan Asosiasi dan Pensiunan Indonesia Association of Indonesian Associations and Pensioners	Jakarta	1. Binsar Reynold



No.	Nama Pelatihan Training	Penyelenggara Organizer	Tempat Pelaksanaan Venue	Anggota Internal Audit yang Hadir Internal Audit Members Present
5	Workshop Leadership BOD-1 dengan Tema Shifting Leadership Mindset: From Authority to Discovery BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: From Authority to Discovery	PT Angkasa Pura I	Jakarta	1. Toni Alam
6	Konferensi Auditor Internal 2023 dan Pengukuhan Wisuda QIA 2023 Internal Auditor Conference and QIA Graduation Inauguration	Yayasan Pendidikan Internal Audit The Internal Auditor Education Foundation	Semarang	1. Rony Setioko 2. Binsar Reynold 3. Rosdewi 4. Ruspandi 5. Toni Alam 6. Rita 7. Bambang Risnanda 8. Agus Indra Lukita
7	Pelatihan Certified Internal Audit Executive (CIAE) Certified Internal Audit Executive (CIAE) Training	Pusdiklantwas BPKP Supervisory Agency Supervision Education and Training Center	Jakarta	1. Toni Alam
8	Seminar Nasional dan Pengukuhan Gelar Kompetensi ACCIA (Associate Certified Competent Internal Auditor) National Seminar and Inauguration of ACCIA Competency Title (Associate Certified Competent Internal Auditor)	PPA&K	Solo	1. Rosdewi
9	Enterprise Risk Management	IRBA	Jakarta	1. Toni Alam
10	Sertifikasi Bidang Manajemen Risiko CRMPA Batch I dan II CRMPA Batch I and II Risk Management Certification	Injourney	Jakarta	1. Sulistyarningsih 2. Emy Sulistyani
11	Pelatihan ARIS – Arsitektur Bisnis Proyek ARIS Training – Project Business Architecture	PT Nuvision Internasional Indonesia	Jakarta	Maria Galianti
	Pelatihan ARIS – Workshop Business Process Architecture ARIS Training – Business Process Architecture Workshop	PT Nuvision Internasional Indonesia	Jakarta	Ratih Rosini Komara
12	Webinar Series #1 Wujudkan Resolusi Finansial dengan Investasi Sejak Dini Webinar Series #1 Make Financial Resolutions a Reality with Early Investment	PT Angkasa Pura I	Jakarta	Personel Internal Audit
13	Webinar Series #2 Investasi Properti Webinar Series #2 Property Investment	PT Angkasa Pura I	Jakarta	Personel Internal Audit
14	Webinar Series #3 Aksi Kelola Sampah Bandara Webinar Series #3 Actions to Manage Airport Waste	PT Angkasa Pura I	Jakarta	Personel Internal Audit



PENGEMBANGAN SUMBER DAYA MANUSIA
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No.	Nama Pelatihan Training	Penyelenggara Organizer	Tempat Pelaksanaan Venue	Anggota Internal Audit yang Hadir Internal Audit Members Present
15	Webinar Series #4 Mind and Body Connection Webinar Series #4 Mind and Body Connection	PT Angkasa Pura I	Jakarta	Personel Internal Audit
16	Webinar Series #5 Wujudkan Masa Depan dengan Investasi Webinar Series #5 Realizing the Future with Investment	PT Angkasa Pura I	Jakarta	Personel Internal Audit
17	Webinar Series #6 Penyakit yang Dialami oleh Pekerja Webinar Series #6 Diseases Experienced by Workers	PT Angkasa Pura I	Jakarta	Personel Internal Audit
18	Webinar Series #7 Sejahtera di Hari Tua Bersama YAKKAP I Webinar Series #7 Prosperity in Old Age with YAKKAP I	PT Angkasa Pura I	Jakarta	Personel Internal Audit
19	Pelatihan Dasar Tingkat Komponen Dalam Negeri Batch I, II dan III Basic Training at Domestic Component Level Batch I, II and III	PT. Surveyor Indonesia	Jakarta	1. Fendhi Rahmadi 2. Maria Galianti 3. Victor Manumpak
20	Pelatihan Awareness Safety Management System Tahun 2023 Awareness Safety Management System Training in 2023	PT Angkasa Pura I	Jakarta	Personel Internal Audit
21	Pembelajaran Online Materi Metode Evaluasi atas Pelaksanaan Program Strategis (Post Implementation Review) Online Learning Material on Evaluation Methods for Strategic Program Implementation (Post Implementation Review)	PT Angkasa Pura I	Jakarta	Personel Internal Audit
22	Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I, II dan III ISO 37001:2016 Awareness Training Anti-Bribery Management System Batch I, II and III	TUV Rheinland	Jakarta	1. Sulistyarningsih 2. Binsar Reynold 3. Ratih Rosini Komara 4. Citra Utia Latief 5. Rosdewi
23	Online Materi Problem Solving Online Problem Solving Material	PT Angkasa Pura I	Jakarta	Personel Internal Audit
24	Pembelajaran Online Materi Cyber Security Awareness Online Learning Cyber Security Awareness Material	PT Angkasa Pura I	Jakarta	Personel Internal Audit



TEKNOLOGI INFORMASI

Information Technology



KOMITMEN TINGGI UNTUK MENERAPKAN INFORMATION & COMMUNICATION TECHNOLOGY (ICT) BERKELAS DUNIA

Dalam rangka meningkatkan mutu kualitas dan layanan, perusahaan terus menyempurnakan infrastruktur teknologi informasi (TI) dan melakukan inovasi untuk mendukung mobilitas layanan secara menyeluruh. Seiring hal itu, kemajuan teknologi juga menghadirkan kemudahan akses yang mendorong kebutuhan konsumen akan kecepatan, ketepatan, efisiensi, hingga pelayanan yang optimal. Dalam konteks tersebut, perusahaan terus berupaya memanfaatkan perkembangan TI dalam menjaga efisiensi, akurasi, dan daya tanggap atas pemecahan masalah, sebagai hal yang penting guna menjaga keberhasilan proses bisnis perusahaan.

Komitmen perusahaan terhadap penerapan teknologi informasi dan komunikasi berkelas dunia diwujudkan dalam strategi teknologi informasi yang meliputi:

1. REVENUE SAFEGUARDING

Strategi ini fokus pada melindungi pendapatan yang seharusnya diterima oleh PT Angkasa Pura I sesuai dengan kondisi aktual melalui penerapan:

- a. Implementasi Cargo Integrated System (CIS2) melalui tahap sebagai berikut:
 - Tahap I diimplementasikan di Bali, Surabaya, Makassar, Banjarmasin, Balikpapan, yang *Go Live* pada Tanggal 1 Oktober 2023.

STRONG COMMITMENT TO IMPLEMENTING WORLD-CLASS INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The company is committed to enhancing its information technology (IT) infrastructure and fostering innovation to enhance both quality and service mobility. Furthermore, technological advancements also contribute to enhanced accessibility, thereby fostering consumer demands for expediency, precision, efficacy, and superior service. In this particular context, the company remains committed to leveraging IT advancements to uphold efficiency, precision, and promptness in problem-solving, all of which are crucial for sustaining the success of the company's business operations.

The company's dedication to the implementation of top-notch information and communication technology is evident in an information technology strategy that encompasses:

1. REVENUE SAFEGUARDING

This strategy emphasises the importance of safeguarding the revenue that PT Angkasa Pura I is entitled to, based on the current circumstances, by implementing:

- a. Implementation of the Cargo Integrated System (CIS2) goes through the following stages:
 - Phase I was implemented in Bali, Surabaya, Makassar, Banjarmasin, Balikpapan, with a *Go Live* event on October 1, 2023.



- Tahap II diimplementasikan di Bandara Ambon, Biak, Kupang, Lombok, Manado, yang *Go Live* pada Tanggal 1 Desember 2023.
 - Tahap III diimplementasikan di Bandara Kulon Progo, Yogyakarta, Solo, Semarang, yang *Go Live* pada Tanggal 1 Januari 2024
Cargo Integrated System (CIS2) menggantikan versi CIS1 yang sudah diimplementasikan sebelumnya di Bandara kelolaan PT Angkasa Pura I. CIS2 ini digunakan untuk untuk mencatat produksi dan pendapatan Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di terminal kargo dan pos dengan bisnis proses yang sudah dikembangkan perusahaan sesuai dengan operasional dan regulasi yang berlaku.
- b. Penerapan sistem pembayaran nontunai (*cashless*) dalam transaksi pembayaran parkir kendaraan di beberapa bandara kelolaan sebagai wujud komitmen PT Angkasa Pura I untuk meningkatkan kualitas layanan atau *level of service* bagi pengguna jasa bandara, serta untuk meminimalkan kontak langsung antar manusia antara pengguna jasa dengan petugas, sehingga dapat menurunkan risiko penyebaran virus COVID-19 melalui sentuhan. Pembayaran parkir kendaraan secara *cashless* ini dapat menggunakan berbagai jenis uang elektronik dari beberapa bank yang telah mengeluarkan produk tersebut. Implementasi metode pembayaran *cashless* ini dapat mengefisiensikan sumber daya manusia (SDM) dan mendukung penerapan *revenue safeguarding* secara lebih optimal.

2. REVENUE EXPANSION

Strategi *revenue expansion* berfokus pada potensi peningkatan pendapatan PT Angkasa Pura I dengan menggunakan dukungan teknologi. Program yang dikembangkan dalam strategi ini diantaranya pengembangan *monetizing landing page public WiFi* terminal, di mana layanan internet WiFi ini dapat digunakan di seluruh cabang sebagai data penyusunan *marketing dashboard* untuk dapat meningkatkan potensi pendapatan yang bersumber dari pengelolaan iklan, *market research*, dan pengumpulan data *customer*.

3. COST LEADERSHIP

Strategi ini berfokus pada efisiensi biaya di PT Angkasa Pura I dengan menggunakan dukungan teknologi. Efisiensi biaya tersebut dibedakan menjadi dua, yaitu yang berpengaruh secara langsung terhadap biaya maupun yang tidak berpengaruh secara langsung. Strategi ini dapat dijalankan melalui penerapan program sebagai berikut:

- a. Implementasi *Smart Building System Implementation* berupa *Building Automation System* yang digunakan untuk mengontrol dan memonitor fasilitas elektrikal dan mekanikal berpotensi mengurangi konsumsi listrik di bandar udara.

- Phase II was implemented at Ambon, Biak, Kupang, Lombok, Manado Airports, with a *Go Live* event on December 1, 2023.
- Phase III was implemented at Kulonprogo Airport, Yogyakarta, Solo, Semarang, with a *Go Live* event on January 1, 2024.

The Cargo Integrated System (CIS2) has replaced the previous version, CIS1, that was previously implemented at airports managed by PT Angkasa Pura I. CIS2 is a system designed to accurately track and manage production and income from Aircraft Cargo and Postal Services (PJKP2U) at cargo and postal terminals. It has been developed by the company to align with existing business processes and regulations, ensuring efficient operations.

- b. The introduction of a non-cash payment system (*cashless*) in vehicle parking payment transactions at various managed airports demonstrates PT Angkasa Pura I's dedication to enhancing the service quality for airport users. This initiative also aims to minimise direct human contact between users and officers, thereby reducing potential risks. Transmission of the COVID-19 virus through physical contact. Various types of electronic money from several banks can be used to make *cashless* vehicle parking payments. Implementing this *cashless* payment method can enhance efficiency in human resources (HR) and facilitate the implementation of *revenue safeguarding*.

2. REVENUE EXPANSION

The revenue expansion strategy emphasises the opportunity to enhance PT Angkasa Pura I's income through the utilisation of technological support. Programmes created under this approach involve the creation of landing pages for public WiFi terminals with the aim of generating revenue. This WiFi service can be utilised across all branches to gather data for marketing dashboards, ultimately boosting potential income through advertising management, market research, and customer data collection.

3. COST LEADERSHIP

This approach highlights the significance of cost efficiency at PT Angkasa Pura I by leveraging technology support. There are two categories when it comes to cost efficiency: those that have a direct impact on costs and those that do not. This strategy can be implemented by following this programme:

- a. Implementation of a *Smart Building System Implementation* in the form of a *Building Automation System* which is used to control and monitor electrical and mechanical facilities has the potential to reduce electricity consumption at airports.



- Penerapan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) yang dapat mengurangi biaya pemakaian kertas untuk penggunaan nota dinas dan *paper based document*.
- *Updating* Layanan Office Collaboration Platform (OCP) menggunakan fasilitas dari GoogleWorkspace yang memiliki fitur yaitu: *video conference, recording video conference, email, milis group*, pembuatan jadwal *meeting, calendar event, file storage and sharing* yang sangat besar yaitu sebesar *up to 1TB per user*, kolaborasi dokumen dengan rekan kerja dan unit, survei pegawai, *chatting* dan grup *chat* yang dapat digunakan dengan internal perusahaan maupun eksternal dan dapat digunakan untuk pen delegasian tugas, seluruh fasilitas dan layanan yang ada dalam google workspace ini diharapkan dapat mengurangi biaya rapat maupun biaya perjalanan dinas.
- Penggunaan aplikasi *Learning Management System (LMS)* diharapkan dapat mereduksi biaya kegiatan pelatihan terutama pelatihan secara tatap muka.
- Strategi pengelolaan sewa X-Ray dengan metode sewa per jam sesuai kebutuhan operasional untuk menekan biaya operasional X-Ray.
- Implementation of the Electronic Document Manuscript Application (TNDE) which can reduce the cost of using paper for the use of official notes and paper based documents.
- Enhancing the Office Collaboration Platform (OCP) service with the capabilities of Google Workspace. This includes a range of features such as video conferencing, recording video conferences, email, group mailing lists, creating meeting schedules, event calendars, generous file storage and sharing options of up to 1TB per user, seamless document collaboration with colleagues and units, employee surveys, and chat functionality for both internal and external communication. These comprehensive services provided by Google Workspace are anticipated to result in cost savings by reducing meeting expenses and official travel fees.
- There is an expectation that the implementation of the Learning Management System (LMS) application will result in a decrease in training expenses, particularly for in-person training sessions.
- X-Ray rental management strategy using an hourly rental method according to operational needs to reduce X-Ray operational costs.

4. COMPLIANCE AND INTERNAL CONTROL IMPROVEMENT

Strategi ini berfokus pada peningkatan kepatuhan terhadap regulasi dan standar yang berlaku serta melakukan pengendalian internal. Strategi ini tidak secara langsung berdampak pada pendapatan maupun biaya. Pelaksanaan dari strategi ini mendukung pelaksanaan tata kelola yang lebih baik sehingga diharapkan pada akhirnya dapat berpengaruh terhadap peningkatan pendapatan dan efisiensi biaya. Strategi ini dilaksanakan melalui penerapan pengembangan *enterprise governance, risk and compliance* sebagai berikut:

- Compliance (EGRC) berupa pengembangan aplikasi I-risk, Whistleblowing System, E-Compliance dan sistem manajemen audit yang diharapkan dapat meningkatkan proses tata kelola perusahaan terkait aspek legal, *risk management*, audit, dan *compliance* serta meningkatkan kapabilitas kontrol perusahaan, terutama terkait *risk mitigation, risk event*, dan penindaklanjutan temuan audit.
- Implementasi *data governance* berupa pembentukan tim Implementasi *data governance* PT Angkasa Pura I yang bertujuan meningkatkan standar pengelolaan data untuk kebutuhan korporasi di PT Angkasa Pura I serta meningkatkan kepatuhan terkait dengan pengelolaan data sesuai dengan peraturan perundang-undangan yang berlaku.

5. AIRPORT SERVICE EXCELLENCE

Strategi ini berfokus pada peningkatan layanan kepada penumpang dalam rangka meningkatkan pengalaman perjalanan penumpang selama berada di bandara dengan menerapkan program sebagai berikut:

4. COMPLIANCE AND INTERNAL CONTROL IMPROVEMENT

This strategy focuses on increasing compliance with applicable regulations and standards as well as implementing internal controls. This strategy does not directly impact revenue or costs. The implementation of this strategy supports the implementation of better governance so that it is hoped that it will ultimately have an effect on increasing revenue and cost efficiency. This strategy is implemented through the implementation of enterprise governance, risk and compliance development as follows:

- Compliance (EGRC) in the form of developing the I-risk application, Whistleblowing System, E-Compliance and audit management system which is expected to improve corporate governance processes related to legal, risk management, audit and compliance aspects as well as increasing the company's control capabilities, especially related to risk mitigation, risk events, and follow-up on audit findings.
- Implementation of data governance in the form of the formation of a PT Angkasa Pura I data governance implementation team which aims to improve data management standards for corporate needs at PT Angkasa Pura I as well as increasing compliance related to data management in accordance with applicable laws and regulations.

5. AIRPORT SERVICE EXCELLENCE

This strategy focuses on improving services to passengers in order to improve the passenger travel experience while at the airport by implementing the following programs:



- *Online customer service* berupa layanan customer service yang tidak berhadapan langsung secara fisik dengan pengguna jasa bandara, serta ditujukan untuk mengurangi kontak fisik antar manusia di area terminal bandara sehingga meminimalisir risiko penularan virus COVID-19. Penumpang dan pengguna jasa bandara dapat terlayani dengan aman dan tanpa rasa khawatir.
- *Integrated Flight Information System Enhancement* yang dapat diakses di situs web korporat untuk meningkatkan transparansi data yang didapatkan oleh penumpang terutama terkait dengan data penerbangan.
- Layanan Contact Center Angkasa Pura 172 untuk mendukung pengelolaan keluhan dan permintaan informasi serta menerima saran dan masukan bagi seluruh *stakeholder* pengguna jasa bandara.

6. OPERATIONAL EXCELLENCE

Strategi ini berfokus untuk mendukung peningkatan kapabilitas operasional TI PT Angkasa Pura I melalui optimalisasi tata kelola dan implementasi teknologi informasi yang sesuai dengan kebutuhan. Dalam rangka mendukung strategi ini, perusahaan melaksanakan penerapan program sebagai berikut:

- Implementasi sistem baru yang menunjang kelancaran kegiatan operasional (ACDM, AODS, CIS2) maupun administrasi (RPA);
- Implementasi *business intelligence for legacy application* (POTS, POSS, SIOPSKOM, HCIS, SAP, dan SIMPARK) berupa pengembangan *portal dashboard* yang diharapkan membantu proses perencanaan dan *monitoring* sehingga dapat mencapai target strategis serta mendukung proses pengambilan keputusan strategis perusahaan;
- Integrasi data berbasis *Service Oriented Architecture* (SOA) untuk melakukan pertukaran data antar sistem baik internal maupun eksternal sehingga didapatkan data yang terintegrasi untuk mendukung kegiatan operasional maupun korporasi di PT Angkasa Pura I;
- Pengembangan Data Center di Bandara I Gusti Ngurah Rai Bali yang diharapkan dapat meningkatkan ketersediaan (*availability*) layanan TI dan mendukung implementasi sistem yang akan datang;
- Updating IT Organization and Process Alignment* yang diharapkan mendapatkan pedoman pelaksanaan proses TI yang menyeluruh untuk peningkatan kepuasan layanan TI serta mengoptimalkan peranan dan fungsi TI untuk mendukung keseluruhan proses bisnis;
- Re-Engineering Infrastruktur Jaringan Data* dalam mendukung operasional bandara dengan meningkatkan availabilitas / ketersediaan dan *resiliency* jaringan data;
- Enterprise Cloud Based Server Implementation* yang diharapkan dapat meningkatkan ketersediaan data melalui penggunaan *cloud* serta mendukung proses *update* aplikasi secara sentral untuk memastikan kegiatan operasional berjalan secara optimal.

- Online customer service is in the form of customer service that does not have direct physical contact with airport service users, and is aimed at reducing physical contact between people in the airport terminal area so as to minimize the risk of transmission of the Covid-19 virus. Passengers and airport service users can be served safely and without worry.
- Integrated Flight Information System Enhancement which can be accessed on the corporate website to increase transparency of data obtained by passengers, especially related to flight data.
- Angkasa Pura 172 Contact Center Services to support the management of complaints and requests for information as well as receiving suggestions and input for all stakeholders using airport services.

6. OPERATIONAL EXCELLENCE

This strategy focuses on supporting the improvement of PT Angkasa Pura I's IT operational capabilities through optimizing governance and implementing information technology according to needs. In order to support this strategy, the company implements the following programs:

- Implementation of new systems that support smooth operational activities (ACDM, AODS, CIS2) and administration (RPA);
- Implementation of business intelligence for legacy applications (POTS, POSS, SIOPSKOM, HCIS, SAP, and SIMPARK) in the form of developing a dashboard portal which is expected to help the planning and monitoring process so that it can achieve strategic targets and support the company's strategic decision making process;
- Service Oriented Architecture (SOA) based data integration to exchange data between internal and external systems so that integrated data is obtained to support operational and corporate activities at PT Angkasa Pura I;
- Development of the Data Center at I Gusti Ngurah Rai Airport, Bali, which shall increase the availability of IT services and support future system implementation;
- Updating IT Organization and Process Alignment which is expected to provide comprehensive IT process implementation guidelines to increase IT service satisfaction and optimize the role and function of IT to support overall business processes;
- Re-Engineering Data Network Infrastructure to support airport operations by increasing availability and resiliency of data networks;
- Enterprise Cloud Based Server Implementation is expected to increase data availability through the use of the cloud and support the application update process centrally to ensure operational activities run optimally.



- h. Implementasi manajemen backup (*Sistem Backup & Storage Colocation Site*) yang diharapkan dapat meningkatkan keberlangsungan sistem yang digunakan oleh bisnis (menjaga ketersediaan dan keamanan data serta memastikan data perusahaan tersimpan apabila terjadi *disaster*).

PEMANFAATAN TEKNOLOGI INFORMASI UNTUK MENDUKUNG LAYANAN

Dalam rangka meningkatkan mutu kualitas dan layanan, perusahaan terus menyempurnakan infrastruktur teknologi informasi (TI) dan melakukan inovasi untuk mendukung optimasi layanan secara menyeluruh.

Layanan teknologi juga digunakan dalam mendukung pengelolaan protokol kesehatan dalam seluruh kegiatan operasional, layanan, dan bisnis perusahaan di masa pandemi Covid-19. Beberapa penerapan teknologi yang diterapkan dalam masa adaptasi kebiasaan baru untuk mendukung layanan kebandarudaraan, yakni sebagai berikut:

1. Airport Collaborative Decision Making (A-CDM).

Sistem A-CDM yang dikembangkan oleh PT Angkasa Pura I ditujukan untuk mendukung proses bisnis di bandara, di mana A-CDM sendiri merupakan paket kegiatan berbagi informasi dan melibatkan peran serta sejumlah instansi *stakeholder* di bandara, seperti AirNav Indonesia, maskapai penerbangan, *ground handling*, dan PT Angkasa Pura I selaku pengelola bandara.

Melalui implementasi sistem A-CDM, diharapkan dapat saling membangun kepercayaan antar instansi, penyediaan data yang akurat, menghindari kesalahan data, perencanaan operasional yang dapat diprediksi, serta meningkatkan kinerja *workflow*. Dalam implementasinya, sistem A-CDM dapat menampilkan seluruh data penerbangan yang bersumber dari dan ke seluruh *stakeholder*, di mana setiap *stakeholder* dapat melakukan pemantauan, serta input dan/atau pembaharuan data penerbangan sesuai dengan lingkup ruang kerja masing-masing *stakeholder*. Hingga saat ini, sistem A-CDM telah diimplementasikan di 2 (dua) bandara yang dikelola PT Angkasa Pura I, yakni di Bandara I Gusti Ngurah Rai Bali dan di Bandara Juanda Surabaya.

2. Airport Operation Data Sharing (AODS)

Airport Operation Data Sharing (AODS) merupakan suatu media yang digunakan sebagai sarana pertukaran informasi dan sarana rekonsiliasi data operasional penerbangan yang dibutuhkan oleh PT Angkasa Pura I selaku pengelola bandara dengan *stakeholder* terkait. Adapun data dan informasi operasional penerbangan tersebut meliputi informasi perkiraan waktu kedatangan atau *Estimated Time of Arrival* (ETA), lokasi *parking stand*, *check-in counter*, *gate*, *conveyor belt*, jumlah penumpang, bagasi, dan kargo, serta informasi terkait kebutuhan bahan bakar pesawat atau *fuel* yang diperlukan dalam satu penerbangan.

- h. Implementation of backup management (*Colocation Site Backup & Storage System*) which is expected to increase the sustainability of systems used by businesses (maintain data availability and security and ensure company data is stored in the event of a disaster).

UTILIZATION OF INFORMATION TECHNOLOGY TO SUPPORT SERVICES

In order to improve quality and service, the company continues to improve its information technology (IT) infrastructure and innovate to support overall service optimization.

Technology services were also used to support the management of health protocols in all operational, service and company business activities during the Covid-19 pandemic. Several technological applications implemented during the adaptation period to new habits to support airport services were as follows:

1. Airport Collaborative Decision Making (A-CDM).

The A-CDM system developed by PT Angkasa Pura I is intended to support business processes at airports, where A-CDM itself is a package of information sharing activities and involves the participation of a number of stakeholder agencies at the airport, such as AirNav Indonesia, airlines, ground handling, and PT Angkasa Pura I as airport manager.

Through the implementation of the A-CDM system, it is hoped that we can build mutual trust between agencies, provide accurate data, avoid data errors, predict operational planning, and improve workflow performance. In its implementation, the A-CDM system can display all flight data sourced from and to all stakeholders, where each stakeholder can carry out monitoring, as well as input and/or update flight data according to the scope of work of each stakeholder. To date, the A-CDM system has been implemented at 2 (two) airports managed by PT Angkasa Pura I, namely at I Gusti Ngurah Rai Airport in Bali and at Juanda Airport in Surabaya.

2. Airport Operations Data Sharing (AODS)

Airport Operation Data Sharing (AODS) is a medium used as a means of exchanging information and a means of reconciling flight operational data required by PT Angkasa Pura I as the airport manager with related stakeholders. The flight operational data and information includes information on estimated time of arrival or Estimated Time of Arrival (ETA), location of parking stands, check-in counters, gates, conveyor belts, number of passengers, baggage and cargo, as well as information related to aircraft fuel requirements, or fuel required for one flight.



Implementasi sistem AODS diharapkan dapat mendukung kinerja operasional di lingkungan bandara, sehingga dapat meningkatkan efisiensi waktu, efektivitas penyimpanan data, serta dapat mengurangi potensi terjadinya kehilangan pendapatan perusahaan (*lost revenue*).

3. **Cargo Integrated System (CIS) Tahap 2**

Cargo Integrated System (CIS) Tahap 2 merupakan sistem yang dipergunakan untuk mencatat produksi dan pendapatan Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di Terminal Kargo dan Pos di bandara-bandara yang dikelola PT Angkasa Pura I. Sistem yang merupakan pengganti dari Cargo Integrated System (CIS) Tahap 1 yang dipergunakan sebelumnya tersebut dikembangkan oleh unit *Aeronautical Business and Cargo Development*, serta telah sesuai dengan regulasi yang berlaku.

Cargo Integrated System (CIS) Tahap 2 telah diimplementasikan di 14 bandara yang dikelola PT Angkasa Pura I dalam 3 (tiga) tahapan, yaitu:

- Tahap I diimplementasikan mulai 1 Oktober 2023 di Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Hasanuddin Makassar, Bandara Syamsudin Noor Banjarmasin, dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan.
- Tahap II diimplementasikan mulai 1 Desember 2023 di Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara El Tari Kupang, Bandara Zainuddin Abdul Madjid Lombok, dan Bandara Sam Ratulangi Manado.
- Tahap III diimplementasikan mulai 1 Januari 2024 di Bandara Internasional Yogyakarta Kulon Progo, Bandara Adisutjipto Yogyakarta, Bandara Adi Soemarmo Solo, dan Bandara Jenderal Ahmad Yani Semarang.

4. **Robotic Process Automation (RPA)**

Robotic Process Automation (RPA) merupakan sistem yang dipergunakan untuk proses verifikasi dokumen pembayaran atas tagihan internal maupun eksternal di lingkup PT Angkasa Pura I yang dilakukan menggunakan *e-Payment System* bernama APPays. RPA membantu proses verifikasi dokumen pembayaran, di mana jumlah transaksi setiap bulannya mencapai lebih dari dua ribu transaksi baik di kantor pusat maupun di 15 kantor cabang PT Angkasa Pura I.

Implementasi sistem RPA yang didukung dengan Intelligent Document Processing (IDP) ini ditujukan untuk meningkatkan efisiensi dan efektivitas waktu dalam proses verifikasi dokumen pembayaran internal maupun eksternal di lingkungan PT Angkasa Pura I.

Proses perencanaan pekerjaan sistem verifikasi dokumen pembayaran menggunakan RPA dan IDP mulai dilaksanakan pada tahun 2022, serta efektif diimplementasikan pada tahun 2023. Ruang lingkup implementasi RPA tersebut adalah proses verifikasi dokumen pembayaran yang

The implementation of the AODS system is expected to support operational performance in the airport environment, thereby increasing time efficiency, effectiveness of data storage, and reducing the potential for lost revenue.

3. **Cargo Integrated System (CIS) Phase 2**

Cargo Integrated System (CIS) Phase 2 is a system used to record production and revenue from Aircraft Cargo and Post Services (PJKP2U) at Cargo and Post Terminals at airports managed by PT Angkasa Pura I. The system is a replacement for Cargo Integrated The System (CIS) Phase 1 previously used was developed by the Aeronautical Business and Cargo Development unit, and is in accordance with applicable regulations.

The Cargo Integrated System (CIS) Phase 2 has been implemented at 14 airports managed by PT Angkasa Pura I in 3 (three) stages, namely:

- Phase I will be implemented starting October 1 2023 at I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Hasanuddin Airport Makassar, Syamsudin Noor Airport Banjarmasin, and Sultan Aji Muhammad Sulaiman Airport Sepinggan Balikpapan.
- Phase II will be implemented starting December 1 2023 at Ambon's Pattimura Airport, Biak's Frans Kaisiepo Airport, Kupang's El Tari Airport, Lombok's Zainuddin Abdul Madjid Airport and Manado's Sam Ratulangi Airport.
- Phase III will be implemented starting January 1 2024 at Yogyakarta Kulon Progo International Airport, Yogyakarta Adisutjipto Airport, Adi Soemarmo Airport Solo, and Jenderal Ahmad Yani Airport Semarang.

4. **Robotic Process Automation (RPA)**

Robotic Process Automation (RPA) is a system used for the process of verifying payment documents for internal and external bills within PT Angkasa Pura I which is carried out using an e-Payment System called APPays. RPA helps with the payment document verification process, where the number of transactions each month reaches more than two thousand transactions both at the head office and at 15 branch offices of PT Angkasa Pura I.

The implementation of the RPA system which is supported by Intelligent Document Processing (IDP) is aimed at increasing efficiency and time effectiveness in the internal and external payment document verification process within PT Angkasa Pura I.

The work planning process for a payment document verification system using RPA and IDP will begin to be implemented in 2022, and will be effectively implemented in 2023. The scope of RPA implementation is the process of verifying payment documents uploaded by vendors/work



diunggah oleh vendor/pelaksana pekerjaan pada aplikasi APPays. Selain proses verifikasi di APPays, RPA juga diimplementasikan pada sistem SAP PT Angkasa Pura I sebagai proses verifikasi dokumen secara otomatis, serta proses penerbitan jurnal.

5. Airport Operation Control Center (AOCC)

AOCC merupakan pusat kendali dan koordinasi untuk mengawasi operasional di sisi udara dan sisi darat, serta seluruh aktivitas kedatangan dan keberangkatan di bandara. Seluruh bandara kelolaan PT Angkasa Pura I telah menerapkan AOCC dengan mengkolaborasi seluruh pemangku kepentingan di bandara yang mendukung percepatan pengambilan keputusan operasional bandara udara. Selain itu, AOCC juga menjadi pusat komunikasi dan koordinasi bagi seluruh pemangku kepentingan.

6. Menyediakan *Thermal Scanner* di Pintu Kedatangan

Penyediaan teknologi *thermal scanner* untuk memeriksa suhu tubuh dan detak jantung seluruh penumpang di pintu masuk untuk menyaring penumpang yang memiliki suhu tubuh mencapai 38°.

7. Optimalisasian X-Ray Automated Tray Return System (ATRS)

Layanan yang berada pada area *screening check point* yang akan mempercepat proses pemeriksaan barang calon penumpang sehingga dapat mengurangi kontak fisik antara petugas aviation security dengan penumpang sebagai upaya meminimalisir risiko penyebaran COVID-19 di lingkungan bandar udara.

8. Layanan Otomasi Perkantoran Office Collaboration Platform (OCP)

Updating Layanan Office Collaboration Platform (OCP) menggunakan fasilitas dari Google Workspace yang memiliki fitur *video conference*, *recording video conference*, *email*, *milis group*, pembuatan jadwal *meeting*, *calendar event*, *file storage & sharing* yang sangat besar yaitu maksimal sebesar 1TB untuk setiap *user*, kolaborasi dokumen dengan rekan kerja dan unit, survei pegawai, *chatting* dan *group chat* yang dapat digunakan dengan internal perusahaan maupun eksternal dan dapat digunakan untuk pendelegasian tugas. Dengan berbagai fitur yang ada pada Office Collaboration Platform (OCP) memungkinkan setiap pegawai dapat menyelesaikan pekerjaan di mana saja dan kapan saja serta mudah dalam berkoordinasi dan komunikasi organisasi, interaksi bagi internal maupun eksternal tanpa tatap muka sehingga dapat meminimalisir risiko penyebaran COVID-19 di lingkungan kerja.

implementers on the APPays application. Apart from the verification process in APPays, RPA is also implemented in the PT Angkasa Pura I SAP system as an automatic document verification process, as well as a journal publishing process.

5. Airport Operation Control Center (AOCC)

AOCC is a control and coordination center to supervise airside and landside operations, as well as all arrival and departure activities at the airport. All airports managed by PT Angkasa Pura I have implemented AOCC by collaborating with all stakeholders at the airport who support the acceleration of airport operational decision making. Apart from that, AOCC is also a communication and coordination center for all stakeholders.

6. Providing a Thermal Scanner at the Arrival Door

Providing thermal scanner technology to check the body temperature and heart rate of all passengers at the entrance to screen passengers whose body temperature reaches 38°.

7. Optimization of X-Ray Automated Tray Return System (ATRS)

Services in the screening check point area will speed up the process of checking prospective passengers' belongings so as to reduce physical contact between aviation security officers and passengers as an effort to minimize the risk of spreading COVID-19 in the airport environment.

8. Office Collaboration Platform (OCP) Office Automation Services

Updating the Office Collaboration Platform (OCP) service uses facilities from Google Workspace which has video conference features, recording video conferences, email, group mailing lists, making meeting schedules, event calendars, very large file storage & sharing, namely a maximum of 1TB for each user, document collaboration with colleagues and units, employee surveys, chat and group chat which can be used with internal and external companies and can be used for task delegation. With the various features available on the Office Collaboration Platform (OCP), it is possible for every employee to complete work anywhere and anytime and it is easy to coordinate and communicate with the organization, interact internally and externally without face to face so as to minimize the risk of spreading COVID-19 in the work environment. .



9. Pemanfaatan Aplikasi Tata Naskah Dokumen Elektronik (TNDE)

Dalam mengurangi kontak antar pegawai di lingkungan kerja dan efisiensi penggunaan kertas, PT Angkasa Pura I memanfaatkan layanan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) dalam proses pengiriman dan disposisi dokumen persuratan perusahaan.

10. Penggunaan Aplikasi Learning Management System (LMS)

PT Angkasa Pura I memanfaatkan Aplikasi Learning Management System (LMS) yang dapat diakses secara daring sehingga seluruh personil PT Angkasa Pura I dapat meningkatkan kompetensi, kemampuan dan pengetahuan secara mandiri dan bisa diakses kapan saja, maupun di mana saja.

11. Implementasi Aplikasi Great Day

Aplikasi Great Day merupakan aplikasi berbasis *mobile apps* yang memudahkan PT Angkasa Pura I dalam mengelola sumber daya manusia seperti pencatatan kehadiran, pengajuan cuti, dan penghitungan gaji.

12. Integrasi data berbasis Service Oriented Architecture (SOA)

Perusahaan melaksanakan pengelolaan integrasi data dengan beberapa instansi pemerintahan di antaranya Kementerian Perhubungan, Kementerian BUMN, PT Jasa Raharja, dan beberapa instansi lainnya dengan menerapkan metode integrasi data berbasis Service Oriented Architecture (SOA) menggunakan *platform* Enterprise Service Bus (ESB) dan Data Integration (ETL). Platform ESB telah mengintegrasikan beberapa aplikasi operasional di kantor pusat dan di 13 bandara diantaranya aplikasi pendapatan Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Parkir, Point of Sales System (POSS), dan Produk pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U). Data tersebut dialirkan menuju ke sebuah data *warehouse* di kantor pusat sebagai *single source of truth* secara *real time*. Data yang ditampung di data *warehouse* diolah kembali menggunakan ETL Tool untuk kepentingan *dashboard* manajemen untuk menunjang strategis bisnis perusahaan.

13. Touchless-Contactless Toll Gate

PT Angkasa Pura I telah menerapkan sistem *touchless-contactless toll gate system* untuk mengurangi kontak langsung antar manusia, *toll gate* masuk di sejumlah bandara kelolaan. Dengan fasilitas ini, pengguna jasa dengan kendaraan roda empat yang akan memasuki bandara cukup mengambil tiket masuk mobil dengan mengarahkan tangan ke sensor mesin.

9. Utilization of the Electronic Document Manuscript Application (TNDE)

In order to reduce contact between employees in the work environment and efficiently use paper, PT Angkasa Pura I utilizes the Electronic Document Manuscript Application (TNDE) service in the process of sending and disposition of company correspondence documents.

10. Use of the Learning Management System (LMS) Application

PT Angkasa Pura I utilizes the Learning Management System (LMS) application which can be accessed online so that all PT Angkasa Pura I personnel can improve their competence, abilities and knowledge independently and can be accessed anytime, anywhere.

11. Implementation of the Great Day Application

The Great Day application is a mobile apps-based application that makes it easier for PT Angkasa Pura I to manage human resources such as recording attendance, applying for leave, and calculating salaries.

12. Service Oriented Architecture (SOA) based data integration

The company carries out data integration management with several government agencies including the Ministry of Transportation, Ministry of State-Owned Enterprises, PT Jasa Raharja, and several other agencies by implementing a Service Oriented Architecture (SOA) based data integration method using the Enterprise Service Bus (ESB) and Data Integration (ETL) platforms.). The ESB platform has integrated several operational applications at the head office and at 13 airports, including the Passenger Service Charge revenue application (PJP2U), Aircraft Placement and Storage Landing Services (PJP4U), Parking, Point of Sales System (POSS), and Aircraft Cargo and Postal Services (PJKP2U) service products. The data is streamed to a data warehouse at head office as a single source of truth in real time. Data stored in the data warehouse is reprocessed using the ETL Tool for management dashboard purposes to support the company's business strategy.

13. Touchless-Contactless Toll Gate

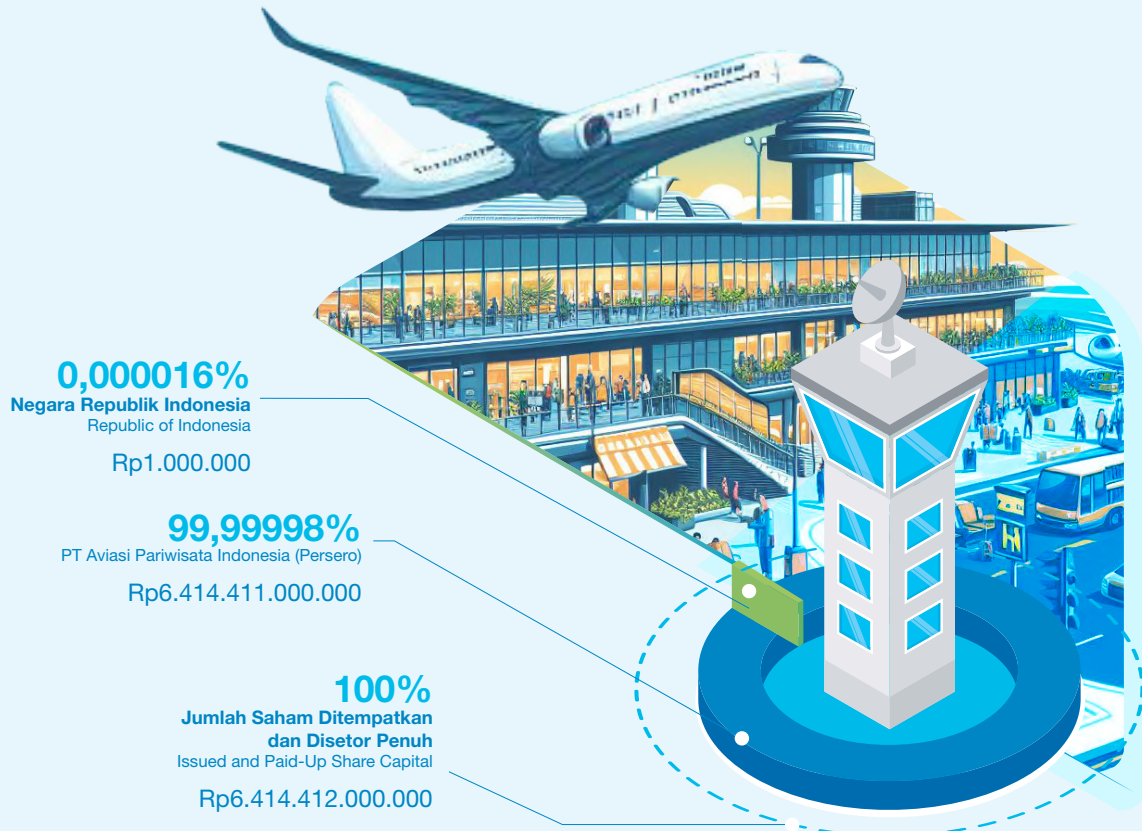
PT Angkasa Pura I has implemented a touchless-contactless toll gate system to reduce direct contact between people at toll gates at a number of managed airports. With this facility, service users with four-wheeled vehicles who want to enter the airport simply take their car entry ticket by pointing their hand at the machine sensor.





KOMPOSISI PEMEGANG SAHAM

Shareholder Composition



PT Angkasa Pura I merupakan perusahaan yang dikuasai negara, terdiri atas saham yang telah ditempatkan dan disetor penuh sebanyak 6.414.412 lembar saham senilai Rp6.414.412.000.000 yang terbagi dalam 1 lembar saham seri A dwiwarna milik Pemerintah Republik Indonesia dan 6.414.411 lembar saham seri B milik PT Aviassi Pariwisata Indonesia (Persero).

PT Angkasa Pura I tidak melakukan penawaran sahamnya kepada publik atau *Initial Public Offering* (IPO) sehingga PT Angkasa Pura I bukanlah perusahaan terbuka dan tidak dapat memperdagangkan sahamnya di bursa. Berdasarkan hal tersebut, PT Angkasa Pura I tidak melaporkan informasi saham berikut ini:

- Komposisi 20 pemegang saham terbesar;
- Pemegang saham berdasarkan klasifikasi institusi dan/atau individu lokal maupun asing;
- Pemegang saham yang memiliki 5% atau lebih;
- Kelompok pemegang saham masyarakat yang memiliki kurang dari 5% saham;
- Kepemilikan saham oleh anggota Dewan Komisaris dan Direksi;
- Persentase kepemilikan tidak langsung atas saham perusahaan oleh anggota Dewan Komisaris dan Direksi.

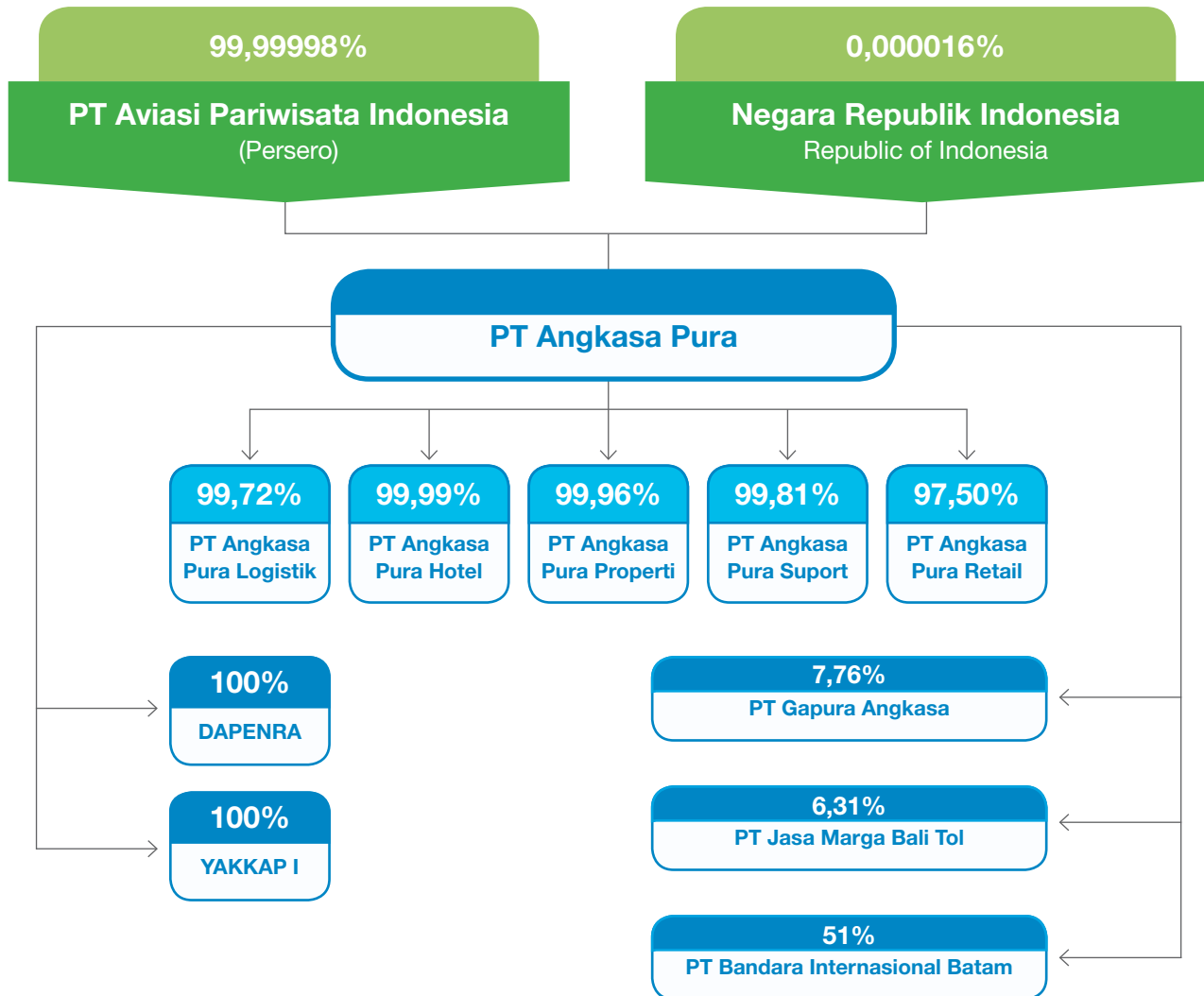
PT Angkasa Pura I is a State-Owned Enterprise with a total issued and fully paid shares of Rp6,414,412,000,000 or 6,414,412 shares, consisting of 1 Series A Dwiwarna share owned by the Government of the Republic of Indonesia and 6,414,411 Series B shares owned by PT Aviassi Pariwisata Indonesia (Persero).

PT Angkasa Pura is not a public company and cannot trade on the stock exchange because the company does not offer its shares to the general public or conduct an Initial Public Offering (IPO). For this reason, the Company does not report the following share information:

- Composition of the 20 largest shareholders;
- Shareholders based on the classification of local and foreign institutions and/or individuals;
- Shareholders who own 5% of the shares or more;
- Community shareholder groups who own less than 5% of the shares;
- Share ownership by members of the Board of Commissioners and Board of Directors;
- Percentage of indirect ownership of the company's shares by members of the Board of Commissioners and Board of Directors.



STRUKTUR GRUP PERUSAHAAN Company Group Structure



PT Angkasa Pura I termasuk dalam grup *holding* Badan Usaha Milik Negara sektor pariwisata dimana Negara Republik Indonesia melalui Kementerian Badan Usaha Milik Negara melakukan kontrol terhadap PT Angkasa Pura I melalui kepemilikan saham Seri A Dwiwarna dan PT Aviassi Pariwisata Indonesia (Persero) sebagai pemegang saham Seri B sekaligus sebagai induk holding BUMN sektor pariwisata.

PT Angkasa Pura I per 31 Desember 2023 memiliki 5 perusahaan anak, 1 lembaga dana pensiun, dan 1 yayasan, antara lain sebagai berikut:

- PT Angkasa Pura Suport
- PT Angkasa Pura Properti
- PT Angkasa Pura Logistik
- PT Angkasa Pura Retail
- PT Angkasa Pura Hotel
- Dana Pensiun Angkasa Pura I (Dapenra)
- Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)

PT Angkasa Pura I is the subsidiary of the State-Owned Enterprise (SOE) holding group in the tourism sector. The Republic of Indonesia, through the Ministry of SOEs, exerts control over the Company through its ownership of Series A Dwiwarna shares, and PT Aviassi Pariwisata Indonesia (Persero) as the Series B shareholder and parent holding company for SOEs in the tourism sector.

PT Angkasa Pura I owns five subsidiaries, one pension fund institution, and one foundation, as follows:

- PT Angkasa Pura Suport
- PT Angkasa Pura Properti
- PT Angkasa Pura Logistik
- PT Angkasa Pura Retail
- PT Angkasa Pura Hotel
- Angkasa Pura I Pension Fund (Dapenra)
- Angkasa Pura I Employee Welfare Foundation (YAKKAP I)



ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated Entities, and Foundations

ENTITAS ANAK

Entitas Anak yang dimiliki PT Angkasa Pura I menjalankan usaha di bidang transportasi, hotel, dan properti serta bidang lainnya yang relevan untuk mendukung kegiatan operasi perusahaan. PT Angkasa Pura I berharap dapat meningkatkan pendapatan bisnis dari sektor nonaeronautika dan dapat meningkatkan *Customer Satisfaction Index* (CSI) dengan kolaborasi dan kerja sama dengan seluruh anak perusahaan. Pada akhir periode pelaporan tanggal 31 Desember 2023, PT Angkasa Pura I telah memiliki lima entitas anak.

SUBSIDIARIES

PT Angkasa Pura I's subsidiaries are engaged in transportation, hotel, property, and other relevant businesses to support the company's operations. The Company aims to increase non-aeronautical revenue and increase the Customer Satisfaction Index (CSI) score through collaboration and cooperation with all subsidiaries. As of the end of the reporting period on December 31, 2023, PT Angkasa Pura I had five subsidiaries.



PT ANGKASA PURA LOGISTIK (99,72%)

AngkasaPura | LOGISTICS



2012

Tahun Berdiri
Year of Establishment



Beroperasi
Operating

Status
Status



Rp 491.946.193.034

Total Aset
Total Asset

Bidang Usaha

Business Line

Operator terminal kargo, *Regulated agent*, Pengiriman multimoda (*freight forwarding*), Pergudangan & distribusi, total *baggage solution* (*wrapping, strapping, packaging*), *Air freight*, Kurir *express*, Ekspedisi Muatan Pesawat Udara (EMPU)

Terminal Cargo Operator, Regulated Agent, Multimodal Transport (Freight Forwarding), Warehouse and Distribution Total Baggage Solution (Wrapping, Strapping, Packaging), Air Freight, Express Courier, Aircraft Cargo Expedition (EMPU)

Alamat

Address

Gedung Datascrip Lantai 5-6 Jl. Selaparang Blok B-15. Kav. 9 RW 10 Gunung Sahari Selatan, Kemayoran, Jakarta Pusat

Datascript Building Floor 5-6 Jl. Selaparang Blok B-15. Kav. 9 RW 10 Gunung Sahari Selatan, Kemayoran, Central Jakarta

VISI VISION

“LEADING LOGISTICS PARTNER”

MISI MISSION

- Menyediakan solusi logistik yang terintegrasi di sepanjang rantai pasok melalui jangkauan bisnis terluas di seluruh Indonesia.
- Mencapai dan mempertahankan *Operational Excellence* pada setiap layanan bisnis.
- Mengembangkan sumber daya manusia yang kompeten dan berorientasi kepada konsumen.
- Menyediakan layanan bisnis yang didukung oleh pemanfaatan teknologi logistik yang optimal.
- Memaksimalkan nilai bagi pemegang saham dan pemangku kepentingan serta kontribusi positif terhadap masyarakat dan lingkungan.
- Providing integrated logistics solutions along the supply chain through the widest business reach throughout Indonesia.
- Achieving and maintaining Operational Excellence in each business service.
- Developing competent and consumer-oriented human resources.
- Providing business services supported by optimal utilization of logistics technology
- Maximizing value for shareholders and stakeholders while also making a positive contribution to society and the environment.



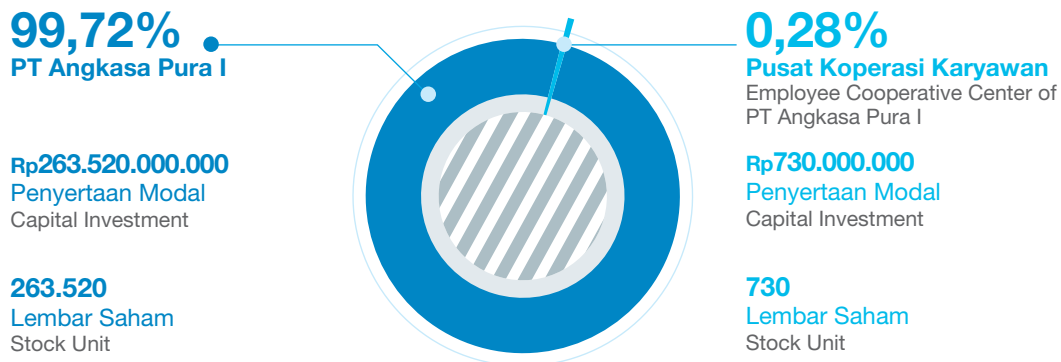
PT Angkasa Pura Logistik merupakan anak perusahaan PT Angkasa Pura I yang bergerak di bidang pengelolaan jasa terkait kargo dan pos, pergudangan, keagenan dan logistik. Pendirian PT Angkasa Pura Logistik telah mendapat persetujuan Direksi PT Angkasa Pura I sebagaimana tertuang dalam Surat Keputusan Dewan Komisaris No. 194/DK.AP/2011. Selanjutnya, PT Angkasa Pura Logistik didirikan dengan Akta Pendirian No. 01 notaris Nanda Fauz Iwan S.H., M.Kn. 6 Januari 2012 disahkan dengan Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU03158. AH.01.01. 18 Januari 2012 dan diumumkan dalam Lembaran Negara Republik Indonesia No. 32 Tanggal 19 April 2013, Tambahan Lembaran Negara Republik Indonesia No. 10269 ("Akta Pendirian PT Angkasa Pura").

Perubahan anggaran dasar terakhir pada PT Angkasa Pura Logistik berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 254 tanggal 22 Desember 2023 yang dibuat dihadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta yang penerimaan pemberitahuan perubahan data perseroannya telah diterima dan dicatat di Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-AH.01.03-0162377 tanggal 25 Desember 2023 serta telah didaftarkan dalam Daftar Perseroan di bawah No. AHU-0261604. AH.01.11.TAHUN 2023 TANGGAL 25 Desember 2023.

PT Angkasa Pura Logistik is a subsidiary of PT Angkasa Pura I engaged in cargo and post-related logistics management, warehousing, regulated agents, and logistics. The establishment of PT Angkasa Pura Logistik has been approved by AP I's Board of Directors as set forth in the Board of Commissioners Decree No. 194/DK.AP/2011. Furthermore, PT Angkasa Pura Logistik was established based on the Company's Deed of Establishment No. 01 by Notary Nanda Fauz Iwan S.H., M.Kn. dated January 6, 2012. The Deed has been ratified through the Minister of Law and Human Rights Decree No. AHU03158. AH.01.01. dated January 18, 2012 and has been announced in the State Gazette of the Republic of Indonesia No. 32 dated April 19, 2013, Supplement to the State Gazette of the Republic of Indonesia No. 10269 (Deed of Establishment of PT Angkasa Pura).

The latest amendment to the Articles of Association of PT Angkasa Pura Logistik is based on the Deed of Shareholders' Resolution No. 254 dated December 22, 2023, made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, and the notification of changes to the company's data has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia Number: AHU-AH.01.03-0162377 dated December 25, 2023, and has been registered in the Company Register under No. AHU-0261604.AH.01.11.YEAR 2023 dated December 25, 2023.

Komposisi Kepemilikan Saham PT Angkasa Pura Logistik per 31 Desember 2023 Shareholding Composition of PT Angkasa Pura Logistik per December 31, 2023



Dewan Komisaris Board of Commissioner		Direksi Board of Directors	
Plt. Komisaris Utama Act. President Commissioner Joel Siahaan		Direktur Utama President Director Danny P. Thaharsyah	
Komisaris Commissioner Aizuddin Abdurahman	Komisaris Commissioner Dody Ruswandi	Direktur Operasi Operation Director Trofficiendy Suroso	Plt. Direktur Keuangan dan Manajemen Risiko Acting Finance and Risk Management Director Trofficiendy Suroso



ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN
Subsidiaries, Associated Entities, And Foundations

PT ANGKASA PURA HOTEL (99,99%)



2012

Tahun Berdiri
Year of Establishment



Beroperasi
Operating

Status
Status



Rp 872.319.305.718

Total Aset
Total Asset

Bidang Usaha

Business Line

Airport hotels, lounges, airport services, food & beverage, restoran, inflight catering dan travel management

Airport hotels, lounges, airport services, food and beverage, restaurant, inflight catering and travel management

Alamat

Address

Jalan Bungur Besar 86-C dan 86-A, RT.1/RW.7, Gunung Sahari Selatan, Kemayoran, Jakarta Pusat

Bungur Besar Street 86-C and 86-A RT.1/RW.7, Gunung Sahari Selatan, Kemayoran, Central Jakarta

VISI VISION

“Menjadi Perusahaan *Hospitality* Terbaik di Asia dengan Sentuhan Pengalaman Indonesia”
To Become the Best Hospitality Company in Asia with Indonesian Experience

MISI MISSION

“Memberikan pengalaman pelanggan yang aman, nyaman dan mudah”
Providing safe, comfortable, and convenient customer experiences

PT Angkasa Pura Hotel merupakan entitas anak PT Angkasa Pura I yang bergerak dalam bidang jasa *hospitality* dengan bisnis utamanya sebagai pengelola *airport hotels, lounges, airport services, food & beverage, restaurant, inflight catering dan travel management*. Pendirian PT Angkasa Pura Hotel telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 192/DK.API/2011 Tanggal 15 Desember 2011.

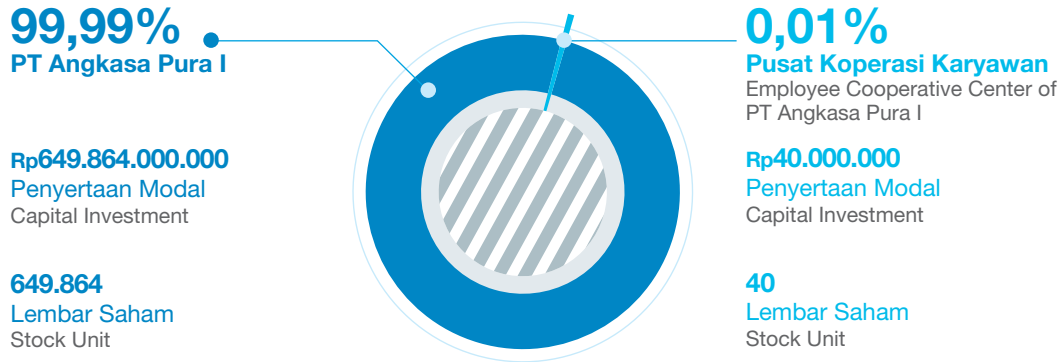
Dasar pendirian PT Angkasa Pura Hotel, yaitu Akta Pendirian Perusahaan No. 03 Tanggal 6 Januari 2012 (Berita Negara Republik Indonesia Tahun 2013 No. 32 Tanggal 19 April 2013 dengan Tambahan Lembaran Negara Republik Indonesia No. 10796) dan telah beberapa kali diubah terakhir dengan perubahan terakhir Akta No. 21 Tanggal 18 Oktober 2021 yang dibuat di hadapan Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta yang penerimaan pemberitahuan perubahan data Perseroannya telah mendapat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0462563 Tanggal 19 Oktober 2021.

PT Angkasa Pura Hotel is a subsidiary of PT Angkasa Pura I, operating in the hospitality industry with its main business as an airport hotel manager, lounges, airport services, food & beverage, restaurants, in-flight catering, and travel management. PT Angkasa Pura Hotel was established upon the approval of the Board of Commissioners of PT Angkasa Pura I, as set forth in the Board of Commissioners Decree No. 192/DK.API/2011 dated December 15, 2011.

PT Angkasa Pura Hotel was established based on the Company Establishment Deed No. 03 dated January 6, 2012 (State Gazette of the Republic of Indonesia of 2013 No. 32 dated April 19, 2013, Supplement to the State Gazette of the Republic of Indonesia No. 10796) and has been amended several times, as lastly amended by the Deed No. 21 dated October 18, 2021 made before Nanda Fauz Iwan, SH, M.Kn., Notary in Jakarta whose Receipt of Notification on the Company's Data Change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0462563 dated October 19, 2021.



Komposisi Kepemilikan Saham PT Angkasa Pura Hotel per 31 Desember 2023 Shareholding Composition of PT Angkasa Pura Hotel per December 31, 2023



Dewan Komisaris Board of Commissioner			Direksi Board of Directors	
Komisaris Utama President Commissioner Najih Prastiyo			Plt. Direktur Utama Act. President Director Riko Hendrawan	
Komisaris Commissioner Rudyandi Pradiya	Komisaris Commissioner Ismarilda	Komisaris Commissioner Siane Indriani	Direktur Operasi Operation Director Imron Qodari	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director Riko Hendrawan

PT ANGKASA PURA PROPERTI (99,96%)



<p>2012 Tahun Berdiri Year of Establishment</p>	<p>Beroperasi Operating Status</p>	<p>Rp 341.120.451.802 Total Aset Total Asset</p>
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Bidang Usaha Business Line

Property development, property management & utilities dan construction

Property development, property management & utilities and construction

Alamat Address

Sainath Tower 10th Floor B9 No.07, Gunung Sahari Selatan, Kemayoran, Jakarta Pusat

Sainath Tower 10th Floor B9 No.07, Gunung Sahari Selatan, Kemayoran, Central Jakarta



ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN
Subsidiaries, Associated Entities, And Foundations

VISI VISION

“Menjadi Pengembang *Airport City* serta Penyedia Jasa Konstruksi yang Unggul dan Terpercaya di Indonesia”
To become a leading and trusted airport city developer and construction service provider in Indonesia

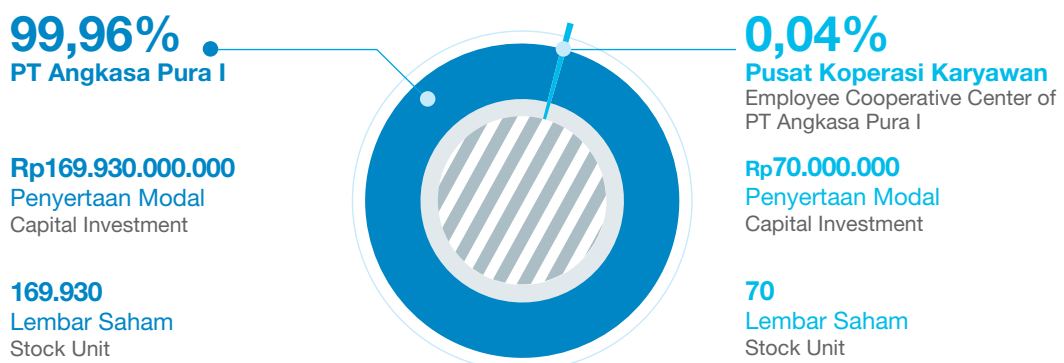
MISI MISSION

- Mendukung perkembangan sektor aviasi dan pariwisata Indonesia
- Menerapkan pembangunan yang berkelanjutan dalam rangka meningkatkan nilai bagi *stakeholder*
- Menyediakan produk dan jasa yang memuaskan dan bermutu tinggi dengan memanfaatkan teknologi terbaik serta dengan memperhatikan aspek lingkungan
- Membangun *network* untuk mengembangkan produk dan jasa yang unggul
- Supporting the growth of Indonesia’s aviation and tourism sectors
- Implementing sustainable development to enhance value for stakeholders
- Providing satisfying, high-quality products and services by utilizing the best technology while considering environmental aspects
- Building networks to develop leading products and services

PT Angkasa Pura Properti merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang usaha property dan konstruksi. Pendirian PT Angkasa Pura Properti telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 193/DK.API/2011 Tanggal 15 Desember 2011. Dasar pendirian PT Angkasa Pura Properti yaitu Akta Pendirian Perusahaan No. 02 Tanggal 6 Januari 2012 dibuat di hadapan Nanda Fauz Iwan, SH. Mkn, Notaris di Jakarta, yang telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-03704.AH.01.01 Tahun 2012 Tanggal 20 Januari 2012 dengan perubahan terakhir adalah Akta No. 9 Tanggal 18 Agustus 2022 tentang Pemberhentian Pelaksana Tugas Direktur Utama dan Penunjukan Direktur Utama PT Angkasa Pura Properti yang telah mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Republik Indonesia No. AHU-AH.01.09-0045126 Tanggal 18 Agustus 2022.

PT Angkasa Pura Properti is a subsidiary of PT Angkasa Pura I, engaged in the property and construction business. PT Angkasa Pura Properti was established upon the approval of the Board of Commissioners of PT Angkasa Pura I as set forth in the Board of Commissioners Decree No. 193/DK.API/2011 dated December 15, 2011. PT Angkasa Pura Properti was established based on the Company Establishment Deed No. 02 dated January 6, 2012 drawn up before Nanda Fauz Iwan, S.H., M.Kn, a Notary in Jakarta and has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-03704.AH.01.01 dated January 20, 2012, as lastly amended by the Deed No. 9 dated August 18, 2022 on Dismissal of Acting President Director and Appointment of President Director of PT Angkasa Pura Properti upon ratification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.09-0045126 dated August 18, 2022.

Komposisi Kepemilikan Saham PT Angkasa Pura Properti per 31 Desember 2023
Shareholding Composition of PT Angkasa Pura Properti per December 31, 2023





Dewan Komisaris Board of Commissioner		Direksi Board of Directors	
Plt. Komisaris Utama Act. President Commissioner Farid Indra Nugraha		Direktur Utama President Director Ristyanto Eko Wibowo	
Komisaris Commissioner Ermawan Wibisono	Komisaris Commissioner M. Imam Sofwan Yahya	Direktur Operasi Operation Director Renny Soviahan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director Daulat Musa



Angkasa Pura | SUPPORTS

PT ANGKASA PURA SUPORT (99,81%)



2012

Tahun Berdiri
Year of Establishment



Beroperasi
Operating

Status
Status



Rp 993.345.679.561

Total Aset
Total Asset

Bidang Usaha

Business Line

Trading, ICT services, facility services, Human resources services, dan parking

Trading, ICT services, facility services, human resource services, and parking

Alamat

Address

Sainath Tower Lt 11 Jl. Selangit Blok B9 Gunung Sahari Selatan, Jakarta Pusat

Sainath Tower Lt. 11 Jl. Selangit Blok B9 Gunung Sahari Selatan, Central Jakarta

VISI VISION

“Menjadi Perusahaan Berstandar Internasional dengan Layanan Manajemen Fasilitas Terintegrasi Berbasis IT dalam Industri Aviasi dan Infrastruktur”
To be an Internationally Recognized Company Providing Integrated IT-Based Facility Management Services in the Aviation and Infrastructure Industries

MISI MISSION

- Menyediakan produk/jasa layanan unggul dan terpercaya berstandar internasional untuk kepentingan pelanggan
- Menciptakan nilai tambah bagi karyawan, pemegang saham dan mitra strategis
- Memberikan kontribusi positif terhadap lingkungan, masyarakat, dan pemangku kepentingan utama lainnya
- To provide exceptional and reliable products and services that meet international standards, focusing on customer satisfaction
- Creating added value for employees, shareholders, and strategic partners
- Making a positive contribution to the environment, society, and other stakeholders

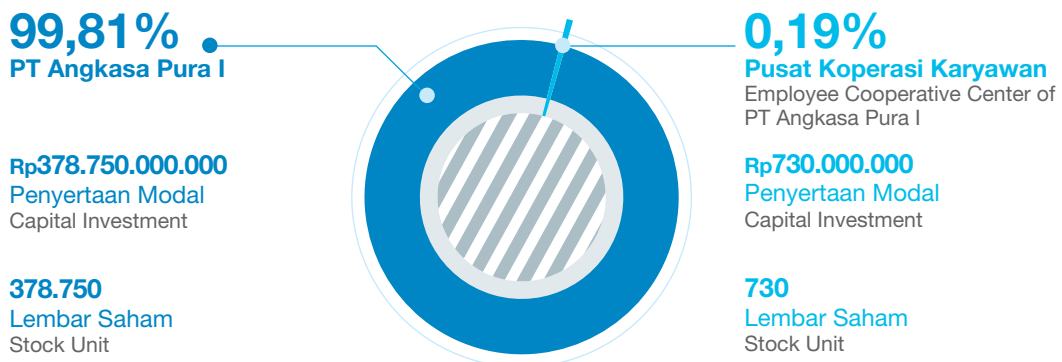


ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN Subsidiaries, Associated Entities, And Foundations

PT Angkasa Pura Suport merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang *facility management* berbasis IT dengan pengelolaan parkir, pengadaan dan sewa peralatan, ICT *provider*, dan *services*. PT Angkasa Pura Suport didirikan berdasarkan persetujuan Dewan Komisaris PT Angkasa Pura I No. 17/DK.API/2012 Tanggal 31 Januari 2012. Dasar Pendirian PT Angkasa Pura Suport, yaitu Akta Pendirian Perusahaan Nomor 03 tanggal 9 Februari 2012, dibuat dihadapan Nanda Fauz Iwan, Sarjana Hukum, Notaris di Jakarta Selatan, dan telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-08735.AH.01.01.Tahun 2012 tanggal 20 Februari 2012, dan mengalami beberapa kali perubahan dan perubahan terakhir dimuat dalam Akta Nomor 225 tanggal 22 Desember 2023 yang dibuat dihadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta yang penerimaan pemberitahuan perubahan data perseroannya telah diterima dan dicatat di Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-AH.01.03-0162376 tanggal 25 Desember 2023 serta telah didaftarkan dalam Daftar Perseroan di bawah No. AHU-0261603.AH.01.11 Tahun 2023 tanggal 25 Desember 2023.

PT Angkasa Pura Suport is a subsidiary of PT Angkasa Pura I engaged in IT-based facility management with parking management, equipment procurement and rental, ICT provider, and services. PT Angkasa Pura Suport was established based on the approval of the Board of Commissioners of PT Angkasa Pura I No. 17/DK.API/2012 dated January 31, 2012. The basis for the establishment of PT Angkasa Pura Suport is the Deed of Establishment of the Company Number 03 dated February 9, 2012, made before Nanda Fauz Iwan, Bachelor of Law, Notary in South Jakarta, and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-08735.AH.01.01. of 2012 dated February 20, 2012, and has undergone several changes, the latest changes are outlined in Deed Number 225 dated December 22, 2023, made before Jose Dima Satria, S.H., M.Kn., Notary in Jakarta, and the notification of changes to the company's data has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia Number: AHU-AH.01.03-0162376 dated December 25, 2023, and has been registered in the Company Register under No. AHU-0261603.AH.01.11 of 2023 dated December 25, 2023.

Komposisi Kepemilikan Saham PT Angkasa Pura Suport per 31 Desember 2023 Shareholding Composition of PT Angkasa Pura Suport per December 31, 2023



Dewan Komisaris Board of Commissioner			Direksi Board of Directors	
Plt. Komisaris Utama Act. President Commissioner Nur Supto Winoto			Plt. Direktur Utama Act. President Director I Dewa Gede Mahayana	
Komisaris Commissioner Moh. Winarno	Komisaris Commissioner Diana Dewi	Komisaris Commissioner Aidil Fitri	Direktur Operasi Operation Director I Dewa Gede Mahayana	Plt. Direktur Keuangan dan Manajemen Risiko Act. Finance and Risk Management Director Bambang Arsanto



PT ANGKASA PURA RETAIL (97,50%)



2014

Tahun Berdiri
Year of Establishment



Beroperasi
Operating

Status
Status



Rp 30.451.900.157

Total Aset
Total Asset

Bidang Usaha

Business Line

Master concessionaire, commercial management, travel retail, duty paid/duty free, advertising

Master Concessionaire, Commercial Management, Travel Retail, Duty Paid/Duty Free, Advertising

Alamat

Address

Graha Angkasa Pura I Kota Baru Bandar Kemayoran Blok B 12 Kav. 2 Jakarta Pusat

Graha Angkasa Pura I Kota Baru Bandar Kemayoran Blok B 12 Kav. 2, Central Jakarta

VISI VISION

“Menjadi Perusahaan Retail Terkemuka yang Berwawasan Global dengan Budaya Indonesia”
Becoming a Leading Retail Company with a Global Perspective with Indonesian Culture

MISI MISSION

- Meningkatkan pendapatan nonaeronautika dengan mengembangkan lini bisnis *travel, retail, F&B, dan services*
- Membangun organisasi berdasarkan nilai perusahaan
- Membangun dan mengembangkan jaringan kerja sama global
- Memberikan nilai tambah untuk para *stakeholder* secara pendapatan dan kualitas pelayanan
- Berperan mengembangkan usaha mikro kecil dan menengah
- Increasing non-aeronautical revenue by expanding the business line of travel, retail, food & beverages, and services
- Building the organization based on the company's values
- Establishing and Expanding a global partnership network
- Providing added value for the stakeholders in revenue and quality of the services
- Contributing by developing micro-small and medium enterprises

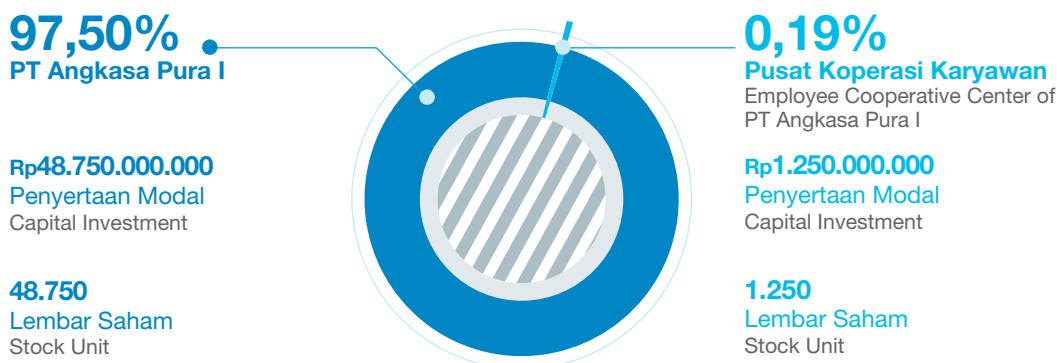
PT Angkasa Pura Retail merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang usaha penjualan dan pemasaran di bandara. Pendirian PT Angkasa Pura Retail telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 48/DK.API/2014. Kemudian, PT Angkasa Pura Retail didirikan dengan Akta Pendirian PT Angkasa Pura Retail, Akta No. 11 Tanggal 23 September 2014 (Berita Negara Republik Indonesia Tahun 2015 No. 65, Tambahan Lembaran Negara Republik Indonesia No. 39540) yang dibuat di hadapan Notaris Nanda Fauz Iwan, Sarjana Hukum, Magister Kenotariatan, yang telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta No. 22 Tanggal 22 Oktober 2021, yang Pemberitahuan Perubahan Data Perseroannya telah mendapat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHUAH.01.03-0463983 Tahun 2021 Tanggal 22 Oktober 2021.

PT Angkasa Pura Retail is a subsidiary of PT Angkasa Pura I engaged in commerce and marketing at airports. PT Angkasa Pura Retail was established upon the approval of the Board of Commissioners of PT Angkasa Pura I as set forth in the Board of Commissioners Decree No. 48/DK.API/2014. Furthermore, PT Angkasa Pura Retail was established based on the Company Establishment Deed No. 11 dated September 23, 2014 (State Gazette of the Republic of Indonesia of 2015 No. 65, Supplement to the State Gazette of the Republic of Indonesia No. 39540) drawn up before Notary Nanda Fauz Iwan, Bachelor of Law, Master of Notary and has been amended several times, lastly amended by the Deed No. 22 dated October 22, 2021, whose Receipt of Notification on the Company's Data Change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0463983 of 2021 dated October 22, 2021.



ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN
Subsidiaries, Associated Entities, And Foundations

Komposisi Kepemilikan Saham PT Angkasa Pura Retail per 31 Desember 2023
Shareholding Composition of PT Angkasa Pura Retail per December 31, 2023



Dewan Komisaris Board of Commissioner		Direksi Board of Directors	
Komisaris Utama President Commissioner Joko Pamungkas		Direktur Utama President Director Edyana Paramitasari	
Komisaris Commissioner Ranto Roy Rogers S.	Komisaris Commissioner Wawan Chaerul Anwar	Direktur Operasi Operation Director Indyruwani Asikin Natanegara	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director Umar Supriyadi

ENTITAS ASOSIASI

PT Angkasa Pura I memiliki 3 entitas asosiasi yang bidang usahanya dapat mendukung kegiatan bisnis bandara. Adapun entitas asosiasi tersebut dijelaskan melalui tabel berikut:

ASSOCIATE ENTITIES

PT Angkasa Pura I has 3 associate entities in airport-related business operations as follows:

Nama Entitas Asosiasi Associated Entity	Bidang Usaha Business Line	Persentase Kepemilikan Saham Shareholding Percentage	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Total Aset (dalam Miliaran Rupiah) Total Assets (in Million Rupiah)	Domisili Domicile
PT Gapura Angkasa	Ground Handling	7,76%	1998	Beroperasi Operating	1.354	Jakarta
PT Jasa Marga Bali Tol	Pengusaha Jalan Tol Toll Road Agency	6,31%	2011	Beroperasi Operating	1.940	Bali
PT Bandara Internasional Batam	Badan Usaha Pelaksana Bandar Udara Airport Implementing Business Entity	51%	2021	Beroperasi Operating	651	Batam

PT GAPURA ANGKASA

PT Gapura Angkasa merupakan perusahaan yang bergerak dalam bidang jasa *ground handling* secara independen dan layanan lainnya guna menunjang kinerja operasional baik di PT Angkasa Pura I dan PT Angkasa Pura II. Bentuk pelayanan yang diberikan meliputi kargo dan pergudangan, penanganan

PT GAPURA ANGKASA

PT Gapura Angkasa is a company engaged in independent ground handling services and other services to support operational performance of PT Angkasa Pura I and PT Angkasa Pura II. The Company's services include cargo and warehousing, passenger and baggage handling, flight operation and aircraft



penumpang dan bagasi, operasi penerbangan dan *service* pesawat udara, pelayanan *hospitality*, logistik, serta kegiatan usaha lainnya yang diperlukan oleh maskapai penerbangan di Indonesia. PT Gapura Angkasa berdiri atas kerja sama antara tiga BUMN, yakni PT Garuda Indonesia Tbk, PT Angkasa Pura I, dan PT Angkasa Pura II. Pelayanan jasa yang ditawarkan oleh PT Gapura Angkasa hingga saat ini, yaitu:

1. *Representation and accommodation;*
2. *Load control, communication and Departure Control System (DCS);*
3. *Unit Load Device (ULD) control;*
4. *Passenger and Baggage;*
5. *Aircraft servicing;*
6. *Flight Operation and crew administration;*
7. *Supervision and administration;*
8. *Cargo and post office mail;*
9. *Fuel and oil;*
10. *Surface transport;*
11. *Airport security;*
12. *Airport hospitality;*
13. *Ramp service;*
14. *Aircraft maintenance;*
15. *Catering service;*
16. *Warehousing and logistic;*
17. *Ground handling consultant;*
18. *Flight clearance*
19. Pendidikan dan pelatihan serta penyediaan tenaga ahli *Ground handling.*

PT JASAMARGA BALI TOL (JBT)

PT Angkasa Pura I berpartisipasi dalam konsorsium investasi pembangunan jalan tol Nusa Dua-Ngurah Rai Benoa di Bali berdasarkan persetujuan Menteri BUMN dalam Surat Keputusan Nomor S-549/MBU/2011 tanggal 25 Oktober 2011. Investasi tersebut dilakukan dalam bentuk penyertaan saham pada PT Jasamarga Bali Tol dengan Akta Pernyataan Keputusan Rapat PT Jasamarga Bali Tol Nomor 01 tanggal 11 Desember 2013 yang dibuat di hadapan Notaris Paulina Siti Suprimulyanti Endah Putri. Penyertaan PT Angkasa Pura I yaitu sebesar 8%, dengan 59.635 lembar saham atau Rp59.635.000.000,-, dan tambahan modal disetor lainnya sebesar Rp14.908.400.000,-.

Pada tanggal 21 Oktober 2020 telah dilaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPS LB). Pada rapat tersebut, para pemegang saham membahas peningkatan modal dasar dan tambahan setoran modal yang mengakibatkan perubahan komposisi pemegang saham PT Jasamarga Bali Tol. Dalam rapat tersebut, PT Angkasa Pura I tidak turut serta dalam penambahan setoran modal sehingga menyebabkan persentase kepemilikan saham PT Angkasa Pura I terdilusi dari 8% menjadi 6,31% sebagaimana dinyatakan dalam Akta Nomor 24 tanggal 12 November 2020.

PT BANDARA INTERNASIONAL BATAM

PT Bandara Internasional Batam atau PT BIB merupakan konsorsium dari PT Angkasa Pura I, Incheon International Airport Corporation, dan PT Wijaya Karya (Persero) Tbk atau Konsorsium AP I, IIAC, dan WIKA melalui penandatanganan perjanjian

services, hospitality, logistics, and other business activities required by airlines in Indonesia. PT Gapura Angkasa was established through a joint venture between three state-owned enterprises, namely PT Garuda Indonesia Tbk, PT Angkasa Pura I, and PT Angkasa Pura II. Currently, PT Gapura Angkasa provides the following services:

1. Representation and accommodation;
2. Load control, communication and Departure Control System (DCS);
3. Unit Load Device (ULD) control;
4. Passenger and Baggage;
5. Aircraft servicing;
6. Flight Operation and crew administration;
7. Supervision and administration;
8. Cargo and post office mail;
9. Fuel and oil;
10. Surface transport;
11. Airport security;
12. Airport hospitality;
13. Ramp service;
14. Aircraft maintenance;
15. Catering service;
16. Warehousing and logistic;
17. Ground handling consultant;
18. Flight clearance
19. Education and training and provision of ground handling experts.

PT JASAMARGA BALI TOL (JBT)

Based on the approval of the Minister of State-Owned Enterprises Decree No. S-549/MBU/2011 dated October 25, 2011, PT Angkasa Pura I participated in an investment consortium for the construction of the Nusa Dua-I Gusti Ngurah Rai-Benoa Toll Road in Bali. The investment was realized through equity share in PT Jasamarga Bali Tol in accordance with the Deed of Resolutions of PT Jasamarga Bali Tol No. 01 dated December 11, 2013 drawn up before Notary Paulina Siti Suprimulyanti Endah Putri. PT Angkasa Pura I owns 8% or 59,635 shares or equal to Rp59,635,000,000 and other additional paid-in capital of Rp14,908,400,000.

An Extraordinary General Meeting of Shareholders (EGM) was held on October 21, 2020. During the meeting, the shareholders discussed the increase in authorized capital and additional paid-in capital resulting in changes in the composition of shareholders of PT Jasamarga Bali Tol. PT Angkasa Pura I did not participate in the additional paid-in capital, causing the percentage of PT Angkasa Pura I's share ownership to be diluted from 8% to 6.31% as set forth in Deed No. 24 dated November 12, 2020

PT BANDARA INTERNASIONAL BATAM

PT Bandara Internasional Batam (PT BIB) is a consortium of PT Angkasa Pura I, Incheon International Airport Corporation, and PT Wijaya Karya (Persero) Tbk or Consortium AP I, IIAC, and WIKA through the signing of a consortium agreement on



ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN Subsidiaries, Associated Entities, And Foundations

konsorsium pada tanggal 13 Januari 2020. Berdasarkan hal tersebut konsorsium AP I-IIAC-WIKA membentuk Badan Usaha Pelaksana sebagai pengelola Bandara Hang Nadim Batam. Tahap selanjutnya yaitu Badan Usaha Pelaksana akan menandatangani perjanjian KPBU dan perjanjian pemanfaatan aset dengan BP Batam. Badan Usaha Pelaksana juga akan menandatangani perjanjian konstruksi dengan kontraktor konstruksi, perjanjian pengadaan dengan kontraktor *supplier*, dan perjanjian pemeliharaan dengan kontraktor pemeliharaan.

Berdasarkan Akta Pendirian Perusahaan Terbatas PT Bandara Internasional Batam No. 10 tanggal 20 Desember 2021 serta Pengesahan Pendirian Badan Hukum Perusahaan Terbatas PT Bandara Internasional Batam Nomor AHU-0081615.AH.01.01 Tahun 2021 dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia.

Proyek KPBU bertujuan untuk mengelola, memelihara, dan mengoperasikan fasilitas bandara yang telah dimiliki, meningkatkan dan memperluas terminal penumpang yang telah ada (Terminal 1), membangun terminal penumpang baru (Terminal 2) dan sarana pendukung lainnya serta mengelola dan memperluas terminal kargo untuk memenuhi permintaan lalu lintas penumpang dan kargo yang meningkat (serta membiayai seluruh kegiatan tersebut). Menyiapkan dan menyampaikan usulan konsep pengembangan rencana induk di area hijau dan *outline plan* dengan konsep *logistic aerocity* di area merah pada Bandara Hang Nadim. Proyek ini menggunakan skema Design-Build-Finance-Transfer Operate Maintenance (BTO), dengan ruang lingkup yang terdiri dari:

1. Terminal: Renovasi, perluasan, pengelolaan, dan pemeliharaan terminal penumpang eksisting (Terminal 1) dan pembangunan, pengelolaan, dan pemeliharaan terminal penumpang baru Terminal 2);
2. Infrastruktur pendukung: Pembangunan, pengelolaan, dan pemeliharaan infrastruktur sisi darat lainnya, infrastruktur sisi udara (kecuali navigasi udara) dan infrastruktur pendukung lainnya;
3. Pengelolaan terminal kargo baru: Pengelolaan dan pemeliharaan terminal kargo baru (pembangunan dilakukan oleh BP Batam).

Struktur permodalan dalam Badan Usaha Pelaksana ditentukan dengan proporsi modal dan utang sebesar 30%:70%. Modal Badan Usaha Pelaksana berasal dari injeksi konsorsium sesuai dengan kesepakatan konsorsium yang terdiri dari PT Angkasa Pura I sebesar 51%, IIAC sebesar 30%, dan WIKA sebesar 19%.

Pada 2023 dan 2024, PT BIB berfokus untuk membentuk kembali pengalaman pelanggan di bandara serta berupaya untuk menghidupkan kembali lalu lintas di bandara. Pada periode tersebut, PT BIB juga akan melakukan pengembangan terminal baru dan mengubah kesan bandara menjadi lebih baik dari sebelumnya. Beberapa inisiatif lain juga dimulai dalam dua tahun ini, seperti pengembangan rute domestik dan internasional baru. Hal ini tentunya akan mendukung kebangkitan lalu lintas penumpang dan kargo di Bandara Hang Nadim Batam dan berkontribusi dalam pencapaian target EBITDA positif pada tahun 2024.

January 13, 2020. Upon the agreement, the AP I-IIAC-WIKA consortium established the Implementing Business Entity as the Airport Operator of Hang Nadim Batam, wherein the Implementing Business Entity shall sign a PPP agreement and an asset utilization agreement with BP Batam. The Implementing Business Entity shall also sign a construction agreement with the construction contractor, a procurement agreement with supplier contractor, and a maintenance agreement with the maintenance contractor.

This is in accordance with the Deed of Establishment of a Limited Liability Company PT Bandara Internasional Batam No. 10 dated December 20, 2021, and Ratification of Establishment of a Limited Liability Company PT Bandara Internasional Batam Number: AHU-0081615.AH.01.01 of 2021 from the Minister of Law and Human Rights of the Republic of Indonesia.

PPP project aims to manage, maintain and operate existing airport facilities, improve and expand the existing passenger terminal (T1), build a new passenger terminal (T2) and other supporting facilities as well as manage and expand the cargo terminal to meet the increasing demand for passenger and cargo traffic (and to finance all of these activities), prepare and submit a proposed concept for the development of a master plan in the green area and an outline plan with the concept of aerocity logistics in the red area at Hang Nadim Airport. This project uses a Design-Build-Finance-Transfer-Operate-Maintenance (BTO) scheme, with a Scope consisting of:

1. Terminal: renovation, expansion, management, and maintenance of the existing passenger terminal (T1) and the construction, management and maintenance of a new passenger terminal (T2).
2. Supporting Infrastructure: construction, management, and maintenance of other landside infrastructure, airside infrastructure (except air navigation) and other supporting infrastructure.
3. Management of New Cargo Terminal: management and maintenance of new cargo terminal (the development is carried out by BP Batam).

Capital structure in the Implementing Business Entity is determined by the debt-to-equity ratio of 30%:70%. The implementing business entity's capital derives from the consortium injection in accordance with the consortium agreement consisting of PT Angkasa Pura I of 51%, IIAC of 30%, and WIKA of 19%.

PT Bandara Internasional Batam put an emphasis on reshaping the airport customer experience and reviving airport traffic in 2023 and 2024. The Company will also construct a new terminal and improve the airport's image during the time period. Several other initiatives, such as the development of new domestic and international routes, will also be launched during the two years. This will undoubtedly help to boost passenger and cargo traffic at Hang Nadim Airport - Batam and contribute to the achievement of a positive EBITDA target in 2024.



YAYASAN

PT Angkasa Pura I berupaya menjamin kesejahteraan seluruh pegawainya. Untuk memaksimalkan jaminan kesejahteraan tersebut, PT Angkasa Pura I memiliki dua yayasan, antara lain:

FOUNDATION

PT Angkasa Pura I strives to ensure the welfare of all employees. PT Angkasa Pura I has two foundations aimed at ensuring employee welfare, namely:

Nama Entitas Asosiasi Associated Entity	Bidang Usaha Business Line	Persentase Kepemilikan Saham Shareholding Percentage	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Total Aset (Dalam Miliaran Rupiah) Total Assets (In Million Rupiah)	Domisili Domicile
Dana Pensiun Angkasa Pura I (DAPENRA) Pension Fund of Angkasa Pura I (DAPENRA)	Dana Pensiun Pension Fund	100%	1998	Beroperasi Operating	1.171	Jakarta
Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) Employee Welfare Foundation Angkasa Pura I (YAKKAP I)	Pengelola Manfaat Tunjangan Hari Tua Pegawai, Fasilitas Kesehatan Pensiunan dan Bantuan Lainnya. Management of Retirement Benefits, Health Benefits for Retirees, and Other Benefits	100%	2003	Beroperasi Operating	873	Jakarta

DANA PENSIUN ANGKASA PURA AIRPORTS (DAPENRA)

Dana Pensiun Angkasa Pura I (DAPENRA) didirikan pada tanggal 6 Oktober 1998 berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.1156/KU.60/1998 dan disahkan untuk beroperasi pada tanggal 15 November 1999 berdasarkan Keputusan Menteri Keuangan Nomor KEP.393/KM.17/1999. DAPENRA merupakan program pemberian insentif dana pensiun yang bertujuan untuk memberikan imbalan pasca kerja dan sebagai bentuk tanggung jawab sosial perusahaan dalam rangka menjamin kesejahteraan bagi seluruh pegawai purnakarya.

Susunan Dewan Pengawas Dana Pensiun Angkasa Pura I (DAPENRA) per 31 Desember 2023 adalah sebagai berikut:

DANA PENSIUN ANGKASA PURA AIRPORTS (DAPENRA)

Angkasa Pura I Pension Fund (DAPENRA) was established on October 6, 1998 based on the Board of Directors Decree of PT Angkasa Pura I No. KEP.1156/KU.60/1998 and ratified to operate on November 15, 1999 based on the Minister of Finance Decree No. KEP.393/KM.17/1999. DAPENRA is a pension fund incentive program to provide post-employment benefits and as a form of Corporate Social Responsibility to ensure the welfare of all retired employees.

The composition of the DAPENRA Supervisory Board as of December 31, 2023, is as follows:





ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN
Subsidiaries, Associated Entities, And Foundations

YAYASAN KESEJAHTERAAN KARYAWAN PT ANGKASA PURA I (YAKKAP I)

Yayasan Kesejahteraan Pegawai PT Angkasa Pura I (YAKKAP I) didirikan oleh PT Angkasa Pura I pada tahun 2003 dengan modal dasar Rp82.464.967.976. Pendirian yayasan dituangkan dalam Anggaran Dasar Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (YAKKAP I) yang didirikan berdasarkan Akta Notaris Milly Karmila Sareal Nomor 2 tanggal 6 Mei 2003 Akta Perbaikan Nomor 2 tanggal 2 September 2003, telah dimuat dalam Berita Negara Republik Indonesia Nomor 89 tanggal 7 November 2003 dengan tambahan Berita Negara Republik Indonesia Nomor 112/2003. YAKKAP I bergerak dalam pengelolaan program tunjangan hari tua (THT), program bantuan pemeliharaan kesehatan pensiun, dan program bantuan lainnya.

Susunan Pembina dan Pengawas YAKKAP I per 31 Desember 2023 adalah sebagai berikut:



PT ANGKASA PURA I EMPLOYEE WELFARE FOUNDATION (YAKKAP I)

PT Angkasa Pura I Employee Welfare Foundation (YAKKAP I) was established by PT Angkasa Pura I in 2003 with an authorized capital of Rp82,464,967,976. The foundation was established based on the Notarial Deed by Milly Karmila Sareal No. 2 dated May 6, 2003, in conjunction with the Deed of Revision No. 2 dated September 2, 2003 that has been announced in the State Gazette of the Republic of Indonesia No. 89 dated November 7, 2003 with Supplement to the State Gazette of the Republic of Indonesia Number 112/2003. YAKKAP I is engaged in the management of the Annuity Program, pension Health Maintenance Assistance Program, and other Assistance Program.

The composition of YAKKAP I's Trustee and Supervisor as of December 31, 2023, is as follows:

Susunan Pembina dan Pengawas YAKKAP I per 31 Desember 2023 adalah sebagai berikut:

The Composition of YAKKAP I's Administrator as of December 31, 2023, is as follows:





JASA AKUNTAN PUBLIK

Public Accountant Service

KANTOR AKUNTAN PUBLIK (KAP) PURWANTONO, SUNGKORO, & SURJA

PUBLIC ACCOUNTANT FIRM (KAP) OF PURWANTONO, SUNGKORO, & SURJA

Gedung Bursa Efek Indonesia Tower 2 Lantai 7

Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190

Tel/Phone : (021) 5289 5000

Fax : (021) 5289 4100

Website : www.ey.com/id.

AUDIT LAPORAN KEUANGAN DAN JASA AUDIT LAINNYA

Di tahun 2023, berdasarkan jasa yang diberikan oleh KAP Purwantono, Sungkoro & Surja kepada PT Angkasa Pura I, tidak terdapat jasa lainnya atau non audit.

AUDIT OF FINANCIAL STATEMENTS AND OTHER AUDIT SERVICES

In 2023, based on the services provided by Purwantono, Sungkoro & Surja Public Accountant Firm to PT Angkasa Pura I, there were no other services or non-audit services rendered.

Periode Period	Nama Kantor Akuntan Publik Name of Public Accountant Firm	Jasa Services	Biaya Jasa Fee
2023	Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, & Surja	Jasa yang diberikan Services Provided: Nama Auditor Name of Auditor: Moch. Dadang Syachruna Jasa Services: Jasa Audit atas Laporan Keuangan Tahun Buku 2023 Audit Service on Financial Statement for Financial Year 2023 Jasa Lainnya Other Services: Tidak ada None	Rp4.080.998.250,00
2022	Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, & Surja	Jasa yang diberikan Services Provided: Nama Auditor Name of Auditor: Deden Riyadi Jasa Services: Jasa Audit atas Laporan Keuangan Tahun Buku 2022 Audit Service on Financial Statement for Financial Year 2022 Jasa Lainnya Other Services: Tidak ada None	Rp3.401.040.000
2021	Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, & Surja	Jasa yang diberikan Services Provided: Nama Auditor Name of Auditor: Deden Riyadi Jasa Services: Jasa Audit atas Laporan Keuangan Tahun Buku 2021 Audit Service on Financial Statement for Financial Year 2021	Rp2.914.483.000
		Jasa Lainnya Other Services: Nama Auditor Name of Auditor: Moch. Dadang Syachruna Jasa Services: Jasa Pendampingan Kantor Akuntan Publik (KAP) Dalam Rangka Emisi Obligasi dan/atau Sukuk di OJK dan Lembaga Terkait di Kantor Pusat Assistance Service of Public Accounting Firm (KAP) in Issuing Bonds and/ or Sukuk at OJK and Related Institutions at Head Office	Rp2.376.000.000
2020	Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, & Surja	Jasa yang diberikan Services Provided: Nama Auditor Name of Auditor: Moch. Dadang Syachruna Jasa Services: Jasa Audit atas Laporan Keuangan Tahun Buku 2020 Audit Service on Financial Statement for Financial Year 2020 Jasa Lainnya Other Services: Tidak ada None	Rp2.835.041.000
2019	Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, & Surja	Jasa yang diberikan Services Provided: Nama Auditor Name of Auditor: Moch. Dadang Syachruna Jasa Services: Jasa Audit atas Laporan Keuangan Tahun Buku 2020 Audit Service on Financial Statement for Financial Year 2020 Jasa Lainnya Other Services: Tidak ada None	Rp2.597.430.000



LEMBAGA DAN/ATAU PROFESI PENUNJANG

Supporting Agency and/or Profession

Biaya yang dibayarkan selama tahun 2023 atas Obligasi dan Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021.

Fees paid during 2023 for the Sustainable Bonds and Sukuk Ijarah I Angkasa Pura I Phase I Year 2021.

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession

Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Informasi Perdagangan dan Pencatatan Saham/Obligasi Trading and Stock/Bond Listing Information	PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel/Phone: (62-21) 5150515 Fax: (62-21 5)154153 Website: www.idx.co.id Email: listing@idx.co.id	Jasa lintas perdagangan efek Securities trading services	November 2016-November 2026 November 2016-November 2026	Rp272.040.000
Pengaturan dan pengawasan terhadap kegiatan jasa keuangan Regulation and supervision of financial services activities	Otoritas Jasa Keuangan (OJK) Gedung Soemitro Djojohadikusumo, Jalan Lapangan Banteng Timur 2-4, Pasar Baru, Sawah Besar, Jakarta Pusat, DKI Jakarta Tel/Phone: Direct call: 02129600234; 021-29600000 ext. 7234 Email: helpdesk.siprojek@ojk.go.id	Jasa Pengawasan Supervision Service	November 2016-November 2026 November 2016-November 2026	Rp150.000.000
Penjamin Pelaksana Emisi Underwriter	PT Mandiri Sekuritas Plaza Mandiri Lantai 28 Jl. Jend. Gatot Subroto Kav. 36-38, Jakarta 12190 Tel/Phone: (62-21) 526 3445 Fax: (62-21) 526 3507 Website: www.mandirisekuritas.co.id Email: corsec@mandirisek.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT Danareksa Sekuritas Gedung Danareksa, Jl. Medan Merdeka Selatan No. 14 Jakarta 10110, Indonesia Tel/Phone: (62-21) 29 555 777 Fax: (62-21) 350 1724/1725 Website: www.danareksa.com Email: ib-group1@danareksa.com	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT BCA Sekuritas Menara BCA Lantai 41 Grand Indonesia, Jl. MH. Thamrin No. 1, Jakarta 10310 Tel/Phone: (62-21) 2358 7222 Fax: (62-21) 2358 7290/7300/ 7250 Website: www.bcasekuritas.co.id Email: cf@bcasekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT Bahana Securities Graha CIMB Niaga, Lantai 19, Jl. Jend. Sudirman Kav.58, Jakarta 12190 Tel/Phone: (62-21) 2505081 Fax: (62-21) 5225869 Website: www.bahana.co.id Email: bs_ibcm@bahana.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023



Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Lembaga Pemeringkat Efek Security Rating Agency	PT Pemeringkat Efek Indonesia (Pefindo) Panin Tower - Senayan City, 17 th Floor, Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel/Phone: (62-21) 7278 2380 Fax: (62-21) 7278 2370 Website: www.pefindo.com Email: emanuel.tan@pefindo.co.id	Memberikan <i>rating</i> penilaian terhadap perusahaan Provide rating assessment to the Company	Juli 2016-Juli 2026 July 2016-July 2026	Rp150.000.000
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Tel/Phone: (62-21) 5299-1099 Fax: (62-21) 5299-1199 Website: www.ksei.co.id Email: helpdesk@ksei.co.id	Kustodian untuk transaksi efek di Pasar Modal Custodian for security transaction within the Capital Market	Februari 2017-November 2026 February 2017-November 2026	Rp116.338.000
Notaris Notary	Fathiah Helmi, S.H., Graha Irama, Lantai 6, Suite C, Jl. HR Rasuna Said Blok X-1 Kav.1&2 Kuningan, Jakarta 12950 – Indonesia Tel/Phone: (021) 5290 7304/6 Fax: (021) 526 1136 Website: www.notaris-fathiahhelmi.com Email: fhcozie@gmail.com	Membuat akta-akta, antara lain perjanjian perwaliamanatan, pengakuan utang dan perjanjian penjaminan emisi efek, serta akta-akta pengubahannya Draw up deeds, including trusteeship agreements, debt acknowledgement and securities underwriting agreements, as well as deeds of amendment	Agustus 2016-November 2016 August 2016-November 2026	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
Wali Amanat Trustee	PT Bank Mega Tbk Menara Bank Mega, Lantai 16, Jl. Kapten P. Tendean No. 12 - 14A, Jakarta 12790 Telp/Phone: (021) 79175000 Fax: (021) 7990720 Website: www.bankmega.com Email: waliamanat@bankmega.com	Mewakili kepentingan pemegang obligasi/pemegang sukuk ijarah, baik di dalam maupun di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan hak dan kewajiban pemegang obligasi/pemegang sukuk ijarah sesuai dengan syarat-syarat emisi Represents the interests of bondholders/sukuk ijarah holders, both inside and outside the court in taking legal actions related to the rights and obligations of bondholders/sukuk ijarah holders in accordance with the terms of the emission	Agustus 2016-November 2026 August 2016-November 2026	Rp153.603.602
Konsultan Hukum Legal Consultant	Marsinih Martoatmodjo Iskandar Kusdihardjo (“MMIK”) Office 8, 15 th Floor Suite H, Jalan Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia Tel/Phone: (021) 2933-2858, 2933-2859 Fax: (021) 2933-2857 Website: www.mmiklaw.co.id Email: helen.marsinih@mmiklaw.co.id	Jasa konsultasi hukum penerbitan emisi efek Legal consultation services on the issuance of securities emission	Agustus 2016-November 2026 August 2016-November 2026	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023



LEMBAGA DAN/ATAU PROFESI PENUNJANG
Supporting Agency and/or Profession

Biaya yang dibayarkan selama tahun 2023 atas Obligasi dan Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021.

Fees paid during 2023 on Sustainable Bonds and Sukuk Ijarah I Angkasa Pura I Phase I Year 2021.

Lembaga dan/atau Profesi Penunjang Pasar Modal
Institutions and/or Capital Market Supporting Profession

Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Informasi Perdagangan dan Pencatatan Saham/Obligasi Trading and Stock/Bond Listing Information	PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel/Phone: (62-21) 5150515 Fax: (62-21 5)154153 Website: www.idx.co.id Email: listing@idx.co.id	Jasa lintas perdagangan efek Securities trading services	September 2021-September 2031	Rp278.979.000
Pengaturan dan pengawasan terhadap kegiatan jasa keuangan Regulation and supervision of financial services activities	Otoritas Jasa Keuangan (OJK) Gedung Soemito Djojohadikusumo, Jalan Lapangan Banteng Timur 2-4, Pasar Baru, Sawah Besar, Jakarta Pusat, DKI Jakarta Tel/Phone: Direct call: 02129600234 ; 021-29600000 ext. 7234 Email: helpdesk.siprojek@ojk.go.id	Jasa Pengawasan Supervision Service	September 2021–September 2031	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
Penjamin Pelaksana Emisi Underwriter	PT Mandiri Sekuritas Plaza Mandiri Lantai 28 Jl. Jend. Gatot Subroto Kav. 36-38, Jakarta 12190 Tel/Phone: (62-21) 526 3445 Fax: (62-21) 526 3507 Website: www.mandirisekuritas.co.id Email: corsec@mandirisek.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT Danareksa Sekuritas Gedung Danareksa, Jl. Medan Merdeka Selatan No. 14 Jakarta 10110, Indonesia Tel/Phone: (62-21) 29 555 777 Fax: (62-21) 350 1724/1725 Website: www.danareksa.com Email: ib-group1@danareksa.com	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT BCA Sekuritas Menara BCA Lantai 41 Grand Indonesia, Jl. MH. Thamrin No. 1, Jakarta 10310 Tel/Phone: (62-21) 2358 7222 Fax: (62-21) 2358 7290/7300/ 7250 Website: www.bcasekuritas.co.id Email: cf@bcasekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT Bahana Securities Graha CIMB Niaga, Lantai 19, Jl. Jend. Sudirman Kav.58, Jakarta 12190 Tel/Phone: (62-21) 2505081 Fax: (62-21) 5225869 Website: www.bahana.co.id Email: bs_ibcm@bahana.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	PT BNI Sekuritas Sudirman Plaza Indofood Tower Lt.16 Jl. Jend. Sudirman Kav. 76-78 Setiabudi Jakarta Selatan 12910 Website: www.bnisekuritas.co.id Email: customercare@bnisekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
	Lembaga Pemeringkat Efek Security Rating Agency	PT Pemeringkat Efek Indonesia (Pefindo) Panin Tower - Senayan City, 17 th Floor, Jl.Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel/Phone: (62-21) 7278 2380 Fax: (62-21) 7278 2370 Website: www.pefindo.com Email: emanuel.tan@pefindo.co.id	Memberikan <i>rating</i> penilaian terhadap perusahaan Provide rating assessment to the Company	Juni 2021–Juni 2031 June 2021–June 2031



Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Tel/Phone: (62-21) 5299-1099 Fax: (62-21) 5299-1199 Website: www.ksei.co.id Email: helpdesk@ksei.co.id	Kustodian untuk transaksi efek di Pasar Modal Custodian for security transaction within the Capital Market	September 2021– September 2031	Rp172.587.000
Notaris Notary	Fathiah Helmi, S.H., Graha Irama, Lantai 6, Suite C, Jl. HR Rasuna Said Blok X-1 Kav.1&2 Kuningan, Jakarta 12950 – Indonesia Tel/Phone: (021) 5290 7304/6 Fax: (021) 526 1136 Website: www.notaris-fathiahhelmi.com Email: fhcozie@gmail.com	Membuat akta-akta, antara lain perjanjian perwaliamentan, pengakuan utang dan perjanjian penjaminan emisi efek, serta akta-akta pengubahannya Draw up deeds, including trusteeship agreements, debt acknowledgement and securities underwriting agreements, as well as deeds of amendment	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
Wali Amanat Trustee	PT Bank Mega Tbk Menara Bank Mega, Lantai 16, Jl. Kapten P. Tendean No. 12 - 14A, Jakarta 12790 Telp/Phone: (021) 79175000 Fax: (021) 7990720 Website: www.bankmega.com Email: waliamanat@bankmega.com	Mewakili kepentingan pemegang obligasi/ pemegang sukuk ijarah, baik di dalam maupun di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan hak dan kewajiban pemegang obligasi/pemegang sukuk ijarah sesuai dengan syarat-syarat emisi Represents the interests of bondholders/sukuk ijarah holders, both inside and outside the court in taking legal actions related to the rights and obligations of bondholders/sukuk ijarah holders in accordance with the terms of the emission	September 2021– September 2031	Rp150.000.000
Konsultan Hukum Legal Consultant	Marsinih Martoatmodjo Iskandar Kusdihardjo (“MMIK”) Office 8, 15 th Floor Suite H, Jalan Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia Tel/Phone: (021) 2933-2858, 2933-2859 Fax: (021) 2933-2857 Website: www.mmiklaw.co.id Email: helen.marsinih@mmiklaw.co.id	Jasa konsultasi hukum penerbitan emisi efek Legal consultation services on the issuance of securities emission	Mei–September 2021 May–September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
Audit Penjatahan Allotment Audit	Doli, Bambang, Sulistiyanto, Dadang & Ali Menara Kuningan 11 th Floor, Jl.HR Rasuna Said Blok X-7 Kav.5 Jakarta 12940	Jasa Penilai Appraisal Service	Oktober 2021 October 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023
Tim Ahli Syariah Sharia Expert Team	Tim Ahli Syariah Moh. Bagus Teguh Perwira (TAS-AP1-001) Tim Ahli Syariah Adni Kurniawan (TASAP1-002) Moh. Bagus Teguh Perwira Sharia Expert Team (TAS-AP1-001) Adni Kurniawan Sharia Expert Team (TASAP1-002)	Jasa Tim Ahli Syariah Sharia Expert Team Services	September 2021 September 2021	Tidak terdapat biaya jasa yang dibayarkan selama tahun 2023 No service fees were paid during 2023



LEMBAGA DAN/ATAU PROFESI PENUNJANG
Supporting Agency and/or Profession

- Pembayaran jasa pengawasan dari Otoritas Jasa Keuangan dan Lembaga Peningkat Efek telah digabungkan dengan Obligasi dan Sukuk Ijarah I Angkasa Pura I Tahun 2016.
- Tidak terdapat pembayaran jasa penjamin pelaksana emisi PT Mandiri Sekuritas, PT Danareksa Sekuritas, PT BCA Sekuritas, PT Bahana Securities, dan PT BNI Sekuritas pada tahun 2022 dikarenakan pekerjaan telah selesai pada tahun 2021.
- Tidak terdapat pembayaran jasa notaris, konsultan hukum, audit penjatahan, dan tim ahli syariah sekuritas pada tahun 2022 dikarenakan pekerjaan telah selesai pada tahun 2021.
- The Financial Services Authority and the Securities Rating Agency have combined their payments for supervisory services with Bonds and Sukuk Ijarah Angkasa Pura I Year 2016
- No payment was made to underwriters of PT Mandiri Sekuritas, PT Danareksa Sekuritas, PT BCA Sekuritas, PT Bahana Securities, and PT BNI Sekuritas in 2022 because the work was completed in 2021.
- No payment was made for notary services, legal consultants, allotment audits, and sharia securities expert teams in 2022 because the work was completed in 2021.



SERTIFIKASI
Certifications

Sertifikat Bandar Udara (SBU) *)
Airport Certificate (SBU) *)

Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
Bandara El Tari Kupang El Tari Airport Kupang	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	27 September 2023-7 Juli 2025 September 27, 2023-July 7, 2025
Bandara Juanda Surabaya Juanda Airport Surabaya	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Pattimura Ambon Pattimura Airport Ambon	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	27 September 2023-2 September 2025 September 27, 2023-September 2, 2025
Bandara Sentani Jayapura Sentani Airport Jayapura	27 September 2023-10 Februari 2025 September 27, 2023-February 10, 2025
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	27 September 2023-26 April 2024 September 27, 2023-April 26, 2024
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	27 September 2023-7 Juli 2025 September 27, 2023-July 7, 2025
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	27 September 2023-3 November 2026 September 27, 2023-November 3, 2026
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	27 September 2023-30 Juli 2025 September 27, 2023-July 30, 2025

*) Sertifikasi Bandar Udara (SBU) diberikan oleh Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia
*) Airport certificate is given by the Directorate General of Civil Aviation, Ministry of Transportation of the Republic of Indonesia



Sertifikasi ISO 9001:2015
ISO 9001:2015 Certification

Penilai Assessor
TUV Rheinland

Tanggal Berlaku
Effective Date

DAkKS November 19, 2021-November 18, 2024
DAkKS November 19, 2021-November 18, 2024



Tanggal Berlaku
Effective Date

KAN 17 November 2021-16 November 2024
KAN November 17, 2021-November 16, 2024



Ruang Lingkup
Scope

1. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U)
2. Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U)
3. Pelayanan Jasa Kargo Pos Pesawat Udara (PJKP2U)

1. Passenger Service Charge (PJP2U)
2. Landing, Parking, and Hangar Service Charge (PJP4U)
3. Aircraft Cargo and Postal Services (PJKP2U)

Penerima
Awardee

1. Bandar Udara I Gusti Ngurah Rai Bali
2. Bandar Udara Juanda Surabaya
3. Bandar Udara Sultan Hasanuddin Makassar
4. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
5. Bandar Udara Frans Kaisiepo Biak
6. Bandar Udara Sam Ratulangi Manado
7. Bandar Udara Syamsudin Noor Banjarmasin
8. Bandar Udara Jenderal Ahmad Yani Semarang
9. Bandar Udara Adisutjipto Yogyakarta
10. Bandar Udara Adi Soemarmo Solo
11. Bandar Udara Zainuddin Abdul Madjid Lombok
12. Bandar Udara Pattimura Ambon
13. Bandar Udara El Tari Kupang
14. Bandar Udara Internasional Yogyakarta Kulon Progo
15. Bandar Udara Sentani Jayapura

1. I Gusti Ngurah Rai Airport Bali
2. Juanda Airport Surabaya
3. Sultan Hasanuddin Airport Makassar
4. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Frans Kaisiepo Airport Biak
6. Sam Ratulangi Airport Manado
7. Syamsudin Noor Airport Banjarmasin
8. Jenderal Ahmad Yani Airport Semarang
9. Adisutjipto Airport Yogyakarta
10. Adi Soemarmo Airport Solo
11. Zainuddin Abdul Madjid Airport Lombok
12. Pattimura Airport Ambon
13. El Tari Airport Kupang
14. Yogyakarta International Airport Kulon Progo
15. Sentani Airport Jayapura

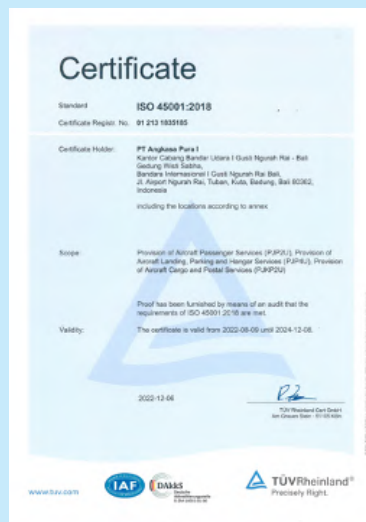


Sertifikasi ISO 45001:2018
ISO 45001:2018 Certification

Penilai Assessor
TUV Rheinland

Tanggal Berlaku
Effective Date

2022-2024



Nama Bandara	Tanggal Berlaku Effective Date	Name of the Airport
Bandara I Gusti Ngurah Rai Bali	2022-2024	I Gusti Ngurah Rai Airport Bali
Bandara Juanda Surabaya	2022-2024	Juanda Airport Surabaya
Bandara Sultan Hasanuddin Makassar	2022-2024	Sultan Hasanuddin Airport Makassar
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan	2022-2024	Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
Bandara Frans Kaisiepo Biak	2022-2024	Frans Kaisiepo Airport Biak
Bandara Sam Ratulangi Manado	2022-2024	Sam Ratulangi Airport Manado
Bandara Syamsudin Noor Banjarmasin	2022-2024	Syamsudin Noor Airport Banjarmasin
Bandara Jenderal Ahmad Yani Semarang	2022-2024	Jenderal Ahmad Yani Airport Semarang
Bandara Adisutjipto Yogyakarta	2022-2024	Adisutjipto Airport Yogyakarta
Bandara Adi Soemarmo Solo	2022-2024	Adi Soemarmo Airport Solo
Bandara Zainuddin Abdul Madjid Lombok	2022-2024	Zainuddin Abdul Madjid Airport Lombok
Bandara Pattimura Ambon	2022-2024	Pattimura Airport Ambon
Bandara El Tari Kupang	2022-2024	El Tari Airport Kupang
Bandara Internasional Yogyakarta Kulon Progo	2022-2024	Yogyakarta International Airport Kulon Progo
Bandara Sentani Jayapura	2022-2024	Sentani Airport Jayapura

**Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Bendera Emas**

Certificate of Occupational Health and Safety Management System (OHSMS) Gold Flag

Penilai Assessor

Kementerian Ketenagakerjaan Republik Indonesia

The Ministry of Manpower of the Republic of Indonesia

Ruang Lingkup Scope	Pengelola Bandara	Airport Operator
Penerima Receiver	<ol style="list-style-type: none"> 1. Bandar Udara Syamsudin Noor Banjarmasin 2. Bandar Udara Juanda Surabaya 3. Bandar Udara Sultan Hasanuddin Makassar 4. Bandar Udara Adisutjipto Yogyakarta 5. Bandar Udara Sam Ratulangi Manado 6. Bandar Udara I Gusti Ngurah Rai Bali 7. Bandar Udara Frans Kaisiepo Biak 8. Bandar Udara El Tari Kupang 9. Bandar Udara Pattimura Ambon 10. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan 11. Bandar Udara Adi Soemarmo Solo 12. Bandar Udara Jenderal Ahmad Yani Semarang 13. Bandar Udara Internasional Yogyakarta Kulon Progo 14. Bandar Udara Sentani Jayapura 15. Bandar Udara Zainuddin Abdul Madjid Lombok 	<ol style="list-style-type: none"> 1. Syamsudin Noor Airport Banjarmasin 2. Juanda Airport Surabaya 3. Sultan Hasanuddin Airport Makassar 4. Adisutjipto Airport Yogyakarta 5. Sam Ratulangi Airport Manado 6. I Gusti Ngurah Rai Airport Bali 7. Frans Kaisiepo Airport Biak 8. El Tari Airport Kupang 9. Sam Ratulangi Airport Manado 10. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan 11. Adi Soemarmo Airport Solo 12. Jenderal Ahmad Yani Airport Semarang 13. Yogyakarta International Airport Kulon Progo 14. Sentani Airport Jayapura 15. Zainuddin Abdul Madjid Airport Lombok

Sertifikat Penghargaan dari Kementerian Ketenagakerjaan Republik Indonesia

Award Certificate from The Ministry of Manpower of the Republic of Indonesia

Penilai Assessor

Kementerian Ketenagakerjaan Republik Indonesia

The Ministry of Manpower of the Republic of Indonesia

Penghargaan Award	Penghargaan Zero Accident /Kecelakaan Nihil	Zero Accident Award
Penerima Receiver	<ol style="list-style-type: none"> 1. Bandar Udara I Gusti Ngurah Rai Bali 2. Bandar Udara Sultan Hasanuddin Makassar 3. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan 4. Bandara Zainuddin Abdul Madjid Lombok 5. Bandara Adi Soemarmo Solo 6. Bandara Adisutjipto Yogyakarta 	<ol style="list-style-type: none"> 1. I Gusti Ngurah Rai Airport Bali 2. Sultan Hasanuddin Airport Makassar 3. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan 4. Zainuddin Abdul Madjid Airport Lombok 5. Adi Soemarmo Airport Solo 6. Adisutjipto Airport Yogyakarta
Penghargaan Award	Penghargaan Program Pencegahan & Penanggulangan HIV & AIDS Kategori Gold	HIV & AIDS Prevention & Control Program Award Gold Category
Penerima Receiver	Bandar Udara I Gusti Ngurah Rai Bali	I Gusti Ngurah Rai Airport Bali
Penghargaan Award	Penghargaan Program Pencegahan & Penanggulangan COVID-19 Kategori Platinum	COVID-19 Prevention & Control Program Award Platinum Category
Penerima Receiver	<ol style="list-style-type: none"> 1. Bandar Udara Zainuddin Abdul Madjid Lombok 2. Bandar Udara I Gusti Ngurah Rai Bali 	<ol style="list-style-type: none"> 1. Zainuddin Abdul Madjid Airport Lombok 2. I Gusti Ngurah Rai Airport Bali



Sertifikasi Green Building
Green Building Certification

Penilai Assessor
Green Building Council Indonesia (GBCI)

Tanggal Berlaku
Effective Date

1 Februari 2021-1 Februari 2024
February 1, 2021-February 2, 2024

Penghargaan Award	Greenship Gedung Baru V.1.2 Peringkat Gold	Greenship New Building V.1.2 Level Gold
Penerima Receiver	Bandar Udara Internasional Yogyakarta	Yogyakarta International Airport

Sertifikasi ISO 50001: 2018
ISO 50001: 2018 Certification

Penilai Assessor
TUV Sud Indonesia

Tanggal Berlaku
Effective Date

13 Agustus 2021-12 Agustus 2024
August 13, 2021-August 12, 2024



Scope:
Pengelola Bandara
Airport Operation

Bandara:
Airport:
Bandara I Gusti Ngurah Rai Bali
I Gusti Ngurah Rai Airport Bali

**Sertifikasi Green Building**
Green Building CertificationPenilai Assessor
Green Building Council Indonesia (GBCI)

Penghargaan Award	Greenship Gedung Baru V.1.2 Peringkat Gold	Greenship New Building V.1.2 Level Gold
Penerima Receiver	Bandara Jenderal Ahmad Yani Semarang	Jenderal Ahmad Yani Semarang Airport

**AKSES INFORMASI DAN INFORMASI WEBSITE PERUSAHAAN****Access to Information and Data on The Company's Website**

Akses informasi mengenai PT Angkasa Pura I dapat diperoleh melalui laman perusahaan www.ap1.co.id. Laman tersebut disajikan dalam Bahasa Indonesia dan Bahasa Inggris. Para pemangku kepentingan yang berkunjung dapat memperoleh informasi penting tentang peristiwa dan operasional bandara, informasi mengenai pertemuan dengan pemangku kepentingan, dan berbagai berita menarik yang disajikan di menu "Berita" pada situs *web*.

Pemangku kepentingan dapat mengakses laporan tahunan untuk mengetahui kinerja tahunan PT Angkasa Pura I melalui situs *web* PT Angkasa Pura I. Selain itu, situs *web* PT Angkasa Pura I memberikan informasi kepada pemegang saham, kode etik, informasi RUPS, struktur grup perusahaan, analisis kinerja keuangan, laporan keuangan, profil Dewan Komisaris dan Direksi, Piagam/Charter Dewan Komisaris, Direksi, Komite, dan unit Audit Internal, serta informasi lainnya.

Setiap bandara yang dikelola oleh PT Angkasa Pura I telah memiliki laman sendiri. Informasi yang tersaji di dalam situs *web* masing-masing bandara mencakup informasi jadwal kedatangan dan keberangkatan untuk seluruh maskapai baik domestik maupun internasional, informasi mengenai denah lokasi tempat layanan bagi pelanggan, serta informasi lainnya. Secara berkala, informasi-informasi yang disajikan dalam situs *web* senantiasa diperbarui, sehingga masyarakat dapat mengetahui perubahan yang terjadi jika sewaktu-waktu mengadakan perjalanan melalui bandara yang dikelola PT Angkasa Pura I.

Information on PT Angkasa Pura I can be accessed through the company's website www.ap1.co.id. The website is available in both Indonesian and English. Stakeholders visiting the website will find crucial information on airport events and operations, details on stakeholder meetings, and interesting news articles presented under the "News" menu section on the website.

PT Angkasa Pura I's annual report is available on its website for stakeholders to review the company's annual performance. Additionally, PT Angkasa Pura I's website offers a range of information for shareholders, including code of conduct, GMS information, the group company structure, financial performance analysis, financial statements, profiles of the Board of Commissioners and Board of Directors, Charters of the Board of Commissioners, Board of Directors, Committees, and Internal Audit unit, as well as other relevant corporate information.

Each airport managed by PT Angkasa Pura I has its website. The information presented on each airport's website includes arrival and departure schedules for all domestic and international airlines, information on the location of customer service areas, and other information. The information presented on the website is regularly updated to ensure that the public is aware of any changes that may occur when traveling through airports managed by PT Angkasa Pura I.



NAMA DAN ALAMAT KANTOR PUSAT, ENTITAS ANAK, ENTITAS ASOSIASI, YAYASAN, DAN KANTOR CABANG

Name and Address of Head Office, Subsidiaries, Associates, Foundations
and Branch Offices

ENTITAS ASOSIASI ASSOCIATED ENTITIES

PT GAPURA ANGKASA

Kantor Operasional

Operational Office

Gd. Dapenra Lt. 1 & 2
Jl. Merpati 3 B-12, Kav. 7 Gunung Sahari Selatan,
Kemayoran, Jakarta Pusat 10610 Indonesia

Telp: (+62) (21) 6545410

E-mail: marketing@gapura.co.id

PT JASAMARGA BALI TOL

Kantor Operasional

Operational Office

Jalan Bypass Ngurah Rai No.02 Pesanggaran, Denpasar
Selatan, Bali, Indonesia 80222

Telp: (+62) (361) 725326

Fax: (+62) (361) 725327

E-mail: humas@jasamargabalitol.co.id

Website: www.jasamargabalitol.co.id

PT BANDARA INTERNASIONAL BATAM

Kantor Operasional

Operational Office

Jalan Hang Nadim No. 01 Batu Besar, Nongsa, Kota Batam,
Kepulauan Riau 29466 Indonesia

Telp: (+62) (811) 7002313

E-mail: administration@bthairport.com

Website: www.bthairport.com

YAYASAN FOUNDATIONS

DANA PENSIUN PT ANGKASA PURA I (DAPENRA)

Gedung Dapenra Lt. 6 Blok B-12 Kavling No. 8
Gunung Sahari Selatan Kemayoran, Jakarta Pusat, 10610
Indonesia

Telp: (+62) (21) 65867867

Fax: (+62) (21) 65867868

E-mail: dapenra@yahoo.com

Website: www.dapenra.co.id

YAYASAN KESEJAHTERAAN KARYAWAN ANGKASA PURA I (YAKKAP I)

Center for Excellence (CFE) Angkasa Pura
Jl. Tabing No. 16 RT.08/RW.07 Gunung Sahari Utara, Sawah
Besar Jakarta Pusat 10720

Telp: (+62) (21) 6546642

E-mail: sekretariat@yakkap.or.id

Website: www.yakkap.or.id



KANTOR CABANG BRANCH OFFICE

BANDAR UDARA I GUSTI NGURAH RAI BALI I GUSTI NGURAH RAI AIRPORT BALI

Gedung Wisti Sabha
Jl. Raya Gusti Ngurah Rai Tuban, Kuta, Badung, Bali 80362
Indonesia

Telp: (+62) (361) 9351011
Fax: (+62) (361) 9351032
E-mail: humas.dps@ap1.co.id
Website: <https://bali-airport.com/>

BANDAR UDARA JUANDA SURABAYA JUANDA AIRPORT SURABAYA

Jl. Ir. Haji Juanda Sedati, Sidoarjo Surabaya 61253
Indonesia

Telp: T1 (+62) (31) 2986200
T2 (+62) (31) 2986700
Fax: (+62) (031) 8667506
E-mail: humas.sub@ap1.co.id
Website: <https://juanda-airport.com/id>

BANDAR UDARA JENDERAL AHMAD YANI SEMARANG JENDERAL AHMAD YANI AIRPORT SEMARANG

Jl. Bandara Ahmad Yani
Tambakharjo, Semarang, Jawa Tengah - 50145 Indonesia

Telp: (+62) (24) 86000600
Fax: (+62) (24) 7603506
E-mail: humas.srg@ap1.co.id
Website: <https://ahmadyani-airport.com/>

BANDAR UDARA EL TARI KUPANG EL TARI AIRPORT KUPANG

Jl. Adi Sucipto Terminal B, Kupang, Nusa Tenggara
Timur, 85361 Indonesia

Telp: (+62) (380) 881668
Fax: (+62) (380) 881263
E-mail: humas.koe@ap1.co.id
Website: <https://kupang-airport.com/>

BANDAR UDARA SULTAN HASANUDDIN MAKASSAR

SULTAN HASANUDDIN AIRPORT MAKASSAR
Jl. Bandara Lama, Hasanuddin, Mandai, Maros, Sulawesi
Selatan 90552 Indonesia

Telp: (+62) (411) 550123
Fax: (+62) (411) 553183
E-mail: humas.upg@ap1.co.id
Website: <https://hasanuddin-airport.co.id/>

BANDAR UDARA PATTIMURA AMBON PATTIMURA AIRPORT AMBON

Jl. Dr. Leimena - Laha, Ambon, Maluku, 97236
Indonesia

Telp: (+62) (911) 323770, 323771, 323772
Fax: (+62) (911) 323773
E-mail: amq.lc@ap1.co.id
Website: <https://pattimura-airport.co.id>

BANDAR UDARA ADI SOEMARMO SOLO ADI SOEMARMO AIRPORT SOLO

(Jl. Bandara Adi Sumarmo) Jl. Cendrawasih, Ngemplak
Boyolali, Surakarta Jawa Tengah, 57375 Indonesia

Telp: (0271) 780400
Fax: (0271) 780715
E-mail: humas.soc@ap1.co.id
Website: <https://adisumarmo-airport.com/>

BANDAR UDARA FRANS KAISIEPO BIAK FRANS KAISIEPO AIRPORT BIAK

Jl. M Yamin, Biak Kota Biak Numfor, Biak Papua, 98111
Indonesia

Telp: (+62) (981) 22555
Fax: (+62) (981) 22106
E-mail: humas.bik@ap1.co.id
Website: <https://franskaisiepo-airport.co.id/>



**NAMA DAN ALAMAT KANTOR PUSAT, ENTITAS ANAK, ENTITAS ASOSIASI,
YAYASAN, DAN KANTOR CABANG**
Name and Address of Head Office, Subsidiaries, Associates, Foundations and
Branch Offices

**BANDAR UDARA SULTAN AJI MUHAMMAD
SULAIMAN SEPINGGAN BALIKPAPAN
SULTAN AJI MUHAMMAD SULAIMAN SEPINGGAN
AIRPORT BALIKPAPAN**

Jl. Marsma R. Iswahyudi Sepinggan, Balikpapan Kalimantan Timur, 76115 Indonesia

Telp: (+62) (542) 766886

Fax: (+62) (542) 766832

E-mail: humas.bpn@ap1.co.id

Website: <https://sepinggan-airport.com/>

**BANDAR UDARA ADISUTJIPTO YOGYAKARTA
ADISUTJIPTO AIRPORT YOGYAKARTA**

Jl. Raya Solo KM. 9, Maguwoharjo Depok, Sleman Daerah Istimewa Yogyakarta, 55282 Indonesia

Telp: (+62) (274) 484261

Fax: (+62) (274) 488155

E-mail: humas.jog@ap1.co.id

Website: <https://adisutjipto-airport.co.id/>

**BANDAR UDARA SAM RATULANGI MANADO
SAM RATULANGI AIRPORT MANADO**

Jl. A.A. Maramis, Mapanget, Manado Sulawesi Utara, 95374 Indonesia

Telp: (+62) (431) 814320

Fax: (+62) (431) 811595

E-mail: humas.mdc@ap1.co.id

Website: <https://samratulangi-airport.com/>

**BANDAR UDARA INTERNASIONAL YOGYAKARTA
KULON PROGO**

YOGYAKARTA INTERNATIONAL AIRPORT KULON PROGO
Jalan Raya Wates Km. 42 Kulon Progo, Daerah Istimewa Yogyakarta, 55654 Indonesia

Telp: (+62) (274) 4606000

Fax: (+62) (274) 4606060

E-mail: humas.yia@ap1.com

Website: <https://yogyakarta-airport.co.id/id>

**BANDARA ZAINUDDIN ABDUL MADJID LOMBOK
ZAINUDDIN ABDUL MADJID AIRPORT LOMBOK**

Jl. By Pass Bil Praya Tanak Awu, Pujut, Lombok tengah Nusa Tenggara Barat, 83573 Indonesia

Telp: (+62) (370) 6157000

Fax: (+62) (370) 6157010

E-mail: humas.lop@ap1.co.id

Website: <https://lombok-airport.co.id/>

**BANDAR UDARA SENTANI JAYAPURA
SENTANI AIRPORT JAYAPURA**

Jalan PLN Sentani Kel. Sentani Kota Kec. Sentani, Jayapura Papua Indonesia 99352

Telp: (+62) (967) 591168

E-mail: humas.djj@ap1.co.id

Website: <https://sentani-airport.co.id/>

**BANDAR UDARA SYAMSUDIN NOOR
BANJARMASIN**

SYAMSUDIN NOOR AIRPORT BANJARMASIN
Kantor Administrasi PT Angkasa Pura I Kompleks Bandara Internasional Syamsudin Noor, Landasan Ulin, Banjarbaru, Kalimantan Selatan, Indonesia 70724

Telp: (+62) (511) 4705277

Fax: (+62) (511) 4705251

E-mail: humas.bdj@ap1.co.id

Website: <https://syamsudinnoor-airport.co.id/>

**BANDAR UDARA DHOHO KEDIRI
DHOHO AIRPORT KEDIRI**

Ds. Grogol, Kec. Banyakan, Kab. Kediri, Jawa Timur, Indonesia 64157

Telp: (+62) (35) 2810200

Fax: (+62) (35) 2810200

E-mail: dhoho.airport@ap1.co.id



ANALISA & PEMBAHASAN MANAJEMEN

Management Discussion
& Analysis





BAB 3





TINJAUAN MAKRO DAN INDUSTRI

Macroeconomic and Industry Overview

KONDISI INDUSTRI PENERBANGAN GLOBAL

Tahun 2023 merupakan tahun yang menandakan kondisi industri transportasi udara yang hampir kembali ke tingkat aktivitas penerbangan sebelum pandemi COVID-19 dengan tingkat profitabilitas keuangan yang baru. International Air Transport Association (IATA) mencatat bahwa pertumbuhan *Revenue Passenger Kilometer* (RPK) di tahun 2023 sebesar 40,1% jika dibandingkan dengan tahun sebelumnya dan tingkat *recovery rate* mencapai 92,9% dari kondisi pada tahun 2019. Selain itu, *Available Seat Kilometers* (ASKs) meningkat 28,6% jika dibandingkan dengan tahun sebelumnya, pulih menjadi 98,2% dari kapasitas sebelum pandemi. Sedangkan tingkat *passenger load factor* meningkat sepanjang tahun dan saat ini telah mencapai 81,8%. Semua wilayah, kecuali Asia Pasifik, telah mencapai atau melampaui trafik penumpang pada tahun 2019. Dalam jangka panjang, trafik penumpang global diperkirakan akan bertambah dua kali lipat pada tahun 2040.

Kondisi industri penerbangan global pada tahun 2023 ini kembali ke level *profitability* setelah mengalami kerugian bersejarah sebesar hampir USD 140 miliar pada tahun 2020. IATA menyatakan bahwa tingkat pendapatan maskapai diperkirakan akan mencapai 107% dari pendapatan tahun 2019 dengan laba operasional sebesar USD 41 miliar. Sedangkan perkiraan laba bersih pada tahun 2023 diperkirakan mencapai USD 23,3 miliar dengan margin laba bersih sebesar 2,6%, atau bisa dikatakan industri penerbangan masih belum cukup kuat dengan *margin* laba bersih yang relatif masih kecil.

Berdasarkan beberapa data tersebut, penumpang di seluruh dunia menunjukkan bahwa transportasi udara masih sangat diperlukan, bahkan ketika dalam tekanan rekor tertinggi harga bahan bakar avtur yang berkaitan dengan harga minyak mentah dunia sehingga menyebabkan harga tiket transportasi udara yang melonjak. Namun hal ini juga menunjukkan bahwa industri penerbangan masih dalam kategori rentan dengan segala tantangannya. Dalam jangka pendek, maskapai penerbangan perlu untuk meningkatkan margin keuntungan dan memperkuat neraca keuangan perusahaan setelah pandemi. Sedangkan dalam jangka panjang, industri penerbangan khususnya para maskapai perlu mempertimbangkan akses transportasi udara ke sumber energi terbarukan dalam rangka menciptakan pertumbuhan ekonomi global yang berkelanjutan.

KONDISI INDUSTRI PENERBANGAN INDONESIA

Setelah tiga tahun terdampak pandemi, perlahan tetapi pasti dunia bisnis mulai beranjak bangkit. Demikian pula industri penerbangan terindikasi pulih kendati harus melewati tahapan tak mudah karena keterpurukannya tergolong sistemik dan struktural. Menyusutnya jumlah armada dan sumber daya manusia, termasuk pilot, serta melemahnya kinerja finansial maskapai selama pandemi COVID-19 tak mudah untuk dinormalkan atau dipulihkan begitu saja. Selama pandemi, pemerintah juga menerapkan aturan ketat dan pembatasan kapasitas untuk *physical/social distancing*. Tingkat pengisian tempat duduk pada semua moda transportasi publik, seperti bus, kereta, kapal laut, dan pesawat udara, dibatasi hingga separuhnya. Keadaan berangsur membaik setelah vaksin dan

GLOBAL AVIATION INDUSTRY CONDITIONS

The year 2023 signifies the near-recovery of the air transportation industry to pre-COVID-19 pandemic levels with a new financial profitability level. The International Air Transport Association (IATA) reported a 40.1% increase in Revenue Passenger Kilometers (RPK) compared to the previous year, with the recovery rate reaching 92.9% of 2019 conditions. Furthermore, Available Seat Kilometers (ASKs) saw a 28.6% rise from the previous year, recovering to 98.2% of pre-pandemic capacity. The passenger load factor experienced an increase throughout the year, reaching 81.8%. All regions, with the exception of Asia Pacific, have either met or surpassed 2019 passenger traffic levels. Looking ahead, the long-term forecast indicates a projected doubling of global passenger traffic by 2040.

The global aviation industry's condition in 2023 returned to profitability levels after suffering historic losses of nearly USD 140 billion in 2020. According to IATA, airline revenue is expected to reach 107% of 2019 revenue with an operating profit of USD 41 billion. Meanwhile, the projected net profit for 2023 is expected to reach USD 23.3 billion, with a net profit margin of 2.6%. This indicates that the aviation industry is not strong enough, as the net profit margin remains relatively small.

Based on the data, it is evident that there is a strong global demand for air travel, despite the record-high jet fuel prices driven by the surge in global crude oil prices, which have led to a significant increase in airfare. However, this also underscores the fact that the aviation industry remains susceptible to various challenges. In the short term, airlines need to increase profit margins and strengthen their financial positions following the pandemic. Meanwhile, in the long run, the aviation industry, particularly airlines, may consider access to renewable energy sources to foster sustainable global economic development.

AVIATION INDUSTRY CONDITIONS IN INDONESIA

After enduring three years of the pandemic's impact, the business world is gradually beginning to recover. The aviation industry is also showing signs of recovery, despite facing a challenging road ahead due to its systemic and structural decline. The pandemic led to a reduction in fleet and human resources, including pilots, and weakened airlines' financial performance, making it a complex task to normalize and recover. During the pandemic, the government enforced stringent regulations and capacity restrictions to ensure physical distancing. The seating capacity on all public transport modes, including buses, trains, ships, and aircraft, was reduced by half. The situation saw a gradual improvement following the widespread



booster (vaksin penguat) ditemukan dan dipergunakan secara masif melalui vaksinasi massal. Klimaksnya, pada 21 Juni 2023, Presiden Republik Indonesia Joko Widodo mengumumkan keputusan pemerintah untuk mencabut status pandemi. Keputusan ini cukup beralasan karena hasil survei menunjukkan 99% masyarakat Indonesia sudah memiliki antibodi COVID-19. Selain itu, Organisasi Kesehatan Dunia (WHO) juga telah mencabut status situasi darurat kesehatan internasional (*public health emergency international concern*).

Berubahnya status pandemi menjadi endemi berimplikasi pada normalisasi dan kebebasan bermobilitas. Dampak pencabutan status pandemi terhadap industri penerbangan bisa dilihat dari tren atau pergerakan jumlah penumpang pesawat, baik domestik maupun internasional, sebelum dan sesudah pencabutan status pandemi. Pada tahun 2023, PT Angkasa Pura I mencatatkan *recovery rate* trafik penumpang sebesar 85,65% (domestik 86,35% dan internasional 83,21%) jika dibandingkan dengan periode yang sama pada tahun 2019, dengan trafik penumpang tertinggi pada Juli 2023 atau hanya berselang beberapa waktu pasca pencabutan status pandemi di Juni 2023.

Berdasarkan data tahun 2023 tersebut, tampak pemulihan trafik penumpang di 2023 berjalan lebih cepat dibandingkan tahun-tahun sebelumnya, namun belum optimal jika dibandingkan dengan situasi normal pada 2019. Terdapat sejumlah faktor yang menyebabkan belum optimalnya *recovery rate* ini yaitu dari aspek *demand* yang dipengaruhi oleh tingginya harga avtur, biaya *leasing*, dan biaya operasional lain dari maskapai penerbangan yang mengakibatkan harga tiket relatif tinggi. Terkait fluktuasi harga avtur ini, pemerintah mengeluarkan Keputusan Menteri Perhubungan Nomor KM 7 Tahun 2023 tentang Besaran Biaya Tambahan (*Surcharge*) yang Disebabkan Adanya Fluktuasi Bahan Bakar (*Fuel Surcharge*) Tarif Penumpang Pelayanan Kelas Ekonomi Angkutan Udara Niaga Berjadwal Dalam Negeri. Berdasarkan Keputusan Menteri Perhubungan tersebut, pesawat udara jenis jet diberikan kebijakan biaya tambahan paling tinggi 10% dari tarif batas atas (TBA) dan untuk pesawat udara jenis *propeller* paling tinggi 25% dari TBA sesuai kelompok pelayanan masing-masing badan usaha angkutan udara.

Selanjutnya adalah dari aspek *supply*, dimana adanya keterbatasan armada pesawat yang dapat dioperasikan oleh maskapai. Selain itu, masih terdapat kendala rantai pasok suku cadang pesawat. Pengiriman suku cadang pesawat dalam rangka menunjang *maintenance, repair and overhaul* (MRO) belum normal, baik disebabkan karena pemulihan pascapandemi maupun dampak perang Rusia-Ukraina yang berkepanjangan sehingga mempengaruhi ketersediaan suku cadang tersebut.

discovery and administration of vaccines and boosters through mass vaccination campaigns. The turning point came on June 21, 2023, when President Joko Widodo announced the government's decision to lift the pandemic status. This decision was well-grounded as survey results indicated that 99% of Indonesians had developed Covid-19 antibodies. Furthermore, the World Health Organization (WHO) revoked the public health emergency of international concern status.

The change in status from a pandemic to an endemic had implications for the normalization and freedom of mobility. The impact of revoking the pandemic status on the aviation industry can be seen from the trend or movement in the number of domestic and international aircraft passengers before and after the revocation of the pandemic status. In 2023, PT Angkasa Pura I recorded a passenger traffic recovery rate of 85.65% (domestic traffic at 86.35% and international traffic at 83.21%) compared to the same period in 2019. The peak passenger traffic was observed in July 2023, shortly after the pandemic status was lifted in June 2023.

Based on the 2023 data, it is evident that the passenger traffic recovery in 2023 outpaced that of previous years. However, it has not yet reached the optimal levels seen under normal conditions in 2019. Several factors have hindered the recovery rate, primarily stemming from the demand aspect, influenced by soaring jet fuel prices, escalating leasing expenses, and other operational costs for airlines, which have led to relatively high ticket prices. In response to the fluctuating jet fuel prices, the government issued Minister of Transportation Decree No. KM 7 of 2023 on the Amount of Additional Costs (*Surcharge*) Due to Fuel Fluctuations (*Fuel Surcharge*) for Economy Class Passenger Tariffs for Scheduled Commercial Air Transportation Domestically. According to the Minister of Transportation Decree, jet aircraft are subject to a maximum additional cost policy of 10% of the upper limit tariff (TBA), while propeller aircraft are subject to a maximum of 25% of the TBA, based on the service group of each air transportation business entity.

Furthermore, from the supply aspect, airlines are limited in the aircraft fleet they can operate. Additionally, the aircraft spare parts supply chain still faces challenges. The delivery of spare parts for maintenance, repair, and overhaul (MRO) has not yet returned to normal. This is due to the prolonged impacts of the Russia-Ukraine war and the post-pandemic recovery, impacting the availability of these spare parts.



KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

Segmen operasi adalah suatu komponen dari entitas yang terlibat dalam aktivitas bisnis untuk memperoleh pendapatan dan menimbulkan beban. Hasil operasi dari tiap segmen dikaji ulang secara reguler oleh pengambil keputusan operasional untuk alokasi sumber daya pada segmen tersebut dan menilai kinerjanya.

Sebagai perusahaan penyedia jasa pelayanan kebandarudaraan, PT Angkasa Pura I memiliki dua segmen utama yang dijalankan yaitu jasa aeronautika dan non-aeronautika.

An operating segment is a component of an entity engaged in business activities to generate revenue and incur expenses. The results of operations for each segment are reviewed on a regular basis by operational decision makers for resource allocation to the segment and assess its performance.

As an aviation service provider company, PT Angkasa Pura I has two main segments, aeronautical and non-aeronautical services.

Kinerja Segmen PT Angkasa Pura I (dalam ribuan Rupiah)
PT Angkasa Pura I Segment Performance (in thousand Rupiah)

Segmen Usaha Business Segment	2023	2022	2021	Pertumbuhan Growth		Kontribusi Contribution
				Nominal	%	
Jasa aeronautika Aeronautical service	5.436.247.698	3.288.236.075	1.380.977.590	2.148.011.623	65,32%	58,22%
Jasa non-aeronautika Non-aeronautical service	3.901.767.023	2.674.618.349	1.824.687.868	1.227.148.674	45,88%	41,78%
Pendapatan usaha bersih Net operating revenue	9.338.014.721	5.962.854.424	3.205.665.458	3.375.160.297	56,60%	100,00%

Kontribusi Pendapatan Usaha Berdasarkan Segmen Usaha
Contribution of Operating Revenue by Business Segment

41,78%

Jasa Non-aeronautika

Non-aeronautical Service



58,22%

Jasa Aeronautika
Jasa Non-aeronautika
Aeronautical Service

SEGMENT USAHA JASA AERONAUTIKA

Segmen usaha aeronautika menyediakan pelayanan jasa yang terdiri dari:

1. Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U);
2. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U);
3. Extend and advance;
4. Pelayanan jasa garbarata (aviobridge);
5. Pelayanan jasa pemakaian tempat pelaporan keberangkatan (check-in counter);
6. Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U)

AERONAUTICAL SERVICE SEGMENT

The aeronautical services segment provides services consisting of:

1. Landing, Parking, and Hanger Service Charge;
2. Passenger Service Charge (PJP2U);
3. Extend and advance;
4. Aviobridge service;
5. Check-in counter usage service;
6. Aircraft Cargo and Postal Services (PJKP2U).



Pada tahun 2023 PT Angkasa Pura I memiliki beberapa proyek perbaikan alat produksi dan beautifikasi yang sedang berlangsung maupun sudah selesai dikerjakan di masing-masing bandara kelolaan PT Angkasa Pura I sebagai berikut:

1. Beautifikasi gedung terminal penumpang dan gedung parkir di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
2. Pelapisan ulang (*relaying*) *weak spot intersection taxiway* WP-G-I di Bandara Sultan Hasanuddin Makassar
3. Pengendalian sistem drainase sisi udara di Bandara Juanda Surabaya
4. Pembuatan tanggul perimeter *runway* 13 di Bandara Jenderal Ahmad Yani Semarang
5. Rekonstruksi jalan akses *pickup zone* di Bandara Jenderal Ahmad Yani Semarang
6. Rekonstruksi lapis permukaan *taxiway* F dan perbaikan *intersection runway-taxiway* di Bandara Jenderal Ahmad Yani Semarang
7. *Overlay* jalur utama, parkir timur, dan normalisasi saluran di depan gedung terminal penumpang di Bandara El Tari Kupang
8. Pembuatan drainase *landside* area bundaran di Bandara Syamsudin Noor Banjarmasin
9. Pembuatan kolam penampungan hasil pengolahan air limbah dan sumur pantau di Bandara Syamsudin Noor Banjarmasin
10. Pekerjaan *tapering* tanah padat area *runway* Strip di Bandara Sentani Jayapura
11. Standardisasi fasilitas terminal kargo di Bandara Sentani Jayapura

Dengan adanya berbagai pengembangan proyek tersebut, PT Angkasa Pura I senantiasa berkomitmen menyediakan fasilitas yang mengutamakan kenyamanan pengguna jasa serta meningkatkan kapasitas bandara. Penambahan kapasitas bandara tersebut mendukung upaya peningkatan trafik lalu lintas udara.

Di sisi lain, banyaknya anggaran biaya yang harus dikeluarkan PT Angkasa Pura I baik untuk penerapan protokol kesehatan maupun proyek mendorong PT Angkasa Pura I untuk melakukan penghematan biaya operasional dengan implementasi manajemen operasi berbasis trafik (MOT) di setiap bandara yang dikelola. Hal tersebut dilakukan untuk mempertahankan kinerja keuangan perusahaan.

PELAYANAN JASA PENDARATAN, PENEMPATAN DAN PENYIMPANAN PESAWAT UDARA (PJP4U)

Sepanjang 2023, produksi Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) tercatat dengan nilai 20.824.844 ton, atau mengalami peningkatan sebesar 29,02% dari tahun 2022 yang mencapai 16.141.191 ton. Angka produksi PJP4U domestik tercatat sebesar 15.387.911 ton, naik 10,67% atau setara dengan 1.484.172 ton dibanding tahun sebelumnya yang tercatat dengan nilai 13.903.739 ton. Sementara itu, produksi PJP4U internasional tercatat sebesar 5.436.933 ton, naik 143% atau setara dengan 3.199.481 ton dibanding tahun 2022 yang mencapai 2.237.452 ton.

In 2023 PT Angkasa Pura I has several production equipment repair and beautification projects that are ongoing or have been completed at each airport managed by PT Angkasa Pura I as follows:

1. Beautification of the passenger terminal building and parking building at Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Airport
2. Relaying of weak spot intersection taxiway WP-G-I at Sultan Hasanuddin Airport Makassar
3. Control of the airside drainage system at Juanda Airport, Surabaya
4. Construction of runway 13 perimeter embankment at Jenderal Ahmad Yani Airport Semarang
5. Reconstruction of the pickup zone access road at Jenderal Ahmad Yani Airport, Semarang
6. Reconstruction of taxiway F surface layer and repair of runway-taxiway intersection at Jenderal Ahmad Yani Airport Semarang
7. Overlay of the main route, east parking lot, and channel normalization in front of the passenger terminal building at El Tari Kupang Airport
8. Creation of landside drainage in the roundabout area at Syamsudin Noor Airport, Banjarmasin
9. Creation of wastewater treatment waste storage ponds and monitoring wells at Syamsudin Noor Airport, Banjarmasin
10. Tearing work on solid ground in the runway strip area at Sentani Airport, Jayapura
11. Standardization of cargo terminal facilities at Sentani Jayapura Airport

PT Angkasa Pura I is committed to providing facilities that prioritize the convenience of service users and expand airport capacity through the development projects. The expansion of airport capacity contributes to efforts to increase air traffic.

Furthermore, the substantial budget to be invested by PT Angkasa Pura I for the implementation of health protocols and projects has prompted the company to implement traffic-based operations management (MOT) at each managed airport to save on operational costs in order to maintain the company's financial performance.

LANDING, PARKING, AND HANGAR SERVICE CHARGE (PJP4U)

Throughout 2023, Landing, Parking, and Hangar Service Charge (PJP4U) production was recorded at 20,824,844 tons, marking a 29.02% increase from 16,141,191 tons in 2022. The domestic PJP4U production was recorded at 15,387,911 tons, marking a 10.67% increase or 1,484,172 tons compared to 13,903,739 tons in the previous year. Meanwhile, international PJP4U production was recorded at 5,436,933 tons, marking a 143% increase or 3,199,481 tons compared to 2,237,452 tons in 2022.



PELAYANAN JASA PENUMPANG PESAWAT UDARA (PJP2U)

Produksi Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) per 31 Desember 2023 tercatat sebesar 30.293.750 penumpang atau mengalami peningkatan sebesar 8.385.512 penumpang yang setara dengan 38,28% dibanding tahun 2022 yang mencapai 21.908.238 penumpang. Produksi PJP2U domestik tercatat sebesar 22.890.032 penumpang mengalami peningkatan 20,09% atau 3.828.508 penumpang dari tahun 2022 dengan capaian 19.061.524 penumpang. Produksi PJP2U internasional tercatat sebesar 7.403.718 penumpang atau meningkat 160,08% yang setara dengan 4.557.004 penumpang dibanding tahun 2022 yang mencapai 2.846.714 penumpang.

EXTENDED AND ADVANCED

Penggunaan bandara di luar jam operasi (*extended/advanced*) wajib diajukan oleh Badan Usaha Angkutan Udara atau Perusahaan Angkutan Udara Asing secara tertulis kepada General Manager dengan tembusan Airport Operation Center Head yang diajukan sedikitnya dua jam sebelum jam operasional bandara yang bersangkutan berakhir. Penggunaan bandara di luar jam operasi ini dikenakan biaya tambahan yang dibebankan kepada perusahaan angkutan udara ataupun operator pesawat udara.

Penggunaan bandara di luar jam operasi di tahun 2023 secara keseluruhan mengalami penurunan sebesar 6.515 jam atau setara dengan -54,90% dibanding tahun 2022 yang mencapai 11.868 jam. Pada penerbangan domestik, penggunaan bandara di luar jam operasi tercatat 3.981 jam, turun -63,98% jika dibandingkan dengan tahun 2022 yang mencapai 11.051 jam. Di sisi lain, penerbangan internasional mencatatkan perpanjangan waktu jam operasi dengan angka 1.372 jam lebih tinggi dibandingkan tahun 2022 yang mencapai 817 jam.

PELAYANAN JASA PEMAKAIAN TEMPAT PELAPORAN KEBERANGKATAN (CHECK-IN COUNTER)

Pada 2023, penggunaan *check-in counter* tercatat sebesar 30.189.122 penumpang yang mengalami kenaikan sebesar 38,10% atau setara dengan 8.328.598 penumpang, lebih tinggi dibanding tahun 2022 yang dibukukan sebesar 21.860.524 penumpang. Pemanfaatan *counter* domestik dibukukan sebesar 22.892.548 penumpang, naik 20,10% atau 3.832.015 penumpang dibanding tahun 2022 yang tercatat mencapai 19.060.533 penumpang. Sementara penggunaan counter internasional tercatat mengalami kenaikan sebesar 160,59% yang setara dengan 4.496.583 penumpang dibandingkan tahun sebelumnya sebesar 2.799.991 penumpang.

PASSENGER SERVICE CHARGE (PJP2U)

As of December 31, 2023, Passenger Service Charge (PJP2U) production was recorded at 30,293,750 passengers, an increase of 8,385,512 passengers or 38,28% compared to 2022 of 21,908,238 passengers. Domestic PJP2U production was recorded at 22,890,032 passengers, an increase of 20.09% or 3,828,508 passengers compared to 2022 of 19,061,524 passengers. International PJP2U production was recorded at 7,403,718 passengers, an increase of 160,08% or 4,557,004 passengers compared to 2022 of 2,846,714 passengers.

EXTEND AND ADVANCE

The use of the airport outside operating hours (*extend/advance*) must be submitted by the Air Transport Business Entity or Foreign Air Transport Company in writing to the General Manager with a copy of the Airport Operation Center Head submitted no later than two hours before the operating hours of the airport concerned end. *Extend/advance* is subject to additional fees charged to air transportation companies or aircraft operators.

Overall, *extend/advance* in 2023 decreased by 6,515 hours or 54,90% compared to 2022 of 11,868 hours. Domestic flights recorded the extension of operating hours of 3,981 hours, a decrease of 63,98% compared to 2022 of 11,051 hours. Meanwhile, international flights recorded an extension of operating hours by 1,372 hours, higher than 2022 of 817 hours.

CHECK-IN COUNTER USAGE SERVICES

In 2023, check-in counter usage was recorded at 30,189,122 passengers, an increase of 38,10% or 8,328,598 passengers higher than 2022 of 21,860,524 passengers. Domestic counter usage was recorded at 22,892,548 passengers, an increase of 20,10% or 3,832,015 passengers compared to 2022 of 19,060,533 passengers. Meanwhile, international counter posted an increase of 160,59% or 4,496,583 passengers compared to the previous year of 2,799,991 passengers.



KINERJA PER SEGMENT OPERASI Performance Per Operating Segment

PELAYANAN JASA PEMAKAIAN GARBARATA

Sepanjang 2023, total penggunaan *aviobridge* tercatat sebesar 29.666.307 ton. Dengan demikian terjadi kenaikan sebesar 39,47% yang setara dengan 8.395.823 ton jika dibandingkan tahun sebelumnya yang mencapai 21.270.484 ton. Penggunaan *aviobridge* domestik dibukukan sebesar 20.438.026 ton, naik sebesar 17,53% atau 3.047.978 ton dibandingkan tahun 2022 yang mencapai 17.390.048 ton. Demikian juga dengan penggunaan garbarata (*aviobridge*) internasional yang dicatatkan sebesar 9.228.281 ton atau mengalami pertumbuhan sebesar 137,82% atau 5.347.845 ton dari tahun 2022 yaitu 3.880.436 ton.

Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U)

Sepanjang tahun 2023, PT Angkasa Pura I telah mencatatkan produksi Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) sebesar 420.228 ton. Produksi PJKP2U tersebut mengalami kenaikan sebesar 12,34% atau setara dengan 46.172 ton, lebih tinggi dibandingkan tahun 2022 yang mencapai 374.056 ton.

Produksi PJKP2U domestik tercatat sebesar 367.618 ton, naik 12,79% atau 41.683 ton lebih tinggi dibandingkan tahun 2022 yang tercatat sebesar 325.935 ton. Sedangkan untuk produksi PJKP2U internasional tercatat sebesar 52.610 ton mengalami kenaikan sebesar 9,33% yang setara dengan 4.489 ton lebih tinggi dibanding tahun 2022 yang mencapai sebesar 48.121 ton.

KAPASITAS PRODUKSI/JASA AERONAUTIKA

PT Angkasa Pura I berupaya secara optimal untuk meningkatkan kinerja keuangan serta kinerja operasional. Tahun 2023, PT Angkasa Pura I berfokus dalam penyiapan layanan dan fasilitas jasa kebandarudaraan guna mendukung *reactivation route* dan *new route* yang tumbuh signifikan pasca pandemi COVID-19. Secara keseluruhan, segmen ini mengalami peningkatan pada pelayanan PJP4U, PJP2U, Garbarata, *Check in Counter*, dan PJKP2U. Sedangkan pada pelayanan *extend and advance* mengalami penurunan disebabkan karena *operating hour* di sebagian besar bandara yang dikelola oleh PT Angkasa Pura I telah berangsur pulih pada tahun 2023 jika dibandingkan dengan *operating hour* pada tahun 2022.

AVIOBRIDGE USAGE

In 2023, total *aviobridge* usage was recorded at 29,666,307 tons, an increase of 39.47% or 8,395,823 tons compared to the previous year of 21,270,484 tons. Domestic *aviobridge* usage was recorded at 20,438,026 tons, an increase of 17.53% or 3,047,978 tons compared to 2022 of 17,390,048 tons. Likewise, international *aviobridge* usage was recorded at 9,228,281 tons, an increase of 137.82% or 5,347,845 tons compared to 2022 of 3,880,436 tons. recorded at 9,228,281 tons, an increase of 137.82% or 5,347,845 tons compared to 2022 of 3,880,436 tons.

Aircraft Cargo and Postal Services (PJKP2U)

During 2023, PT Angkasa Pura I recorded an Aircraft Cargo and Post Services (PJKP2U) production of 420,228 tons. The PJKP2U production increased by 12.34% or 46,172 tons, higher compared to 2022 of 374,056 tons.

Domestic PJKP2U production was recorded at 367,618 tons, an increase of 12.79% or 41,683 tons, higher than in 2022 of 325,935 tons. Meanwhile, international PJKP2U production was recorded at 52,610 tons, an increase of 9.33% or 4,489 tons, higher than in 2022 of 48,121 tons.

PRODUCTION CAPACITY/AERONAUTICAL SERVICE

PT Angkasa Pura I strives optimally to improve financial performance and operational performance. In 2023, PT Angkasa Pura I focused on preparing airport services and facilities to support the significant growth of *reactivation routes* and *new routes* in the post-COVID-19 pandemic. Overall, this segment experienced an increase in PJP4U, PJP2U, *Aviobridge*, *Check-in Counter*, and PJKP2U services. However, *extended and advanced services* experienced a decline due to the gradual recovery of *operating hours* at most airports under the management of PT Angkasa Pura I in 2023 compared to *operating hours* in 2022.



Uraian Description	Satuan Unit	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U) Landing, parking, and hangar service charge (PJP4U)	Ton	29,02%	20.824.844	16.141.191	11.516.831
Domestik Domestic	Ton	10,67%	15.387.911	13.903.739	11.260.952
Internasional International	Ton	143,00%	5.436.933	2.237.452	255.879
Pelayanan jasa penumpang pesawat udara (PJP2U) Passenger service charge (PJP2U)	Pax	38,28%	30.293.750	21.908.238	11.052.608
Domestik Domestic	Pax	20,09%	22.890.032	19.061.524	11.041.947
Internasional International	Pax	160,08%	7.403.718	2.846.714	10.661
Extend and advance Extend and advance	Jam Hours	(54,90%)	5.353	11.868	15.736
Domestik Domestic	Jam Hours	(63,98%)	3.981	11.051	15.329
Internasional International	Jam Hours	67,93%	1.372	817	407
Pemakaian garbarata (aviobridge) Aviobridge usage	Ton	39,47%	29.666.307	21.270.484	12.625.600
Domestik Domestic	Ton	17,53%	20.438.026	17.390.048	12.415.057
Internasional International	Ton	137,82%	9.228.281	3.880.436	201.543
Pemakaian counter Counter usage	Pax	38,10%	30.189.122	21.860.524	11.031.861
Domestik Domestic	Pax	20,10%	22.892.548	19.060.533	11.021.034
Internasional International	Pax	160,59%	7.296.574	2.799.991	10.827
PJKP2U (pelayanan jasa kargo dan pos Pesawat udara) Aircraft cargo and postal services (PJKP2U)	Ton	12,34%	420.228	374.056	376.294



KINERJA PER SEGMENT OPERASI
Performance Per Operating Segment

PENDAPATAN USAHA AERONAUTIKA

Secara keseluruhan di 2023 terjadi peningkatan trafik penumpang. Hal ini berdampak pada pendapatan usaha aeronautika. Total pendapatan usaha per akhir 2023 tercatat Rp5,4 triliun, naik sebesar 65,32% dari tahun sebelumnya. Peningkatan kinerja operasional ini disebabkan oleh peningkatan trafik penumpang seiring dengan adanya pelonggaran protokol kesehatan pelaku perjalanan orang dengan transportasi udara pada masa transisi Endemi COVID-19 oleh pemerintah. Namun demikian, hal ini juga disebabkan adanya penetapan Tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di seluruh bandara yang dikelola oleh PT Angkasa Pura I terhitung mulai tanggal 6 Februari 2023:

AERONAUTICAL OPERATING REVENUE

Overall, passenger traffic increased in 2023, impacting aeronautical business revenue. As of the end of 2023, total operating revenue was recorded at Rp5.4 trillion, an increase of 65.32% from the previous year. This increase in operational performance can be attributed to the surge in passenger traffic due to the government's relaxation of health protocols for air travelers during the COVID-19 endemic transition phase. Additionally, the determination of Aircraft Cargo and Post Services (PJKP2U) Tariffs at all airports under the management by PT Angkasa Pura I, effective from February 6, 2023, also contributed to the increase in operational performance:

Pendapatan Usaha dari Jasa Aeronautika (dalam ribuan Rupiah)
Aeronautical Services Operating Revenue (in thousand Rupiah)

Uraian Description	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U) Landing, parking, and hangar service charge (PJP4U)	103,44%	912.491.452	448.538.728	179.735.746
<i>Extend and advance</i> Extend and advance	(43,01%)	13.339.513	23.406.914	34.805.837
Pelayanan jasa penumpang pesawat udara (PJP2U) Passenger service charge (PJP2U)	62,29%	3.942.813.460	2.429.441.166	939.663.043
Pemakaian garbarata (<i>aviobridge</i>) Aviobridge usage	62,17%	233.488.124	143.974.417	69.156.051
Pemakaian tempat pelaporan keberangkatan (<i>check-in counter</i>) Check-in counter usage	65,97%	189.120.385	113.950.865	25.845.771
Pelayanan jasa kargo dan pos pesawat udara (PJKP2U) Aircraft cargo and postal services (PJKP2U)	12,47%	144.994.764	128.923.984	131.770.142
Jumlah pendapatan Total revenues	65,32%	5.436.247.698	3.288.236.075	1.380.977.590





PROFITABILITAS SEGMENT USAHA JASA AERONAUTIKA

Profitabilitas segmen usaha jasa aeronautika tidak dapat diperhitungkan karena adanya penggabungan nilai eliminasi atas segmen usaha yang terdapat di PT Angkasa Pura I.

SEGMENT USAHA JASA NON-AERONAUTIKA

Segmen usaha non-aeronautika di PT Angkasa Pura I terdiri dari:

1. Sewa-sewa, yaitu: sewa ruang, sewa tanah, sewa tempat, sewa hanggar, dan lain-lain);
2. Konsesi terhadap usaha-usaha di bandara;
3. Parkir dan pas bandara;
4. Utilitas (pemakaian listrik, air, telepon, dan *internet services*);
5. Sewa tempat reklame;
6. *Event and promotion*;
7. *Lounge*;
8. *Maintenance and service fee*;
9. Bagi hasil.

2023 jasa sewa, konsesi, parkir mobil, parkir motor, pemakaian listrik, layanan data, sewa tempat reklame, *event and promotion* dan *maintenance & service fee* mengalami peningkatan sedangkan jasa lainnya seperti pas bandara, pemakaian air dan pemakaian telepon mengalami penurunan. Sedangkan peningkatan pada sewa dan konsesi dipengaruhi antara lain hasil seleksi ruangan yang positif di Bandara I Gusti Ngurah Rai Bali dan di Bandara Juanda Surabaya.

SEWA

Layanan sewa mengalami kenaikan sebesar 972.865 m² atau 17,32% yang tercatat sebesar 6.590.487 m² pada 2023 setelah di 2022 berada di angka 5.617.622 m². Penyebab bertambahnya jumlah layanan sewa dikarenakan seleksi ruangan yang positif di Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya dibandingkan tahun 2022.

KONSESI

PT Angkasa Pura I memperoleh pendapatan konsesi dari hak penggunaan fasilitas bandar udara untuk kegiatan usaha. Kegiatan usaha yang dijalankan meliputi bidang *duty free*, *food and beverage*, *retail*, *services*, *regulated agent* (RA), *ground handling*, *cargo*, *Commercial Important Person* (CIP) *lounge*, *in-flight catering*, serta Ekspedisi Muatan Pesawat Udara (EMPU) di bandara. Hingga akhir periode pelaporan tahun 2023 produksi konsesi direalisasikan sebesar Rp27,59 triliun dibandingkan 2022 yang tercatat sebesar Rp14,51 triliun, atau terjadi kenaikan sebesar 90,12% atau Rp13,08 triliun.

PROFITABILITY OF AERONAUTICAL SERVICES BUSINESS SEGMENT

Profitability of aeronautical services business segment can not be calculated due to the consolidation of elimination value of the business segments in PT Angkasa Pura I.

NON-AERONAUTICAL SERVICES BUSINESS SEGMENT

Non-aeronautical business segment at PT Angkasa Pura I consists of:

1. Leases, including space lease, land lease, premises lease, hangar lease, etc.);
2. Concessions to businesses at the airport;
3. Parking and airport pass;
4. Utilities (electricity, water, telephone, and internet service usage);
5. Billboard lease;
6. Event and promotion;
7. Lounge;
8. Maintenance and service fee;
9. Revenue sharing.

In 2023, lease, concessions, parking, water usage, telephone usage, Internet connection service, billboard lease, GAT concessions, and maintenance and service fees increased while other services, such as airport pass, electricity usage, event and promotion, and lounge decreased. Meanwhile, the increase in lease and concessions was due to the positive results of space selection at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya.

LEASE

Lease service was recorded at 972,865 m² in 2023, an increase of 6,590,478 m² or 17.32% compared to 2022 of 5,617,622 m². The increase in total lease services was due to positive results of space selection at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya compared to 2022.

CONCESSION

PT Angkasa Pura I generated concession revenue from the right to use airport facilities for business activities, including duty-free, food and beverage, retail, services, regulated agent (RA), ground handling, cargo, Commercial Important Person (CIP) lounge, in-flight catering, and Aircraft Cargo Expedition (EMPU) at the airports. As of the end of the 2023 reporting period, the concession production was at Rp27.59 trillion, compared to 2022 of Rp14.51, or an increase of 90.12% or Rp13.08 trillion.

**KINERJA PER SEGMENT OPERASI**
Performance Per Operating Segment**PARKIR MOBIL DAN MOTOR**

Penyediaan fasilitas parkir mobil dan motor bertujuan untuk menunjang aktivitas seluruh pengguna jasa di bandara kelolaan PT Angkasa Pura I. Tercatat sepanjang 2023 terdapat 26.830.687 tiket layanan parkir mobil di PT Angkasa Pura I, setelah di tahun sebelumnya terdapat sebanyak 21.676.774 tiket. Angka tersebut naik sebesar 23,78% atau 5.153.913 tiket. Di sisi lain, layanan parkir motor tahun 2023 tercatat sebanyak 7.745.780 tiket. Angka tersebut mengalami kenaikan sebesar 27,26% atau 1.659.174 tiket dari semula 6.086.606 tiket di tahun 2022.

PAS BANDARA

Selama periode pelaporan 2023, total pas bandara dibukukan sebanyak 31.272 lembar. Angka ini mengalami penurunan sebesar 17,64% dibandingkan dengan jumlah pas bandara di 2022 yang mencapai 37.971 lembar. Penurunan disebabkan oleh berkurangnya perpanjangan pas tahunan beberapa mitra usaha di Bandara Sultan Aji Muhammad Sulaiman Balikpapan, Bandara Sam Ratulangi Manado, Bandara Jenderal Ahmad Yani Semarang dan Bandara Zainuddin Abdul Majid Lombok

SEWA TEMPAT REKLAME

Kinerja sewa tempat reklame tahun 2023 mengalami kenaikan sebesar 38,41% atau 6.137 m², dari 15.976 m² tahun 2022. Penyebab utama naiknya kinerja pada layanan ini disebabkan oleh hasil seleksi tempat reklame di Bandara I Gusti Ngurah Rai Bali dan realisasi sewa tempat reklame di Bandara Juanda dan Bandara Sultan Hasanudin Makassar melebihi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023.

LAYANAN DATA

Layanan data internet di bandara kelolaan PT Angkasa Pura I diharapkan dapat memberikan kelancaran jaringan *networking* bagi pengguna jasa transportasi penerbangan sekaligus menunjang aktivitas kegiatan di bandara. Sepanjang 2023 layanan pemakaian data internet mengalami kenaikan sebesar 48,89% atau 462 sambungan, dibandingkan 2022 yang mencapai 945 sambungan.

JASA TERKAIT LAYANAN

Jasa terkait di 2023 sebesar Rp200,90 miliar dibandingkan dengan 2022 yang mencapai Rp150,96 miliar yang berarti layanan jasa terkait sepanjang periode pelaporan mengalami kenaikan sebesar 33,08% atau Rp49,94 miliar. Kenaikan tersebut disebabkan oleh peningkatan atas pendapatan hasil seleksi jasa terkait terminal kargo dan pos internasional di Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya, kenaikan tarif *handling* jasa terkait di Bandara Sultan Aji Muhammad Sulaiman Sepinggan, kenaikan % *revenue sharing* jasa terkait PT Angkasa Pura Logistik di Bandara Sultan Hasanuddin Makassar, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Zainuddin Abdul Majid Lombok, dan Bandara

CAR AND MOTORCYCLE PARKING

Provision of car and motorcycle parking facilities aims to facilitate the activities of all service users at PT Angkasa Pura I managed airport. In 2023, the Company issued 26,830,687 car parking tickets, an increase of 23.78% or 5,153,913 tickets compared to previous year of 21,676,774 tickets. On the other hand, the company issued 7,745,780 motorcycle parking tickets in 2022, an increase of 27.26% or 1,659,174 tickets compared to 2022 of 6,086,606 tickets.

AIRPORT PASS

During the 2023 reporting period, the company issued a total of 31,272 airport passes were issued, a 17.64% decrease compare dto total airport passes issued in 2022 of 37,971. During the 2023 reporting period, the company issued a total of 31,272 airport passes, a 17.64% decrease compared to total airport passes issued in 2022 of 37,971. The decrease was due to a decrease in annual pass extensions for several business partners at Sultan Aji Muhammad Sulaiman Airport Balikpapan, Sam Ratulangi Airport Manado, Jenderal Ahmad Yani Airport Semarang, and Zainuddin Abdul Majid Airport Lombok.

BILLBOARD LEASE

In 2023, the performance of billboard lease increased by 38.41% or 6,137 m², from 15,976 m² in 2022. In 2023, the performance of billboard leases increased by 38.41% or 6,137 m², from 15,976 m² in 2022. This increase was because of the successful selection process at I Gusti Ngurah Rai Airport Bali. The realization of billboard leases exceeded the 2023 Company Work Plan and Budget (CWPB) at both Juanda Airport and Sultan Hasanuddin Airport Makassar.

INTERNET CONNECTION SERVICE

Internet connection services at airports managed by PT Angkasa Pura I are expected to provide fast internet connections for passengers while supporting activities at the airport. Throughout 2023, internet access service increased by 48.89% or 462 connections, compared to 2022 of 945 connections.

RELATED SERVICES

In 2023, related services were Rp200.90 billion, an increase of 33.08% or Rp49.94 billion compared to 2022 150.96 billion. The increase was due to an increase in revenue from the selection of related services for international cargo and postal terminals at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya, an increase in handling fees for related services at Sultan Aji Muhammad Sulaiman Sepinggan Airport, an increase in the revenue sharing percentage for related services of PT Angkasa Pura Logistik at Sultan Hasanuddin Airport Makassar, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Zainuddin Abdul Majid Airport Lombok, and Juanda Airport Surabaya commencing January 1, 2023, as well as the extension of the



Juanda Surabaya terhitung mulai tanggal 1 Januari 2023, serta perpanjangan kontrak kerja jasa terkait PT Khrisna Multi Sarana Indonesia (KMSI) di terminal kargo dan pos domestik Bandara I Gusti Ngurah Rai Bali dan Bandara Zainuddin Abdul Madjid Lombok dengan peningkatan % *revenue sharing* masing-masing sebesar dari 15% menjadi 27% terhitung mulai tanggal 1 Agustus 2023 dan dari 10% menjadi 27% terhitung mulai tanggal 1 November 2023.

KAPASITAS PRODUKSI/JASA NONAERONAUTIKA

PT Angkasa Pura I berupaya secara optimal untuk meningkatkan kinerja keuangan serta kinerja operasional. Tahun 2023 PT Angkasa Pura I menjadikan segmen nonaeronautika sebagai target pengembangan bisnis. Secara keseluruhan, segmen ini mengalami kenaikan pada jasa sewa, konsesi, parkir mobil, parkir motor, pas bandara, pemakaian listrik dan sewa tempat reklame mengalami kenaikan. Sedangkan pada pemakaian air, pemakaian telepon, layanan *data internet event promotion* dan *maintenance service fee* mengalami penurunan. Hal ini disebabkan oleh adanya hasil seleksi ruangan yang positif di Bandara I Gusti Ngurah Rai Bali dan di Bandara Juanda Surabaya.

work contract for related services of PT Khrisna Multi Sarana Indonesia (KMSI) at the domestic cargo and postal terminals of I Gusti Ngurah Rai Airport Bali and Zainuddin Abdul Madjid Airport Lombok with an increase in the revenue sharing percentage from 15% to 27% commencing August 1, 2023 and from 10% to 27% commencing November 1, 2023, respectively.

PRODUCTION/NON-AERONAUTICAL SERVICE CAPACITY

PT Angkasa Pura I strives to improve both financial performance and operational performance. In 2023, PT Angkasa Pura I set the non-aeronautical segment as a business development target. Overall, this segment has increased in lease concessions, car parking, motorcycle parking, airport passes, electricity usage, and advertising space rentals. However, water usage, telephone usage, internet data services, event promotion, and maintenance service fees decreased. This was due to the positive results of the room selection process at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya.

Kapasitas Pelayanan Jasa Nonaeronautika Non-Aeronautical Service Capacity

Uraian Description	Satuan Unit	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022
Sewa Lease	m ² xbulan m ² xmonth	97,46%	13.954.230	7.066.954
Konsesi Concession	Rp/000	182,57%	26.389.210 .053	9.338.993.189
Parkir mobil Car parking	Tiket Ticket	121,27%	33.878.086	15.310.770
Parkir motor Motorcycle parking	Tiket Ticket	49,75%	10.193.246	6.806.878
Pas bandara Airport pass	Tiket Ticket	18,22%	38.168	32.286
Pemakaian listrik Electricity usage	Kwh	7,23%	22.155.840	20.661.814
Pemakaian air Water use	m ³	(7,88%)	215.853	234.307
Pemakaian telepon Telephone use	PwtxBulan PwtxMonth	(20,33%)	10.306	12.936
Layanan data internet Internet connection service	EA	(43,50%)	1.169	2.069
Sewa tempat reklame Billboard lease	m ² xbulan m ² xmonth	22,81%	57.303	46.660
<i>Event dan promotion</i> Event and promotion	EA	(48,16%)	889	1.715
Konsesi general aviation terminal (GAT) General aviation terminal (GAT) concession	Rp/000	(78,09%)	32.197.740	146.960.169
<i>Maintenance and service fee</i> Maintenance and service fee	EA	(45,88%)	604	1.116



KINERJA PER SEGMENT OPERASI Performance Per Operating Segment

PENDAPATAN USAHA NON-AERONAUTIKA

Pada 2023, pendapatan usaha nonaeronautika mengalami kenaikan sebesar 45,88% dibandingkan tahun lalu. PT Angkasa Pura I mencatat total pendapatan nonaeronautika sebesar Rp3,90 triliun dibandingkan tahun 2022 sebesar Rp2,67 triliun. Pendapatan terbesar pada segmen nonaeronautika diperoleh dari konsesi, yang dipengaruhi oleh:

1. Peningkatan pendapatan konsesi *duty free* di tahun 2023 sebesar 266.97 % atau Rp277,26 miliar dibandingkan tahun 2022 sebesar Rp103,85 miliar disebabkan oleh peningkatan pertumbuhan penumpang internasional di Bandara I Gusti Ngurah Rai Bali pada tahun 2023.
2. Peningkatan pendapatan konsesi retail di tahun 2023 sebesar 244,11 % atau Rp155,87 miliar dibandingkan tahun 2022 sebesar Rp63,85 miliar disebabkan oleh peningkatan pertumbuhan penumpang pada tahun 2023 dibandingkan tahun 2022.

NON-AERONAUTICAL OPERATING REVENUE

In 2023, non-aeronautical operating revenue increased by 45.88% compared to the previous year. PT Angkasa Pura I recorded a total non-aeronautical revenue of Rp3.90 trillion, compared to Rp2.67 trillion in 2022. In the non-aeronautical segment, concessions generated the highest revenue, impacted by:

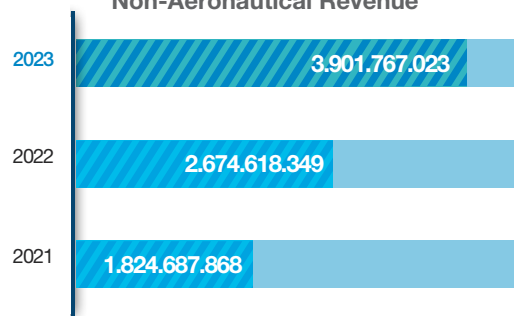
1. An increase in duty-free concession revenue in 2023 of 266.97% or Rp277.26 billion compared to Rp103.85 billion in 2022, due to an increase in international passenger growth at I Gusti Ngurah Rai Airport in Bali in 2023.
2. An increase in retail concession revenue in 2023 of 244.11% or Rp155.87 billion compared to Rp63.85 billion in 2022, due to an increase in passenger growth in 2023 compared to 2022.



Pendapatan Usaha dari Jasa Nonaeronautika (dalam ribuan Rupiah)
Revenues of Nonaeronautika Services (in thousand Rupiah)

Uraian Description	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pemakaian sarana nonaeronautika Non-aeronautical facilities usage	31,61%	565.127.672	429.396.364	281.431.024
Pendapatan sewa Lease revenue	32,84%	747.223.008	562.518.060	379.191.856
Pemakaian ruang tunggu Waiting room usage	160,11%	323.068.659	124.204.179	36.594.188
Pendapatan konsesi Concession revenue	140,40%	1.298.481.822	540.144.135	260.826.198
Event dan promotion Event and promotion	65,67%	29.942.659	18.073.521	18.978.925
Pergudangan dan logistik Warehousing and logistics	10,09%	712.118.799	646.855.516	521.498.503
Jasa pemeliharaan dan perbaikan maintenance and service fee	44,15%	149.709.727	103.855.520	108.906.614
Jasa lainnya Other services	(69,51%)	76.094.767	249.571.054	330.026.910
Jumlah pendapatan nonaeronautika Total non-aeronautical service revenue	45,88%	3.901.767.023	2.674.618.349	1.824.687.868

Pendapatan Jasa Nonaeronautika
Non-Aeronautical Revenue



PROFITABILITAS SEGMENT USAHA JASA NONAERONAUTIKA

Profitabilitas segmen usaha jasa nonaeronautika tidak dapat diperhitungkan karena adanya penggabungan nilai eliminasi atas segmen usaha yang terdapat di PT Angkasa Pura I.

PROFITABILITY OF THE NON-AERONAUTICAL SERVICE BUSINESS SEGMENT

Profitability of non-aeronautical business segment cannot be calculated due to the elimination of values of the business segments in PT Angkasa Pura I.



TINJAUAN KINERJA KEUANGAN

Financial Performance Overview

Audit terhadap Laporan Keuangan Konsolidasian PT Angkasa Pura I dilakukan oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro dan Surja untuk periode pelaporan yang berakhir pada tanggal 31 Desember 2023. Pihak KAP memberikan opini wajar dalam semua hal yang material, posisi keuangan PT Angkasa Pura I dan Entitas Anak, serta hasil usaha, perubahan ekuitas, dan arus kas konsolidasian perusahaan.

The Public Accounting Firm (PAF) of Purwanto, Sungkoro and Surja has audited the Company's Consolidated Financial Statements for the reporting period ending on December 31, 2022. The PAF provided unqualified opinion in all material respects on the financial position of PT Angkasa Pura I and its subsidiaries, as well as the company's business revenue, equity change and consolidated cash flows.

KINERJA KEUANGAN

Kinerja keuangan PT Angkasa Pura I terdiri atas kinerja Laporan Posisi Keuangan Konsolidasian, Laporan Laba Rugi dan Penghasilan Komprehensif serta Laporan Arus Kas Konsolidasian yang disajikan sebagai berikut.

FINANCIAL PERFORMANCE

The financial performance of PT Angkasa Pura I is comprised of the performance of the Consolidated Statement of Financial Position, the Consolidated Statement of Profit or Loss and Comprehensive Income and the Consolidated Statement of Cash Flows, presented as follows.

Laporan Posisi Keuangan Konsolidasian (dalam jutaan Rupiah)
Consolidated Statement of Financial Position (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset lancar Current assets					
Kas dan setara kas Cash and cash equivalent	3.023.463	136%	5.244.395	2.220.932	1.273.304
Kas yang dibatasi penggunaannya Placement of restricted cash	265.766	100%	265.766	-	-
Investasi jangka pendek Short-term investment	(19.486)	(19%)	84.071	103.557	83.232
Piutang usaha-bersih Account receivables-net					
Pihak berelasi Related party	17.394	14%	137.965	120.571	182.546
Pihak ketiga Third party	(50.785)	(12%)	369.452	420.237	341.837
Piutang lain-lain Other receivables	14.357	120%	26.322	11.965	329
Persediaan Inventories	(814)	(3%)	22.492	23.306	31.232
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	12.956	40%	45.141	32.186	42.410
Pendapatan yang masih harus diterima Accrued income	90.952	42%	306.909	215.957	135.817
Pajak dibayar dimuka Prepaid taxes	(8.057)	(22%)	27.892	35.949	1.160.295
Aset lancar lain-lain Other current asset	31.986	100%	64.088	32.102	28.391
Jumlah aset lancar Total current assets	3.377.732	105%	6.594.494	3.216.762	3.279.393



Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset tidak lancar Non-current assets					
Piutang pihak berelasi-neto Due from related parties, net	9.475	14%	54.624	54.162	-
Piutang jangka panjang pihak ketiga Long-term receivables third parties	9.013	100%	9.013		
Estimasi tagihan pajak Estimated tax bill	126.854	136%	220.183	93.329	144.364
Aset pajak tanggungan Deferred tax assets	(174.323)	(11%)	1.462.898	1.637.221	1.604.482
Investasi jangka panjang Long-term investment	17.790	6%	330.779	312.989	339.164
Properti investasi Investment property	(4.393)	(4%)	113.569	117.962	124.497
Aset tetap Fixed assets	(1.080.959)	(3%)	34.367.571	35.448.530	36.818.407
Aset tak berwujud Intangible assets	(41.064)	(55%)	32.957	74.021	116.157
Aset hak guna Right of use assets	(17.206)	(10%)	157.270	174.476	197.858
Aset tidak lancar lainnya Other non-current assets	7.355	17%	13.245	5.890	4.780
Kas yang dibatasi penggunaannya Placement of restricted cash	385.215	100%	385.215	-	-
Jumlah aset tidak lancar Total non-current assets	(771.256)	(2%)	37.147.323	37.918.579	39.349.709
Jumlah aset Total assets	2.606.476	6%	43.741.817	41.135.341	42.629.102
Liabilitas jangka pendek Current liabilities					
Utang usaha Trade payable					
Pihak berelasi Related party	(273.779)	(86%)	43.900	317.679	126.358
Pihak ketiga Third party	8.776	4%	251.696	242.920	375.723
Utang lain-lain Other payables	24.053	3%	807.199	783.146	1.585.623
Pendapatan diterima di muka Unearned revenue	(3.729)	(4%)	101.327	105.056	125.476



TINJAUAN KINERJA KEUANGAN
Financial Performance Overview

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Beban akrual Accrued expenses	252.249	32%	1.032.789	780.540	1.225.194
Utang pajak Tax payable	10.295	11%	106.628	96.333	125.595
Utang bank jangka pendek Short-term bank loans	(11.733)	(11%)	95.552	107.285	114.656
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	11.129	63%	28.851	17.722	73.968
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: Current maturities of long-term liabilities:					
Utang bank jangka panjang Long-term bank loans	6.124	17%	42.360	36.236	474.059
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	43.500	10%	487.500	444.000	-
Liabilitas sewa Lease liability	6.125	42%	20.573	14.448	38.385
Jumlah liabilitas jangka pendek Total current liabilities	73.010	2%	3.018.376	2.945.366	4.265.039
Liabilitas jangka panjang Non-current liabilities					
Utang bank jangka panjang Long-term bank loans	(867)	0%	23.216.954	23.217.821	23.114.109
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	971.361	30%	4.241.984	3.270.623	3.712.680
Liabilitas sewa Lease liability	(7.411)	(4%)	181.047	188.458	181.829
Utang jangka panjang lainnya Other long-term debt	857.576	64%	2.195.593	1.338.017	392.993
Liabilitas imbalan kerja karyawan Post-employment benefits liability	(92.384)	(11%)	719.609	811.993	952.980
Jumlah liabilitas jangka panjang Total non-current liabilities	1.728.275	6%	30.555.187	28.826.912	28.354.592
Jumlah liabilitas Total liabilities	1.801.285	6%	33.573.563	31.772.278	32.619.630
Ekuitas Equity					
Modal saham Shares capital	-	0%	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	-	0%	16.425	16.425	16.425



Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Penyertaan modal negara (PMN) State equity participation	-	0%	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	-	0%	(37.005)	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYPDS Accumulated depreciation of fixed assets navigation from BPYBDS	-	0%	408.394	408.394	408.394
Saldo laba Retained earning					
Cadangan Appropriated	-	0%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	922.230	(14%)	(5.462.343)	(6.384.573)	(5.639.501)
Penghasilan komprehensif lain Other comprehensive income	(117.441)	38%	(424.287)	(306.846)	(405.331)
Jumlah ekuitas yang diatribusikan ke: Total equity attributable to:					
Pemilik entitas induk Owner of the parent entity	804.790	9%	10.163.941	9.359.152	10.005.738
Kepentingan non-pengendali Non-controlling interests	401	10%	4.313	3.912	3.733
Jumlah ekuitas Total equity	805.191	9%	10.168.254	9.363.063	10.009.471

ASET

Aset yang dimiliki PT Angkasa Pura I per 31 Desember 2023 terdiri atas 15,08% aset lancar dan 84,92% aset tidak lancar. Tingginya persentase aset tidak lancar dibandingkan aset lancar disebabkan karena adanya pencatatan piutang pihak berelasi-neto sebesar Rp63,34 miliar serta adanya peningkatan investasi jangka panjang sebesar Rp17,79 miliar, selain itu tingginya persentase aset tidak lancar dipengaruhi oleh kontribusi aset tetap-neto dengan komposisi sebesar 78,57% dari total aset. Total aset PT Angkasa Pura I per akhir 2023 tercatat sebesar Rp43,74 triliun, atau naik 6% jika dibandingkan total aset tahun lalu yang sebesar Rp41,14 triliun. Peningkatan total aset di 2023 disebabkan oleh naiknya jumlah aset lancar secara signifikan sebesar 105%, aset tidak lancar lainnya sebesar 17%, piutang pihak berelasi neto sebesar 14%, dan akun lainnya.

ASSETS

As of December 31, 2023, PT Angkasa Pura I had a breakdown of 15.08% current assets and 84.92% non-current assets in its ownership. The significant proportion of non-current assets in relation to current assets can be attributed to the inclusion of net receivables from related parties amounting to Rp63.34 billion and a rise in long-term investment by Rp17.79 billion. In addition, the significant portion of non-current assets was impacted by the inclusion of net fixed assets, which accounted for 78.57% of the total assets. PT Angkasa Pura I's total assets at the end of 2023 reached Rp43.74 trillion, reflecting a 6% growth compared to the previous year's total assets of Rp41.14 trillion. The total assets in 2023 saw a notable surge, driven by a substantial rise in current assets by 105%, other non-current assets by 17%, net related party receivables by 14%, and other accounts.



TINJAUAN KINERJA KEUANGAN
Financial Performance Overview

Aset (dalam jutaan Rupiah)
Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset lancar Current assets	3.377.733	105%	6.594.495	3.216.762	3.279.393
Aset tidak lancar Non-current assets	(771.256)	(2%)	37.147.323	37.918.579	39.349.709
Jumlah aset Total assets	2.606.476	6%	43.741.817	41.135.341	42.629.102

ASET LANCAR

Terjadi peningkatan pada aset lancar PT Angkasa Pura I selama 2023, yakni sebesar 105% atau sebesar Rp3,38 triliun dibandingkan tahun lalu yang mencapai Rp3,22 triliun. Peningkatan ini disebabkan oleh pulihnya industri bandara pada tahun ini seiring dengan berakhirnya pandemi COVID-19 dan peraturan pemerintah terkait pembatasan perjalanan telah dicabut pada akhir tahun tahun lalu.

CURRENT ASSETS

PT Angkasa Pura I experienced a significant increase in its current assets in 2023. The increase amounted to 105% or Rp3.38 trillion, surpassing last year's figure of Rp3.22 trillion. The surge in numbers can be attributed to the revival of the airport sector in recent times, with the conclusion of the COVID-19 crisis and the subsequent relaxation of travel restrictions by the authorities.

Aset Lancar (dalam jutaan Rupiah)
Current Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset lancar Current assets					
Kas dan setara kas Cash and cash equivalent	3.023.463	136%	5.244.395	2.220.932	1.273.304
Kas yang dibatasi penggunaannya - bagian lancar Restricted cash - current portion					
Investasi jangka pendek Short-term investment	(19.486)	(19%)	84.071	103.557	83.232
Piutang usaha-bersih Account receivables-net					
Pihak berelasi Related party	17.394	14%	137.965	120.571	182.546
Pihak ketiga Third party	(50.785)	(12%)	369.452	420.237	341.837
Piutang lain-lain Other receivables	14.357	120%	26.322	11.965	329
Persediaan Inventories	(814)	(3%)	22.492	23.306	31.232
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	12.956	40%	45.141	32.186	42.410
Pendapatan yang masih harus diterima Accrued income	90.952	42%	306.909	215.957	135.817
Pajak dibayar dimuka Prepaid taxes	(8.057)	(22%)	27.892	35.949	1.160.295
Aset lancar lain-lain Other current asset	31.986	100%	64.088	32.102	28.391
Jumlah aset lancar Total current assets	3.377.732	105%	6.594.494	3.216.762	3.279.393



KAS DAN SETARA KAS

Kas dan setara kas mengalami kenaikan/penurunan sebesar 136% atau sebesar Rp3,02 miliar sepanjang 2023. Tahun ini total kas dan setara kas adalah sebesar Rp5,244 triliun dibanding pada 2022 sebesar Rp2,22 triliun.

CASH AND CASH EQUIVALENTS

The amount of cash and cash equivalents rose significantly by 136% or Rp3.02 trillion during the course of 2023. In the current year, the total cash and cash equivalents reached Rp5.244 trillion, which is a significant increase from the Rp2.22 trillion recorded in 2022.

Kas dan setara Kas (dalam jutaan Rupiah) Cash and Cash Equivalents (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Kas Cash	8	1%	1.098	1.090	1.178
Bank	1.967.772	92%	4.109.297	2.141.525	1.237.126
Deposito Deposit	1.055.683	1348%	1.134.000	78.317	35.000
Jumlah Total	3.023.463	136%	5.244.395	2.220.932	1.273.304

INVESTASI JANGKA PENDEK

Investasi jangka pendek yang dimiliki PT Angkasa Pura I mengalami peningkatan/penurunan sebesar -19% atau Rp19,48 miliar pada investasi jangka pendek. Tahun ini, investasi jangka pendek dibukukan sebesar Rp84,07 miliar dibanding 2022 yang tercatat sebesar Rp103,56 miliar.

SHORT-TERM INVESTMENT

Short-term investment owned by PT Angkasa Pura I experienced a decline of -19% or Rp19.48 billion in short-term investments. In the current year, the short-term investment amounted to Rp84.07 billion, whereas in 2022 it reached Rp103.56 billion.

Investasi Jangka Pendek (dalam jutaan Rupiah) Short-Term Investment (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Deposito berjangka > 3 bulan Term deposits > 3 months	(30.000)	(100%)	0	30.000	-
Obligasi-tersedia untuk dijual Bonds-available for sale	5.102	101%	10.167	5.065	10.418
Reksadana Mutual funds	5.412	16%	38.904	33.492	33.320
Deposito berjangka yang dibatasi penggunaannya Restricted time deposits	-	0%	35.000	35.000	33.320
Jumlah Total	(19.486)	(19%)	84.071	103.557	83.232

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Financial Performance Overview

PIUTANG USAHA BERSIH

Piutang usaha (bersih) PT Angkasa Pura I selama 2023 tercatat sebesar Rp507,41 miliar. Jika dibandingkan dengan piutang usaha bersih tahun lalu yang tercatat sebesar Rp540,81 miliar, angka tersebut turun -6% setara dengan Rp33,39 miliar. Penurunan piutang usaha tersebut disebabkan oleh peningkatan cadangan kerugian penurunan nilai yang disebabkan adanya tambahan kerugian penurunan nilai PT Angkasa Pura Logistik dari PT Asia Petrocom Service sebesar Rp55 miliar yang telah mengalami penurunan nilai seluruhnya selama tahun ini.

ACCOUNT RECEIVABLES - NET

In 2023, PT Angkasa Pura I's account receivables - net amounted to Rp507.41 billion. Compared to last year's account receivables - net recorded at Rp540.81 billion, this figure decreased by -6%, which is equivalent to Rp33.39 billion. The decrease in trade receivables was a result of an increase in the allowance for impairment losses. This was due to additional impairment losses from PT Angkasa Pura Logistik and PT Asia Petrocom Service, amounting to Rp55 billion. PT Asia Petrocom Service experienced a total impairment loss during this year.

Piutang Usaha-Bersih (dalam jutaan Rupiah)
Account Receivables - Net (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pihak ketiga Third party	(50.785)	(12%)	369.452	420.237	341.837
Pihak berelasi Related party	17.394	14%	137.965	120.571	182.546
Total piutang usaha Total account receivables	(33.391)	(6%)	507.417	540.808	182.546

PIUTANG LAIN-LAIN BERSIH

Per 31 Desember 2023, piutang lain-lain (bersih) tercatat Rp26,32 miliar, meningkat secara signifikan sebesar Rp14,36 miliar, jika dibandingkan dengan 2022 dengan nilai Rp11,97. Peningkatan tersebut terjadi karena terdapat tagihan *reimbursement* PBB atas penggunaan aset tetap PT Angkasa Pura I oleh Airnav Indonesia dengan nilai yang sangat signifikan.

OTHER RECEIVABLES - NET

By the end of December 31, 2023, the amount of other receivables - net reached Rp26.32 billion, showing a noteworthy rise of Rp14.36 billion in comparison to the previous year's value of Rp11.97 billion. The increase in question was a result of a Property Tax reimbursement bill for the utilisation of PT Angkasa Pura I's fixed assets by Airnav Indonesia, which had a considerable value.

Piutang Lain-Lain Bersih (dalam jutaan Rupiah)
Other Receivables- Net (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Total pihak ketiga dan berelasi Related & third party in total	20.641	132%	36.304	15.663	3.814
Penyisihan kerugian penurunan nilai Impairment loss allowance	(6.283)	170%	(9.982)	(3.699)	(3.485)
Total piutang lain-lain bersih Total other receivables-net	14.357	120%	26.322	11.965	329



PERSEDIAAN

Persediaan mengalami penurunan sebesar Rp814 juta atau menurun 3,49%, sehingga tercatat Rp22,49 miliar pada 2023. Turunnya total persediaan disebabkan oleh penurunan nilai persediaan alat kantor dan percetakan disebabkan penggunaan alat kantor, perubahan dalam kebutuhan peralatan kantor serta keputusan untuk mengurangi inventarisasi barang yang kurang diminati atau usang.

INVENTORIES

In 2023, there was a decrease in inventories by Rp814 million or 3.49%, bringing the recorded value to Rp22.49 billion. The decrease in total inventories was due to a decline in the value of office equipment and printing inventories. This was a result of using office equipment efficiently, responding to changes in demand for office equipment, and making strategic decisions to minimise inventory of less popular or outdated goods.

Persediaan (dalam jutaan Rupiah) Inventories (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Persediaan alat kantor dan percetakan Office supplies and equipment	(1.228)	(12,79%)	8.372	9.600	9.260
Persediaan barang dagang Merchandise inventory	(915)	(10,00%)	8.231	9.146	11.915
Persediaan bahan bakar Fuel supplies	1.148	35,42%	4.389	3.241	2.670
Persediaan hotel dan lounge Hotel and lounge supplies	198	15,78%	1.453	1.255	878
Suku cadang pemeliharaan Maintenance spare-part	(17)	(4,08%)	400	417	7.688
Jumlah Total	(814)	(3,44%)	22.845	23.659	32.411
Penyisihan penurunan nilai Allowance for impairment loss	0	0,00%	(353)	(353)	(1.177)
Jumlah Total	(814)	(3,49%)	22.492	23.306	31.234

UANG MUKA DAN BEBAN DIBAYAR DI MUKA

2023, tercatat uang muka dan beban dibayar di muka sebesar Rp45,14 miliar. Dengan demikian, telah terjadi peningkatan sebesar 40,25% atau sebesar Rp12,96 miliar dari tahun sebelumnya yang sebesar Rp32,19 miliar. Faktor yang mempengaruhi peningkatan atas uang muka dan beban dibayar di muka adalah pembayaran di muka asuransi purna jabatan Direksi dan Komisaris perusahaan. hal ini disebabkan oleh pergantian direksi dan komisaris yang diikutsertakan dalam program asuransi purna jabatan.

ADVANCES AND PREPAID EXPENSES

In 2023, the Company reported advances and prepaid expenses amounting to Rp45.14 billion. There has been a substantial increase of 40.25% or Rp12.96 billion from the previous year, resulting in a total of Rp32.19 billion. One of the reasons for the increase in advances and prepaid expenses is the prepayment of post-service insurance for Directors and Commissioners of the company. This occurred due to modifications in directors and commissioners who were enrolled in the post-service insurance programme.



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Uang Muka dan Beban Dibayar di Muka (dalam jutaan Rupiah)
Advance Payment and Prepaid Expense (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pembelian persediaan Inventories purchase	3.152	26,35%	15.116	11.964	3.063
Asuransi Insurance	13.991	222,04%	20.292	6.301	20.850
Umum General	1.466	80,51%	3.287	1.821	8.284
Biaya karyawan dibayar di muka Employees paid in advanced	(113)	(13,57%)	720	833	1.691
Lain-lain Miscellaneous	(5.540)	(49,17%)	5.726	11.266	8.522
Jumlah uang muka dan beban dibayar di muka Total advances and prepaid expenses	12.956	40,25%	45.141	32.185	42.410

PENDAPATAN YANG MASIH HARUS DITERIMA

Secara keseluruhan, pendapatan yang masih harus diterima di 2023 sebesar Rp306,90 miliar. Angka ini naik/turun sebesar 42,12% jika dibandingkan dengan tahun sebelumnya yang sebesar Rp215,96 miliar.

Pendapatan yang masih harus diterima tersebut meliputi pendapatan aeronautika yang mencakup pendapatan pendapatan atas Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Jasa Penumpang Pesawat Udara (PJP2U), Jasa Kargo dan Pos Pesawat Udara (PJKP2U), jasa *aviobridge* dan *extended fee*. Serta pendapatan yang masih harus diterima untuk nonaeronautika mencakup pendapatan-pendapatan atas jasa sewa ruang, pemakaian jasa gudang, sewa tanah, konsesi, parkir, pemakaian listrik/telepon/air, pemakaian *premium lounge* dan jasa lainnya.

ACCRUED REVENUE

Overall, accrued revenue in 2023 was Rp306.90 billion, an increase of 42.12% compared to the previous year of Rp215.96 billion.

Accrued revenues from aeronautical services include revenues from Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), Aircraft Cargo and Postal Service (PJKP2U), *aviobridge* service and *extended fee*. Meanwhile, accrued revenues from non-aeronautical services include revenues from space rental service, warehouse service usage, land rent, concessions, parking, electricity/telephone/water usage, *premium lounge* usage and other services.

Pendapatan yang Masih Harus Diterima (dalam jutaan Rupiah)
Accrued Revenue (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aeronautika Aeronautical service	(47.332)	(28,88%)	116.566	163.898	150.543
Nonaeronautika Non-aeronautics service	136.988	118,37%	252.713	115.725	87.425
Lainnya Others	(7.769)	(71,82%)	3.049	10.818	4.520
Penyisihan kerugian penurunan nilai Impairment allowance	9.065	(12,17%)	(65.419)	(74.484)	(106.672)
Jumlah Total	90.952	42,12%	306.909	215.957	135.817



PAJAK DIBAYAR DI MUKA

Pajak dibayar di muka 2023 tercatat Rp27,89 miliar. Dalam hal ini, PT Angkasa Pura I secara signifikan mengalami penurunan pajak dibayar di muka sebesar 22,41%, jika dibandingkan dengan pajak dibayar di muka 2022 yang sebesar Rp35,95 miliar. Penyebab penurunan angka tersebut adalah adanya penurunan transaksi dengan vendor atau pihak ketiga pada tahun 2023. Hal ini mengakibatkan kurangnya pemasukan yang dapat dikurangkan dari pajak yang harus dibayar di masa mendatang.

PREPAID TAXES

The amount of Rp27.89 billion was recorded as prepaid taxes for 2023. PT Angkasa Pura I experienced a significant decrease in prepaid taxes of 22.41% compared to the previous year's prepaid taxes of Rp35.95 billion. The decrease in this figure can be attributed to a decline in transactions with vendors or third parties in 2023. This leads to a decrease in revenue that can be used as a deduction for future tax payments.

Pajak Dibayar di Muka (dalam jutaan Rupiah) Prepaid Tax (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company					
PPN masukan VAT input	-	0,00%	-	-	983.918
Pajak lainnya Other taxes	(2.344)	(9,76%)	21.671	24.015	12.865
Entitas anak Subsidiaries					
PPN masukan VAT input	(5.714)	(47,88%)	6.221	11.935	123.840
PPH pasal 28 <i>income</i> Tax article 28	0,00%	-	-	-	39.672
Jumlah Total	(8.058)	(22,41%)	27.892	35.950	1.160.295

ASET LANCAR LAINNYA

Aset lancar lainnya merupakan uang muka operasional dan jaminan. Pada 2023 PT Angkasa Pura I mencatat jumlah aset lancar lainnya sebesar Rp64,08 miliar yang mengalami peningkatan sebesar Rp31,98 miliar. Kenaikan jumlah aset lancar lainnya disebabkan oleh meningkatnya pembayaran uang muka untuk pekerjaan yang diperoleh anak perusahaan melalui proses lelang dan terdapat pembayaran uang muka proyek oleh anak perusahaan PT Angkasa Pura Properti atas pekerjaan beautifikasi dan revitalisasi gedung terminal Bandara Sultan Aji Muhammad Sepinggan Sepinggan Balikpapan sebesar Rp26,50 miliar.

OTHER CURRENT ASSETS

Operational advances and guarantees are considered as other current assets. In 2023, PT Angkasa Pura I reported other current assets of Rp64.08 billion, reflecting a significant increase of Rp31.98 billion. The increase in the amount of other current assets was a result of an increase in advance payments for work acquired by the subsidiary through the auction process. Additionally, there was a project advance payment made by the subsidiary PT Angkasa Pura Properti for the beautification and revitalization work of the Sultan Aji Muhammad Sepinggan Airport Balikpapan terminal building, totaling Rp26.50 billion.

Aset Lancar Lainnya (dalam jutaan Rupiah) Other Current Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset lancar lain-lain Other current assets	31.986	99,64%	64.088	32.102	28.391
Aset tidak lancar Non-current assets					
Piutang pihak berelasi-neto Due from related parties, net	9.475	17,49%	63.637	54.162	-
Estimasi tagihan pajak Estimated tax bill	126.854	135,92%	220.183	93.329	144.364
Aset pajak tanggungan Deferred tax assets	(174.323)	(10,65%)	1.462.898	1.637.221	1.604.482
Investasi jangka panjang Long-term investment	17.790	5,68%	330.779	312.989	339.164
Properti investasi Investment property	(4.393)	(3,72%)	113.569	117.962	124.498



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Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset tetap Fixed assets	(1.108.532)	(3,12%)	34.367.571	35.448.530	36.818.407
Aset tak berwujud Intangible assets	(13.491)	(29,05%)	32.957	74.021	116.157
Aset hak guna Right of use assets	(17.207)	(9,86%)	157.269	174.476	197.858
Aset tidak lancar lainnya Other non-current assets	385.215	0,00%	385.215	0	0
Jumlah aset tidak lancar Total non-current assets	7.355	124,87%	13.245	5.890	4.780
Jumlah aset Total assets	(771.257)	(2,03%)	37.147.323	37.918.579	39.349.710

Jumlah aset tidak lancar yang dibukukan sebesar Rp37,15 triliun, menurun sebesar Rp 771,25 miliar atau turun 2,03% dari 2022 sebesar Rp37,92 triliun. Penurunan pada aset tidak lancar disebabkan oleh penurunan aset pajak tangguhan, properti investasi, aset tetap, aset tak berwujud, dan aset hak guna. Berikut ringkasan perkembangan aset tidak lancar selama 2023:

- Pengurangan aset tetap bangunan sebesar Rp5,55 miliar
- Pengurangan aset tetap Gedung-gedung sebesar Rp17,47 miliar
- Pengurangan aset tetap kendaraan sebesar Rp28,13 miliar
- Pengurangan aset tetap peralatan sebesar Rp41,51 miliar

ESTIMASI TAGIHAN PAJAK

Jumlah estimasi tagihan pajak untuk periode yang berakhir 31 Desember 2023 adalah sebesar Rp220,18 miliar. Angka ini meningkat 135,92% atau sebesar Rp126,85 miliar jika dibandingkan dengan estimasi tagihan pajak 2022 yang mencapai Rp93,33 miliar. Hal ini disebabkan oleh:

1. Tambah tagihan restitusi pajak tahun pajak 2023 pada tahun ini sebesar Rp181 miliar dikurangi realisasi pembayaran tagihan restitusi pajak tahun pajak 2022 sebesar Rp44 miliar untuk PT Angkasa Pura I.
2. Peningkatan ini juga berasal dari tagihan restitusi pajak anak perusahaan, setelah dikurangi dengan penurunan PPN dibayar di muka pada tahun ini.

The recorded amount of non-current assets was Rp37.15 trillion, showing a decrease of Rp771.25 billion or a decline of 2.03% compared to the Rp37.92 trillion in 2022. The decrease in non-current assets was a result of a decline in deferred tax assets, investment property, fixed assets, intangible assets, and right-of-use assets. Here is a summary of the changes in non-current assets during 2023:

- Reduction in building fixed assets of Rp5.55 billion
- Reduction of fixed assets for buildings amounting to Rp17.47 billion
- Reduction in vehicle fixed assets of Rp28.13 billion
- Reduction in equipment fixed assets of Rp41.51 billion

ESTIMATED TAX BILL

The estimated total tax bill for the period ending December 31 2023 is Rp220.18 billion. This figure increased by 135.92% or Rp126.85 billion when compared to the estimated 2022 tax bill which reached Rp93.33 billion. This is caused by:

1. The additional tax refund bill for the 2023 tax year this year is Rp181 billion minus the actual payment of the 2022 tax refund bill of Rp44 billion for PT Angkasa Pura I.
2. This increase also came from subsidiary tax refund claims, after deducting the decrease in prepaid VAT this year.

Estimasi Tagihan Pajak (dalam jutaan Rupiah) Estimated Tax Bill (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company	137.388	313,31%	181.238	43.850	124.851
Entitas anak Subsidiaries	(10.534)	(21,29%)	38.945	49.479	19.513
Jumlah Total	126.854	135,92%	220.183	93.329	144.364



ASET PAJAK TANGGUHAN

Aset pajak tangguhan perusahaan mengalami penurunan sebesar Rp174,32 miliar atau 10,65%, dari Rp1,64 triliun pada 2022 menjadi Rp1,46 triliun pada 2023. Penurunan tersebut dikarenakan:

1. Realisasi rugi fiskal selama tahun ini sebesar Rp45 miliar karena perusahaan telah memulihkan usahanya dan menghasilkan laba pada tahun 2023;
2. Realisasi pembalikan penurunan nilai piutang usaha sebesar Rp9,2 miliar;
3. Penurunan pengaruh penyusutan dan amortisasi aset tetap, properti investasi, dan aset tak berwujud sebesar Rp72 miliar.

DEFERRED TAX ASSETS

The company experienced a decrease in its deferred tax assets, with a decline of Rp174.32 billion or 10.65%, from Rp1.64 trillion in 2022 to Rp1.46 trillion in 2023. The decrease can be attributed to:

1. Realization of fiscal loss during this year amounted to Rp45 billion because the company has restored its business and generated a profit in 2023;
2. Realization of reversal of impairment of trade receivables amounting to Rp9.2 billion;
3. Decrease in the effect of depreciation and amortization of fixed assets, investment properties and intangible assets by Rp72 billion.

Aset Pajak Tangguhan (dalam jutaan Rupiah) Deferred Tax Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company	(173.232)	(11,55%)	1.326.000	1.499.232	1.490.559
Entitas anak Subsidiaries	(1.091)	(0,79%)	136.898	137.989	113.922
Jumlah Total	(174.323)	(10,65%)	1.462.898	1.637.221	1.604.481

INVESTASI JANGKA PANJANG

Terjadi peningkatan investasi jangka panjang selama 2023 yaitu sebesar 5,68% atau Rp17,79 miliar. Jumlah investasi jangka panjang tercatat Rp330,78 miliar, dengan peningkatan yang disebabkan oleh naiknya serap laba dari PT Bandara International Batam dan Gapura Angkasa yang merupakan bagian dari investasi pada entitas asosiasi. Hal ini menunjukkan bahwa entitas asosiasi tersebut mengalami kinerja yang memuaskan atau bahkan meningkat selama tahun 2023.

LONG-TERM INVESTMENT

There was a notable rise in long-term investment during 2023, specifically a 5.68% increase or Rp17.79 billion. The total long-term investment amounted to Rp330.78 billion, with the increase resulting from higher profit absorption from PT Bandara International Batam and Gapura Angkasa, which were included in the investment in associated entities. This indicates that the associated entity had a satisfactory or even improving performance during 2023.

Investasi Jangka Panjang (dalam jutaan Rupiah) Long-Term Investment (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Obligasi Bonds	(4.286)	(23,01%)	14.344	18.630	21.389
Penyertaan saham pada entitas asosiasi Equity participation in associated entities	22.076	7,50%	316.434	294.358	317.775
Jumlah Total	17.790	5,68%	330.778	312.988	339.164



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PROPERTI INVESTASI BERSIH

Properti investasi bersih mengalami penurunan sebesar Rp4,39 miliar atau 3,72%, dari Rp117,96 miliar pada 2022 menjadi Rp113,56 miliar pada 2023.

INVESTMENT PROPERTY-NET

Investment property-net decreased by Rp4.39 billion or 3.72%, from Rp117.96 billion in 2022 to Rp113.56 billion in 2023.

Properti Investasi-Bersih (dalam jutaan Rupiah)
Investment Property-Net (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Biaya perolehan Acquisition cost	(837)	(0,49%)	170.522	171.359	171.359
Bangunan/lapangan Buildings/fields	0	0,00%	25.923	25.923	28.303
Tanah Land	(30)	(53,97%)	25.923	56.312	52.157
Akumulasi penyusutan dan penurunan nilai Accumulated depreciation and impairment value					
Bangunan/lapangan Buildings/fields	36.862	(160,22%)	59.869	23.007	23.007
Penurunan nilai Impairment value	(94.955)	0,00%	23.007	117.962	124.498
Nilai buku Book value	(4.394)	(80,50%)	113.569	117.962	124.498

ASET TETAP

Aset tetap perusahaan per akhir 2023 tercatat senilai Rp34,36 triliun. Jumlah ini mengalami penurunan sebesar 3,05% atau Rp1,08 triliun dibandingkan jumlah tahun sebelumnya yang sebesar Rp35,47 triliun. Penurunan ini diakibatkan oleh:

1. Tambahan beban penyusutan tahun berjalan sebesar Rp1,630 miliar, setelah dikurangi;
2. Penambahan aset tetap pada tahun berjalan terutama berasal dari progres *Assets Under Construction* (AUC) pada proyek *overlay* di Surabaya yang telah selesai pada September 2023 dan proyek di Ambon yang telah selesai pada April 2023 yang berjumlah Rp268 miliar.

FIXED ASSETS

The company's fixed assets as of the end of 2023 amounted to Rp34.36 trillion. The amount experienced a decrease of 3.05% or Rp1.08 trillion in comparison to the previous year's total of Rp35.47 trillion. This decrease was a result of:

1. Additional depreciation expense for the year amounting to Rp1,630 billion, after deductions;
2. The addition of fixed assets in the current year mainly came from the progress of *Assets Under Construction* (AUC) on the *overlay* project in Surabaya which was completed in September 2023 and the project in Ambon which was completed in April 2023, amounting to IDR 268 billion.

**Aset Tetap (dalam jutaan Rupiah)**
Fixed Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Biaya perolehan Acquisition cost					
Tanah Land	314	0,00%	7.881.563	7.881.249	7.881.249
Bangunan (lapangan) Structures (fields)	219.123	1,68%	13.238.549	13.019.426	12.550.344
Gedung-gedung Buildings	61.977	0,48%	12.981.739	12.919.762	12.419.991
Alat perhubungan udara Aviation equipment	0	0,00%	16.544	16.544	16.544
Kendaraan Vehicle	(23.291)	(2,81%)	806.529	829.820	838.435
Instalasi Installations	23.483	0,81%	2.914.935	2.891.452	2.739.444
Peralatan Equipment	122.309	1,43%	8.645.742	8.523.433	8.442.403
Aset dalam konstruksi Assets under construction	149.317	7,46%	2.150.194	2.000.877	2.848.764
Jumlah Total	553.231	1,15%	48.635.795	48.082.564	47.737.174
Akumulasi penyusutan dan penurunan nilai Accumulated depreciation and impairment value	1.631.536	13,02%	14.162.821	12.531.285	10.837.081
Cadangan penurunan nilai Allowance for impairment	2.654	2,58%	105.403	102.749	81.685
Nilai buku Book value	(1.080.959)	(3,05%)	34.367.571	35.448.530	36.818.407

ASET TAK BERWUJUD

Pada 2023, aset tak berwujud tercatat sebesar Rp32,95 miliar mengalami penurunan sebesar 55,5% atau Rp41,06 miliar dari tahun sebelumnya sebesar Rp74,02 miliar. Penurunan ini disebabkan oleh:

1. Reklasifikasi beberapa aset tidak berwujud menjadi aset tetap – Peralatan atas pekerjaan *reengineering data* jaringan kantor pusat, Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan, dan Bandara Zainuddin Abdul Madjid Lombok sebesar Rp31 miliar. Aset tetap – Peralatan tersebut terdiri dari *access switch 24 port/48 port, core switch, data center switch, link load balancer, UPS 20 KVA, dll*
2. Tambahan beban penyusutan tahun berjalan

INTANGIBLE ASSETS

In 2023, the value of intangible assets was recorded at Rp32.95 billion, showing a decrease of 55.5% or Rp41.06 billion compared to the previous year's value of Rp74.02 billion. This decrease was a result of:

1. Reclassification of several intangible assets into fixed assets – Equipment for data reengineering work for the head office network, Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan, and Zainuddin Abdul Madjid Airport Lombok, amounting to Rp31 billion. Fixed assets – The equipment consists of 24 port/48 port access switches, core switches, data center switches, link load balancers, 20 KVA UPS, etc.
2. Additional depreciation expense for the current year



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Aset Tetap Tak Berwujud (dalam jutaan Rupiah)
Intangible Fixed Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Biaya perolehan Acquisition cost					
Perangkat lunak dari: Softwares in					
Perusahaan Company	8.598	5,60%	162.131	153.533	206.225
Entitas anak Subsidiaries	201.537	1.092,64%	219.982	18.445	17.359
Jumlah Total	10.136	5,89%	182.113	171.977	223.583
Aset takberwujud dalam penyelesaian Intangible assets under construction	(26.7037)	(84,27%)	4.983	31.686	6.810
Akumulasi amortisasi dan penurunan nilai dari aset yang dimiliki: Accumulated amortization and asset impairment value owned by:					
Perusahaan Company	22.1107	18,95%	138.763	116.673	104.107
Entitas anak Subsidiaries	2.407	18,56%	15.377	12.970	10.129
Jumlah Total	24.497	18,90%	154.140	129.643	114.236
Jumlah aset tak berwujud, bersih Total intangible assets, net	(41.0657)	(55,48%)	32.956	74.021	116.157

ASET TIDAK LANCAR LAINNYA

Aset tidak lancar lainnya 2023 dibukukan sebesar Rp13,24 miliar, mengalami kenaikan sebesar Rp7,35 miliar atau 124,87% dari tahun sebelumnya yaitu sebesar Rp5,90 miliar pada 2022. Aset tidak lancar lainnya sebagian besar terdiri dari pengakuan atas aset hotel dari entitas anak.

OTHER NON-CURRENT ASSETS

In 2023, the value of non-current assets reached Rp13.24 billion, showing a significant increase of Rp7.35 billion or 124.87% compared to the previous year's amount of Rp5.90 billion in 2022. Most of the non-current assets are primarily the result of recognising hotel assets from the entity child.

Aset Tidak Lancar Lainnya (dalam jutaan Rupiah)
Other Non-Current Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset tidak lancar lainnya Other non-current assets	7.355	124,87%	13.245	5.890	4.780



LIABILITAS

PT Angkasa Pura I mencatat nilai liabilitas sebesar Rp33,57 triliun per akhir 2023. angka ini lebih tinggi 5,67% dibanding liabilitas 2022 yang tercatat sebesar Rp31,77 triliun. Peningkatan liabilitas disebabkan karena peningkatan nilai pada utang obligasi dan sukuk ijarah sebesar Rp971 miliar yang disebabkan oleh penerbitan Sukuk Wakalah Bi Al-Istitsmar dengan Dana Model Investasi Sukuk Wakalah sebesar Rp1,46 triliun, serta ada pembayaran obligasi dan sukuk seri B tahun 2016 masing-masing sebesar Rp389 miliar dan Rp55 miliar. Selain itu juga terdapat peningkatan utang jangka panjang lainnya sebesar Rp857 miliar yang disebabkan oleh peningkatan atas utang bunga ditangguhkan dan peningkatan beban akrual sebesar Rp252 miliar.

LIABILITIES

PT Angkasa Pura I reported a liabilities value of Rp33.57 trillion as of the end of 2023. This amount represents a 5.67% increase compared to the liabilities recorded in 2022, which stood at Rp31.77 trillion. The rise in liabilities resulted from a surge in the value of bonds and sukuk ijarah debt, totaling Rp971 billion. This increase was primarily caused by the issuance of the Bi Al-Istitsmar Sukuk Wakalah, which amounted to Rp1.46 trillion. Additionally, payments for bonds and sukuk series B in 2016 amounted to Rp389 billion and Rp55 billion, respectively. In addition, there was a rise in other long-term debt of Rp857 billion due to an uptick in deferred interest debt and an increase in accrued expenses of Rp252 billion.

Liabilitas (dalam jutaan Rupiah)
Liabilities Investment (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Liabilitas jangka pendek Current liabilities	73.010	2,48%	3.018.375	2.945.366	4.265.039
Liabilitas jangka panjang Non-current liabilities	1.728.275	6,00%	30.555.187	28.826.912	28.354.592
Jumlah liabilitas Total liabilities	1.801.285	5,67%	33.573.563	31.772.278	32.619.631

LIABILITAS JANGKA PENDEK

Liabilitas jangka pendek perusahaan mengalami peningkatan 2,48% atau Rp73,01 miliar pada 2023, atau tercatat sebesar Rp2,94 triliun. Peningkatan tersebut terjadi karena naiknya beban akrual sebesar Rp252,25 miliar, utang lain-lain sebesar Rp24,05 miliar, bagian jangka pendek dari pinjaman jangka panjang sebesar Rp49,62 miliar, utang pajak sebesar Rp10,29 miliar dan liabilitas imbalan pasca kerja jangka pendek sebesar Rp11,12 miliar. Selain itu juga terdapat penurunan yang signifikan pada utang usaha pihak berelasi sebesar Rp273,78 miliar dan utang bank jangka pendek sebesar Rp11,33 miliar dikarenakan terdapat pelunasan/pembayaran.

CURRENT LIABILITY

The company's current liability experienced a 2.48% increase, amounting to Rp73.01 billion in 2023, reaching a total of Rp2.94 trillion. This increase was a result of an uptick in accrued expenses of Rp252.25 billion, other debts of Rp24.05 billion, short-term portion of long-term loans of Rp49.62 billion, taxes payable of Rp10.29 billion, and short-term post-employment benefits liabilities totaling Rp11.12 billion. In addition, there was a notable decrease in the amount of related party trade payables, totaling Rp273.78 billion, as well as a reduction in short-term bank debt of Rp11.33 billion due to repayment or payment.



Liabilitas Jangka Pendek (dalam jutaan Rupiah)
Current Liabilities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Liabilitas jangka pendek Current liabilities					
Utang usaha Trade payable					
Pihak berelasi Related party	(273.778)	(86,18%)	43.900	317.679	126.359
Pihak ketiga Third party	8.776	3,61%	251.696	242.920	375.723
Utang lain-lain Other payables	24.053	3,07%	807.199	783.146	1.585.623
Pendapatan diterima di muka Unearned revenue	(3.729)	(3,55%)	101.327	105.056	125.476
Beban akrual Accrued expenses	252.249	32,32%	1.032.789	780.540	1.225.194
Utang pajak Tax payable	10.295	10,69%	106.628	96.333	125.595
Utang bank jangka pendek Short-term part of longterm debt	(11.733)	(10,94%)	95.552	107.285	114.656
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	11.128	62,79%	28.850	17.722	73.968
Bagian jangka pendek pinjaman jangka panjang Current portion of long-term loan	49.623	10,33%	529.859	480.236	474.059
Liabilitas sewa Lease liability	6.124	42,39%	20.572	14.448	38.385
Jumlah liabilitas jangka pendek Total current liabilities	73.010	2,48%	3.018.375	2.945.366	4.265.038

UTANG USAHA

Utang Usaha PT Angkasa Pura I per akhir 2023 tercatat Rp295,59 miliar, turun 47,27% dari tahun lalu. Penurunan jumlah utang usaha disebabkan oleh penurunan utang usaha kepada:

- PT Waskita Karya (Persero) sebesar Rp77,80 miliar terkait pekerjaan investasi di Terminal Bandar Udara Surabaya, Rp13,60 miliar untuk pekerjaan investasi bangunan lapangan di Bandara Sultan Hasanuddin Makassar, dan Rp9,20 miliar untuk pekerjaan investasi bangunan lapangan di Bandara Zainuddin Abdul Madjid Lombok.
- PT PP (Persero) sebesar Rp54,1 miliar untuk pekerjaan investasi di Bandara I Gusti Ngurah Rai Bali dan Rp35,1 miliar untuk pekerjaan investasi di Bandara Sentani Jayapura.

ACCOUNT PAYABLE

PT Angkasa Pura I recorded an Account Payable of Rp295.59 billion at the end of 2023, which is a 47.27% decrease compared to the previous year. The decrease in the amount of trade payables resulted from a decline in trade payables to:

- PT Waskita Karya (Persero) amounting to Rp77.80 billion related to investment work at the Surabaya Airport Terminal, Rp13.60 billion for investment work on field buildings at Sultan Hasanuddin Airport Makassar, and Rp9.20 billion for investment work on field buildings at Zainuddin Abdul Madjid Airport Lombok.
- PT PP (Persero) amounting to Rp54.1 billion for investment work at I Gusti Ngurah Rai Airport in Bali and Rp35.1 billion for investment work at Sentani Airport Jayapura.



- PT Adhi Karya sebesar Rp75,3 miliar untuk pekerjaan investasi terminal Bandara Sam Ratulangi Manado.
- PT Adhi Karya amounting to Rp75.3 billion for investment work on the Sam Ratulangi Airport Manado terminal.
- PT Nindya Karya sebesar Rp23,9 miliar untuk pekerjaan investasi terminal di Bandar Udara Zainuddin Abdul Majid Lombok.
- PT Nindya Karya amounting to Rp23.9 billion for terminal investment work at Zainuddin Abdul Majid Airport Lombok.

Utang Usaha (dalam jutaan Rupiah) Trade Payables (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pihak berelasi Related party	(273.778)	(86,18%)	43.900	317.679	126.359
Pihak ketiga Third party	8.776	3,61%	251.696	242.920	375.723
Utang usaha Accounts payable	(265.002)	(47,27%)	295.596	560.599	502.081

UTANG LAIN-LAIN

Utang lain-lain per 31 Desember 2023 mengalami peningkatan sebesar 3,07% atau Rp24,05 miliar dengan jumlah yang dibukukan sebesar Rp807,19 miliar dibandingkan 2022 yang tercatat sebesar Rp802,48 miliar disebabkan oleh peningkatan jaminan pelanggan dan berbanding lurus dengan peningkatan kinerja dari bisnis nonaeronautika di tahun 2023.

OTHER PAYABLES

In 2023, the amount of other payables as of December 31, increased by 3.07% or Rp24.05 billion, reaching a recorded amount of Rp807.19 billion. This increase can be attributed to the rise in customer guarantees, which is directly linked to the improved performance of the non-aeronautical business.

Utang Lain-Lain (dalam jutaan Rupiah) Other Payables (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Utang Lain-Lain (dalam jutaan Rupiah) Other Payables (in million Rupiah)	(248.741)	(47,94%)	270.113	518.854	1.298.319
Jaminan pelanggan Customer guarantee	(5.102)	(3,66%)	134.360	139.462	171.918
Utang SKBDN SKBDN debt	265.765	100%	265.765	-	-
Titipan pembayaran Payment deposit	24.391	32,00%	100.609	76.218	68.854
Utang iuran Contribution	3.827	29,08%	16.988	13.161	12.485



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Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Titipan pengelola Manager's deposit	(5.76)	(77,34%)	1.688	7.448	5.353
Jaminan vendor Vendor guarantee	(1.629)	(30,36%)	3.737	5.366	8.882
Titipan BMKG dan DJU BMKG and DJU's deposits	(271)	(1,91%)	13.937	14.208	12.948
Titipan/utang lain-lain Other deposits/payables	(8.428)	(100%)	-	8.428	6.864
Jumlah Total	24.053	3,07%	807.199	783.146	1.585.623

PENDAPATAN DITERIMA DI MUKA

Pendapatan diterima dimuka tercatat sebesar Rp101,32 miliar pada 2023, mengalami penurunan sebesar -3,55% atau Rp3,73 miliar, dari senilai Rp105,06 miliar pada 2022. Terjadinya penurunan tersebut didominasi oleh faktor *recurring* pendapatan diterima di muka domestik.

UNEARNED REVENUE

In 2023, the recorded unearned revenue amounted to Rp101.32 billion, showing a decrease of -3.55% or Rp3.73 billion compared to Rp105.06 billion in 2022. This decrease was primarily influenced by the recurring factor of domestic unearned revenue.

Pendapatan Diterima Dimuka (dalam jutaan Rupiah) Unearned Revenue (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pendapatan domestik Domestic income	(3.729)	(3,55%)	101.327	105.056	125.163
Pendapatan internasional International income	0	0%	0	0	313
Jumlah Total	(3.729)	(3,55%)	101.327	105.056	125.476



BEBAN AKRUAL

Perusahaan mencatatkan beban akrual sebesar Rp1,03 triliun pada 2023. Angka ini naik sebesar 32,32% atau Rp252,25 miliar dibandingkan dengan 2022 yang dibukukan sebesar Rp780,54 miliar disebabkan oleh tambahan pencadangan bonus atas kinerja perusahaan untuk tahun 2023 sebesar Rp71 miliar dan tambahan cadangan biaya Penerimaan Negara Bukan Pajak (PNBP) konsesi kebandarudaraan untuk tahun 2023 dan kekurangan cadangan PNBP untuk tahun 2019-2021 masing-masing sebesar Rp35 miliar dan Rp141 miliar.

ACCRUED EXPENSES

In 2023, the company reported accrued expenses totaling Rp1.03 trillion. The amount rose by 32.32% or Rp252.25 billion compared to 2022, reaching Rp780.54 billion. This increase was primarily due to the inclusion of a bonus provision for company performance in 2023, totaling Rp71 billion, as well as additional reserves for airport concession Non-Tax State Revenue (PNBP) costs in 2023. Additionally, there was a shortfall in PNBP reserves for the years 2019-2021, amounting to Rp35 billion and Rp141 billion respectively.

Beban Akrual (dalam jutaan Rupiah)
Accrued Expenses (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pelayanan bandara Airport services	187.578	48,41%	575.023	387.445	425.412
Umum General	(68.447)	(43,26%)	89.771	158.218	266.063
Bunga Interest	(3.250)	(8,43%)	35.303	38.553	79.888
Persediaan Supply	(26.902)	(73,52%)	9.690	36.592	56.767
Utilitas Utility	708	2,05%	35.302	34.594	19.615
Pegawai Employee	104.994	475,34%	127.082	22.088	127.032
Pajak Tax	13.659	147,35%	22.929	9.270	46.585
Sewa Rent	17.286	276,58%	23.536	6.250	84.934
Pemeliharaan Maintenance	64.289	1850,04%	67.764	3.475	74.801
Lain-lain Others	(37.668)	(44,81%)	46.387	84.055	44.098
Jumlah Total	252.249	32,32%	1.032.789	780.540	1.225.195



UTANG PAJAK

Utang pajak PT Angkasa Pura I tercatat Rp106,63 miliar, naik 10,69%. Peningkatan ini disebabkan oleh peningkatan utang pajak perusahaan pada utang PPN keluaran sebesar Rp9,2 miliar dan utang PPh 29 pada entitas anak sebesar Rp6,3 miliar.

TAX PAYABLES

PT Angkasa Pura I's tax payable reached Rp106.63 billion, reflecting a 10.69% increase. This increase was a result of a rise in corporate tax payable on output VAT debt of Rp9.2 billion and Income Tax 29 debt on subsidiaries of Rp6.3 billion.

Utang Pajak (dalam jutaan Rupiah) Tax Payable (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company					
PPN keluaran Output VAT	9.204	24,44%	46.866	37.662	0
PPh pasal 21 Income tax article 21	1.044	7,03%	15.887	14.843	28.671
PPN masukan Input VAT	(3.418)	(47,60%)	3.762	7.180	3.193
PPh pasal 4 (2) Income tax article 4 (2)	(38)	(1,41%)	2.658	2.696	3.564
PPh pasal 23 Income tax article 23	(1.617)	(73,47%)	584	2.201	1.987
PPh pasal 22 Income tax article 22	35	106,06%	68	33	33
Entitas anak Subsidiaries					
PPN keluaran Output VAT	(542)	(2,57%)	20.528	21.070	68.558
Pph pasal 29 Income tax article 29	6.364	231,76%	9.110	2.746	3.133
PPh pasal 21 Income tax article 21	(811)	(20,99%)	3.053	3.864	5.292
PPh pasal 23 Income tax article 23	(93)	(11,76%)	698	791	1.911
PPh pasal 4 (2) Income tax article 4 (2)	(116)	(15,01%)	657	773	1.761
Pajak lainnya Other tax	281	11,35%	2.756	2.475	7.492
Jumlah Total	10.295	10,69%	106.628	96.333	125.595



UTANG BANK JANGKA PENDEK

Utang bank jangka pendek mengalami penurunan sebesar 10,94% atau Rp11,73 miliar dari senilai Rp107,29 miliar pada 2022 menjadi sebesar Rp95,55 miliar pada 2023. Penurunan tersebut terjadi karena adanya pembayaran utang bank di Bank Syariah Indonesia sebesar Rp13,84 miliar.

SHORT-TERM BANK LOAN

The amount of short-term bank loans decreased by 10.94% or Rp11.73 billion from Rp107.29 billion in 2022 to Rp95.55 billion in 2023. This decrease was a result of the payment of bank loans at Bank Syariah Indonesia totalling Rp13.84 billion.

Utang Bank Jangka Pendek (dalam jutaan Rupiah) Short-Term Bank Loan (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
PT Bank Negara Indonesia Tbk	0	0%	38.946	38.946	51.596
Bank Syariah Indonesia	(13.839)	(40,90%)	20.000	33.839	39.560
PT Bank Mandiri Tbk	0	0	34.500	34.500	23.500
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	2.105	100%	2.105	-	-
PT Sarana Multi Infrastruktur	0	0%	0	-	-
Jumlah Total	(11.733)	(10,94%)	95.552	107.285	114.656

BAGIAN JANGKA PENDEK PINJAMAN JANGKA PANJANG

Bagian jangka pendek pinjaman jangka panjang per akhir 2023, tercatat sebesar Rp529,86 miliar. Angka ini mengalami peningkatan 10,33% dibandingkan tahun sebelumnya yang sebesar Rp480,23 miliar.

CURRENT PORTION OF LONG-TERM LOAN

As of the end of 2023, current portion of long-term loan was recorded at Rp529.86 billion, an increase of 10.33% compared to the previous year of Rp480.23 billion.

LIABILITAS JANGKA PANJANG

Liabilitas jangka panjang di 2023 tercatat Rp30,55 triliun, mengalami peningkatan sebesar 6,00% atau Rp1,72 miliar dibandingkan dengan 2022 yang dicatat sebesar Rp28,83 triliun. Kenaikan jumlah liabilitas jangka panjang terutama dipengaruhi oleh peningkatan utang obligasi dan sukuk sebesar Rp971,36 miliar dan utang jangka panjang lainnya sebesar Rp857,56 miliar.

NON-CURRENT LIABILITY

In 2023, non-current liabilities amounted to Rp30.55 trillion, reflecting a 6.00% increase or Rp1.72 billion compared to the previous year's figure of Rp28.83 trillion. The rise in the number of non-current liabilities was primarily driven by an uptick in bonds and sukuk payable totalling Rp971.36 billion and other non-current liabilities totalling Rp857.56 billion.



Liabilitas Jangka Panjang (dalam jutaan Rupiah)"
Non-current Liabilities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Liabilitas jangka panjang Non-current liabilities					
Utang bank jangka panjang Long term bank loans	(100.867)	(0,43%)	23.216.954	23.217.821	23.114.109
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	971.361	29,7%	4.241.984	3.270.623	3.712.680
Liabilitas sewa Lease liability	(7.412)	(3,93%)	181.046	188.458	181.829
Utang jangka panjang lainnya Other long-term debt	857.575	64,09%	2.195.592	1.338.017	392.994
Liabilitas imbalan kerja karyawan Post-employment benefits liability	(92.384)	(11,38%)	719.609	811.993	952.980
Jumlah liabilitas jangka panjang Total non-current liabilities	1.728.275	6,00%	30.555.187	28.826.912	28.354.592

UTANG BANK JANGKA PANJANG

Utang bank jangka panjang mengalami penurunan sebesar 0,00% atau Rp867 juta dari 2022 yang dibukukan sebesar Rp23,217 triliun, menjadi Rp23,216 triliun di 2023. Penurunan tersebut disebabkan oleh adanya reklasifikasi ke bagian jangka pendek dari pinjaman jangka panjang dan amortisasi atas biaya pinjaman di tahun 2023.

LONG-TERM BANK LOAN

In 2023, there was a slight decrease of Rp867 million in long-term bank loans compared to 2022. The total amount went down from Rp23,217 trillion to Rp23,216 trillion. The decrease in question was a result of reclassification into the short-term portion of long-term loans and the amortisation of loan costs in 2023.

Utang Bank Jangka Panjang (dalam jutaan Rupiah)
Long-Term Bank Loans (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company	(11.701)	(0,05%)	23.413.338	23.425.039	23.435.639
Entitas anak Subsidiaries	(29.843)	(17,58%)	139.906	169.749	216.845
Biaya pinjaman yang belum diamortisasi Unamortized loan cost	46.801	(13,74%)	(293.930)	(340.731)	(64.315)
Dikurangi: bagian jangka pendek utang bank jangka panjang Subtracted by: current portion of long-term bank loans	(6.124)	16,90%	(42.360)	(36.236)	(474.059)
Bagian jangka panjang Non-current portion	(867)	0,00%	23.216.954	23.217.821	23.114.110

UTANG OBLIGASI DAN SUKUK IJARAH

Per 31 Desember 2023, utang obligasi dan sukuk ijarah mengalami peningkatan sebesar 27,32% atau Rp1,01 miliar dari 2022 sehingga tercatat Rp4,73 triliun per 2023. Peningkatan disebabkan oleh penerbitan Sukuk Wakalah Bi Al-Istitsmar dengan Dana Model Investasi Sukuk Wakalah sebesar Rp1,46 triliun, serta ada pembayaran obligasi dan sukuk seri B tahun 2016 masing-masing sebesar Rp389 miliar dan Rp55 miliar.

BOND AND SUKUK IJARAH LOAN

As of December 31, 2023, there was a significant increase in bonds and ijarah sukuk debt, reaching Rp4.73 trillion, which is a 27.32% rise from the previous year's total of Rp3.72 trillion. The increase in revenue was a result of the issuance of the Bi Al-Istitsmar Sukuk Wakalah with Sukuk Wakalah Investment Model Funds totaling Rp1.46 trillion. Additionally, there were payments made for bonds and sukuk series B in 2016, amounting to Rp389 billion and Rp55 billion respectively.

**Utang Obligasi dan Sukuk Ijarah (dalam jutaan Rupiah)**
Bond and Sukuk Ijarah Debt (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Utang obligasi Bond debt	(389.000)	(12,99%)	2.604.900	2.993.900	2.993.900
Utang sukuk ijarah Sukuk ijarah debt	1.405.000	192,99%	2.133.000	728.000	728.000
Biaya pinjaman yang belum diamortisasi Unamortized loan costs	(1.139)	15,65%	(8.416)	(7.277)	(9.220)
Jumlah Total	1.014.861	27,32%	4.729.484	3.714.623	3.712.680

UTANG JANGKA PANJANG LAINNYA

Utang jangka panjang lainnya mengalami perubahan kenaikan sebesar 64,09% atau Rp857,57 miliar dari Rp1,34 triliun pada 2022 menjadi Rp2,19 triliun pada 2023. Adanya peningkatan tersebut disebabkan karena adanya peningkatan atas utang bunga ditangguhkan sebesar Rp712,41 miliar dan munculnya utang SKBDN sebesar Rp385,21 miliar.

OTHER NON-CURRENT LIABILITY

In 2023, there was a significant increase in other non-current liability, amounting to Rp857.57 billion or 64.09%, reaching a total of Rp2.19 trillion. This increase was a result of a rise in deferred interest debt of Rp712.41 billion and the emergence of SKBDN debt totaling Rp385.21

Utang Jangka Panjang Lainnya (dalam jutaan Rupiah)
Other Long-Term Debt (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Utang bunga ditangguhkan Deffered interest expense	712.418	109,77%	1.361.420	649.003	-
Utang SKBDN SKBDN debt	385.215	100,00%	385.215	-	-
Jaminan pelanggan Customer guarantee	57.618	22,65%	316.519	258.901	281.988
Utang konstruksi Construction debt	(265.766)	(100,00%)	-	265.766	-
Pendapatan diterima di muka Unearned revenue	(20.041)	(13,23%)	131.463	151.504	90.856
Jaminan usaha pemasok Supplier business guarantee	(491)	(33,51%)	974	1.465	2.141
Utang kepada KSO jineng Debt to KSO jineng	-	-	-	-	7.580
Lainnya Others	(11.377)	(100,00%)	-	11.377	10.428
Jumlah Total	857.576	64,09%	2.195.593	1.338.017	392.993



TINJAUAN KINERJA KEUANGAN
Financial Performance Overview

LIABILITAS IMBALAN KERJA KARYAWAN

Liabilitas imbalan kerja karyawan PT Angkasa Pura I mencapai Rp719,61 miliar di 2023. Angka ini menurun sebesar 11,38% atau Rp92,38 miliar jika dibandingkan dengan 2022 sebesar Rp811,99 miliar. Penurunan tersebut dipengaruhi oleh:

- Pembayaran iuran normal dan iuran tambahan pada program dana pensiun di tahun 2023 sebesar Rp275 miliar, sehingga menurunkan nilai liabilitas di akhir periode tahun 2023.
- Penurunan dalam liabilitas pesangon jangka panjang karena terdapat penyesuaian nilai manfaat atas interpretasi definisi upah di tahun 2023, sejumlah Rp37,8 miliar.
- Peningkatan liabilitas pada program dana pensiun di anak perusahaan sebesar Rp28 miliar.

EMPLOYEE BENEFIT LIABILITY

In 2023, PT Angkasa Pura I's employee benefit liability amounted to Rp719.61 billion. The figure experienced a decrease of 11.38% or Rp92.38 billion in comparison to 2022's Rp811.99 billion. This decrease was impacted by:

- Payment of normal contributions and additional contributions to the pension fund program in 2023 amounting to Rp275 billion, thereby reducing the value of liabilities at the end of the 2023 period.
- A decrease in long-term severance pay liabilities due to an adjustment in the value of benefits based on the interpretation of the definition of wages in 2023, amounting to Rp37.8 billion.
- Increase in liabilities for the subsidiary's pension fund program by Rp28 billion.

**Liabilitas Imbalan Kerja Karyawan (dalam jutaan Rupiah)
Employee Benefits Liability (in million Rupiah)**

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Perusahaan Company					
Dana pensiun Pension fund	(104.945)	(23,86%)	334.881	439.826	533.002
Tunjangan hari tua Annuity	14.225	10,48%	149.948	135.723	93.833
Tunjangan hari tua Annuity	(40.350)	(42,09%)	55.526	95.876	43.835
Penghargaan pengabdian Dedication award	7.197	12,83%	63.304	56.107	71.953
Tunjangan perumahan Housing allowance	1.803	5,83%	32.726	30.923	16.135
Masa persiapan pensiun Retirement preparation	1.871	161,91%	3.026	1.155	1.147
Kesehatan pensiun Pension healthcare	0	0	0	-	152.857
Sub total Sub total	(120.200)	(15,82%)	639.412	759.612	912.762
Entitas Anak Subsidiaries	27.815	53,10%	80.197	52.382	40.219
Jumlah Total	(92.385)	(11,38%)	719.608	811.993	952.981

EKUITAS

PT Angkasa Pura I mencatat ekuitas sebesar Rp10,17 triliun di 2023. Angka ini mengalami peningkatan sebesar 9% atau Rp805 miliar, dibandingkan dengan tahun sebelumnya yaitu Rp9,36 triliun.

EQUITY

PT Angkasa Pura I's equity in 2023 was Rp10.17 trillion, an increase of 9% or Rp805 billion compared to the previous year of Rp9.36 trillion

**Ekuitas (dalam jutaan Rupiah)**
Equity (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Ekuitas Equity					
Modal saham Shares capital	-	0%	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	-	0%	16.425	16.425	16.425
Penyertaan modal negara (PMN) State equity participation	-	0%	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	-	0%	(37.005)	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYPDS Accumulated depreciation of fixed assets navigation from BPYBDS	-	0%	408.394	408.394	408.394
Saldo laba Retained earning					
Cadangan Appropriated	-	0%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	922.230	(14%)	(5.462.343)	(6.384.573)	(5.639.501)
Penghasilan komprehensif lain Other comprehensive income	(117.441)	38%	(424.287)	(306.846)	(405.331)
Jumlah ekuitas yang diatribusikan ke: Total equity attributable to:					
Pemilik entitas induk Owner of the parent entity	804.790	9%	10.163.941	9.359.152	10.005.738
Kepentingan non-pengendali Non-controlling interests	401	10%	4.313	3.912	3.733
Jumlah ekuitas Total equity	805.191	9%	10.168.254	9.363.063	10.009.471

MODAL SAHAM

Modal dasar 12.000.000 saham dengan nilai nominal Rp1.000.000 (angka penuh) per saham, Modal ditempatkan dan disetor sebesar Rp6.414.412.000 atau sebanyak 6.414.412 saham.

PENYERTAAN MODAL NEGARA

Penambahan penyertaan pada tahun 2016 sebesar Rp255,09 miliar merupakan penambahan Penyertaan Modal Negara yang berasal dari Bantuan Pemerintah Yang Belum Ditentukan Statusnya (BPYBDS) sesuai Peraturan Pemerintah No. 25 Tahun 2016 tanggal 27 Juni 2016.

Berdasarkan Peraturan Pemerintah ("PP") No. 46 Tahun 2018 tanggal 27 September 2018, Perusahaan menerima pengurangan

SHARE CAPITAL

Authorized capital was 12,000,000 shares with a par value of Rp1,000,000 (full amount) per share, issued and paid-up capital was Rp6,414,412,000,000 (full amount) or 6,414,412 shares.

STATE EQUITY PARTICIPATION

The additional investment in 2016 of Rp255.09 billion was an addition of State Equity Participation derived from Undefined Status Government Assistance (BPYBDS) in accordance with Government Regulation No. 25 of 2016 dated June 27, 2016.

Based on Government Regulation No. 46 of 2018 dated September 27, 2018, the Company received a deduction of State Equity Participation (PMN) of the Republic of Indonesia with a book value



Penyertaan Modal Negara (PMN) Republik Indonesia dengan nilai buku sebesar Rp232.13 miliar untuk dijadikan penambahan Penyertaan Modal Negara (PMN) Republik Indonesia kedalam modal Perusahaan Umum LPPNPI. Sehingga saldo PMN yang dibukukan sampai saat ini adalah sebesar Rp22,96 miliar.

of Rp232.13 billion to be used as an addition to the State Equity Participation (PMN) of the Republic of Indonesia into the capital of the LPPNPI. Thus, the recorded PMN balance to date is Rp22.96 billion.

Penyertaan Modal Negara (dalam jutaan Rupiah)
State Equity Participation (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Saldo awal Opening balance	-	0%	22.963	22.963	22.963
Pengurangan Deduction					
Jumlah Total	-	0%	22.963	22.963	22.963

PENGALIHAN ASET TETAP KENAVIGASIAN

Salah satu komponen yang terdapat pada ekuitas PT Angkasa Pura I adalah saldo pengalihan aset tetap kenavigasian. Nilai pengalihan aset tetap kenavigasian per 31 Desember 2023 tidak berubah dari tahun sebelumnya yaitu masih di angka yang sama yaitu sebesar Rp408 miliar.

TRANSFER OF NAVIGATIONAL FIXED ASSETS

The balance of the transfer of navigational fixed assets is a component of PT Angkasa Pura I's equity. As of December 31, 2023, the transfer value of navigational fixed assets remained unchanged from the previous year of Rp408 billion.

Pengalihan Aset Tetap Kenavigasian (dalam jutaan Rupiah)
Transfer of Navigational Fixed Assets (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Nilai buku aset tetap kenavigasian Book value of navigational fixed assets	-	0%	(37.005)	(37.005)	(37.005)
Koreksi penyerahan aset Corrections of transfer of asset	-	0%	270.832	270.832	232.133
Saldo akhir nilai buku aset kenavigasian pada struktur modal Ending balance of book value of navigational assets on capital structure	-	0%	731.281	731.281	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYBDS Accumulated depreciation of navigational fixed assets from BPYBDS	-	0%	408.394	408.394	408.394

SALDO LABA

Saldo laba yang diperoleh PT Angkasa Pura I selama 2023 dibukukan sebesar Rp3,76 triliun, sementara di 2022 dibukukan sebesar Rp2,84 triliun. Jumlah ini mengalami peningkatan sebesar 32% atau Rp922 miliar. Hal ini dikarenakan oleh naiknya laba perusahaan.

RETAINED EARNINGS

In 2023, PT Angkasa Pura I's retained earnings reached Rp3.76 trillion, showing an increase from the previous year's figure of Rp2.84 trillion. The figure has experienced a 32% growth, amounting to Rp922 billion. This is a result of the rise in company profits.

**Saldo Laba (dalam jutaan Rupiah)**
Retained Earnings (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Saldo laba Retained earning					
Cadangan Appropriated	-	0%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	922.230	(14%)	(5.462.343)	(6.384.573)	(5.639.501)
Jumlah Total	922.230	14%	3.763.039	2.840.809	3.585.881

PENGHASILAN KOMPREHENSIF LAIN

Penghasilan komprehensif lain 2023 tercatat Rp424,28 miliar, mengalami kenaikan Rp117,44 miliar atau 38% jika dibanding 2022 sebesar Rp306,85 miliar.

EKUITAS YANG DIATRIBUSIKAN KE PEMILIK ENTITAS INDUK

Ekuitas yang diatribusikan ke pemilik entitas induk di 2023 sebesar Rp10,16 triliun, meningkat Rp804 miliar atau 9% jika dibanding 2022 sebesar Rp9,36 triliun.

KEPENTINGAN NON PENGENDALI

Kepentingan non pengendali 2023 dibukukan sebesar Rp4,31 miliar, mengalami peningkatan sebesar 10% atau Rp401 juta dibandingkan tahun sebelumnya sebesar Rp3,91 miliar.

OTHER COMPREHENSIVE INCOME

Other comprehensive income in 2023 was recorded at Rp424.28 billion, an increase of Rp117.44 billion or 38% compared to 2022 of Rp306.85 billion.

EQUITY ATTRIBUTABLE TO OWNER OF PARENT ENTITY

Equity attributable to owner of parent entity in 2023 was Rp10.16 trillion, an increase of 9% or Rp804 billion compared to 2022 of Rp9.36 trillion.

NON-CONTROLLING INTEREST

Non-controlling interest in 2023 was recorded at Rp4.31 billion, an increase of 10% or Rp401 million compared to the previous year of Rp3.91 billion.

Kepentingan Non Pengendali (dalam jutaan Rupiah)
Non-Controlling Interest (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
PT Angkasa Pura Logistik	0,11	6%	2,09	1,98	1,13
PT Angkasa Pura Suport	0,28	17%	1,90	1,62	0,99
PT Angkasa Pura Properti	-	0%	0,23	0,23	(0,04)
PT Angkasa Pura Hotel	0,01	14%	0,08	0,07	0,12
PT Angkasa Pura Retail	-	-	0	0	1,54
Jumlah Total	0,4	10%	4,3	3,91	3,73



Laba Rugi dan Penghasilan Komprehensif Lainnya (dalam jutaan Rupiah)
Profit or Loss and Other Comprehensive Income (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pendapatan usaha Operating revenues					
Pendapatan aeronautika Aeronautical revenue	2.148.012	65,32	5.436.248	3.288.236	1.380.978
Pendapatan nonaeronautika Non-aeronautical revenue	1.227.149	45,88	3.901.767	2.674.618	1.824.688
Total pendapatan usaha Total operating revenues	3.375.160	56,60	9.338.014	5.962.854	3.205.665
Beban pegawai Employee expenses	(469.650)	(40,49)	(1.629.575)	(1.159.925)	(1.104.035)
Beban operasional bandara Airport operating expenses	(517.919)	(14,63)	(4.058.681)	(3.540.762)	(3.477.542)
Beban umum dan administrasi General and administrative expenses	(59.258)	(6,24)	(1.009.134)	(949.876)	(1.188.838)
Beban pemasaran Marketing expenses	(5.840)	(40,77)	(20.165)	(14.325)	(10.464)
Penghasilan lain-lain Other income	(207.316)	(54,41)	173.725	381.041	138.618
Beban lain-lain Other expenses	54.440	56,74	(41.505)	(95.945)	(103.526)
Laba (rugi) usaha Operating profit (loss)	2.169.615	372,11	2.752.677	583.062	(2.540.122)
Penghasilan keuangan Finance income	(281.732)	(78,89)	75.377	357.109	31.182
Beban keuangan Finance cost	35.177	(2,15)	(1.602.355)	(1.637.532)	(1.572.063)
Bagian laba (rugi) entitas asosiasi Share in profit (loss) of associated entity	47.939	204,25	24.468	(23.471)	(51.486)
Laba (rugi) sebelum pajak final dan pajak penghasilan badan Profit (loss) before final income tax and corporate income tax	1.971.000	273,43	1.250.167	(720.833)	(4.132.488)
Beban pajak final Final tax expenses	(30.646)	(43,30)	(101.426)	(70.780)	(63.272)
Laba (rugi) sebelum pajak penghasilan badan Profit (loss) before corporate income tax	1.940.355	245,11	1.148.741	(791.614)	(4.195.760)
Beban pajak penghasilan badan, bersih Corporate income tax expenses, net	(273.307)	(585,02)	(226.589)	46.718	921.905
Laba (rugi) tahun berjalan Profit (loss) for the year	1.667.048	223,80	922.152	(744.896)	(3.273.855)



Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pendapatan (beban) komprehensif lain Other comprehensive income (expense)					
Pos yang akan direklasifikasikan ke laba rugi Items that will be reclassified to profit or loss					
Perubahan nilai wajar aset keuangan tersedia untuk dijual Changes in fair value of financial assets available for sale	5.422	(117,72)	816.340	(4.606)	(1.243)
Pos yang tidak akan direklasifikasikan ke laba rugi Items that will not be reclassified to profit or loss					
Laba (rugi) aktuarial imbalan kerja Profit (loss) of actuarial employee benefits	(219.716)	(215,53)	(117.772)	101.944	(7.300)
Laba (rugi) komprehensif entitas asosiasi Comprehensive profit (loss) of associated entity	(1.644)	143,04	(494.710)	1.149	(20)
Penghasilan (rugi) komprehensif lain tahun berjalan setelah pajak Other comprehensive income (loss) for the year after tax	(215.937)	(219,25)	(117.450)	98.487	(8.563)
Total penghasilan komprehensif tahun berjalan Total comprehensive income for the year	1.451.109	224,49	804.701	(646.408)	(3.282.418)
Laba (rugi) tahun berjalan yang dapat diatribusikan kepada: Income (loss) for the year attributable to:					
Pemilik entitas induk Owner of the parent entity	1.667.302	(223,78)	922.230	(745.072)	(3.273.049)
Kepentingan non-pengendali Non-controlling interests	(254)	(144,67)	(78)	176	(806)
Jumlah Total	1.667.048	(223,80)	922.152	(744.896)	(3.273.855)
Total penghasilan (rugi) komprehensif tahun berjalan yang dapat diatribusikan kepada: Total comprehensive income (loss) for the year attributable to:					
Pemilik entitas induk Owner of the parent entity	1.451.377	224,47	804.790	(646.587)	(3.281.609)
Kepentingan non-pengendali Non-controlling interests	(267)	(149,67)	(89)	178	(809)
Jumlah Total	1.451.109	(224,49)	804.701	(646.408)	(3.282.418)
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	259.931	(223,78)	143.775	(116.156)	(510.265)
Laba per saham dilusian (angka penuh) Profit per diluted share (full amount)	259.004	(223,78)	143.262	(115.742)	(508.444)



TINJAUAN KINERJA KEUANGAN Financial Performance Overview

PENDAPATAN USAHA

Realisasi pendapatan usaha segmen aeronautika dan nonaeronautika mengalami peningkatan sebesar 56,60% atau Rp3,37 triliun yang dibukukan dengan jumlah Rp9,33 triliun di 2023, dibandingkan dengan 2022 yang dibukukan sebesar Rp5,96 triliun. Angka ini lebih besar dari yang diperkirakan perusahaan. Penyebab peningkatan ini terutama diakibatkan oleh:

- Kenaikan pendapatan aeronautika sebesar 65,32% atau sebesar Rp2,14 triliun yang disebabkan oleh peningkatan trafik saat periode libur Hari Raya Idulfitri pada April 2023 dan Hari Raya Natal yang merupakan dampak dari pulihnya industri kebandarudaraan selama tahun berjalan dari dampak pandemi COVID-19. Selain itu juga terdapat tambahan libur panjang selama bulan Januari-Juli 2023, pelaksanaan ajang balap kejuaraan dunia World Superbike (WSBK) pada tanggal 3-5 Maret 2023 sehingga meningkatkan trafik penerbangan ke Bandara Zainuddin Abdul Madjid Lombok, pembukaan kembali penerbangan Haji sehingga meningkatkan trafik penerbangan di periode Juni-Juli 2023, perubahan jenis pesawat oleh Emirates di Bandara I Gusti Ngurah Rai Bali dari Boeing 777-300ER menjadi Airbus A380 sehingga dapat mengangkut lebih banyak penumpang. Selain itu, terdapat tambahan 49 rute baru yang mendorong pertumbuhan pendapatan aeronautika.
- Kenaikan pendapatan nonaeronautika sebesar 45,88% atau sebesar Rp1,23 triliun yang disebabkan oleh realisasi pendapatan *duty free* serta dampak dari peningkatan penumpang sehingga meningkatkan pendapatan parkir dan pendapatan nonaeronautika lainnya.

OPERATING REVENUE

The operating revenue from the aeronautical and non-aeronautical segments saw a significant increase of 56.60% or Rp3.37 trillion. In 2023, the income reached Rp9.33 trillion, compared to Rp5.96 trillion in 2022. This figure exceeds the company's expectations. The reasons behind this increase can be attributed to:

- The aeronautical revenue experienced a significant increase of 65.32% or Rp2.14 trillion. This surge was attributed to the rise in traffic during the led holiday period in April 2023 and the Christmas holidays. It is a positive sign of recovery for the airport industry after the challenging times brought by the Covid-19 pandemic. In addition, there were several extended holidays during period of January to July 2023 the Superbike World Championship (WSBK) taking place from March 3-5, 2023, which resulted in increased flight traffic to Zainuddin Abdul Madjid Airport Lombok. Furthermore, reopening of Hajj flights in June-July 2023 leading to increased flight traffic. Additionally, aircraft type substitution by Emirates at I Gusti Ngurah Rai Airport Bali from Boeing 777-300ER to Airbus A380 resulted on increasing number of passengers carried. Furthermore, there are 49 new routes that contribute to the growth of aeronautical revenue.
- There was a significant 45.88% increase in non-aeronautical revenue, amounting to Rp1.23 trillion. This growth can be attributed to the rise in duty-free revenue and the positive impact of an increasing number of passengers, resulting in higher parking revenue and other non-aeronautical sources of income.

Pendapatan Usaha (dalam jutaan Rupiah) Operating Revenues (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pendapatan aeronautika Aeronautical revenue	2.148.012	65,32	5.436.248	3.288.236	1.380.978
Pendapatan nonaeronautika Non-aeronautical revenue	1.227.149	45,88	3.901.767	2.674.618	1.824.688
Jumlah pendapatan usaha Total operating revenues	3.375.160	56,60	9.338.014	5.962.854	3.205.666



BEBAN USAHA

Beban usaha PT Angkasa Pura I di 2023 sebesar Rp6,76 triliun, mengalami kenaikan dari tahun sebelumnya sebesar 17,33% atau Rp998 miliar, dari semula Rp5,98 triliun di 2022 menjadi Rp6,76 triliun pada 2023. Kenaikan tersebut didominasi akibat dari kenaikan beban pegawai sebesar 40,49% atau sebesar Rp469,65 miliar yang disebabkan oleh pembayaran bonus dan pencadangan bonus di tahun 2023, juga turut meningkatkan beban tunjangan pajak PPh 21 di tahun 2023, di mana di tahun 2022 tidak terdapat pembayaran bonus, dan terdapat perubahan komponen gaji dimana tunjangan transportasi, mobilitas, dan perumahan, dimasukkan ke dalam tunjangan posisi. Selain itu, terdapat kenaikan pada beban operasional bandara sebesar Rp517,92 miliar yang disebabkan oleh peningkatan pemeliharaan peralatan bandara, beban utilitas listrik, kebersihan area terminal, serta beban tenaga kerja alih daya operasional sehubungan dengan peningkatan trafik dan tambahan jam operasional bandara selama tahun 2023.

OPERATING EXPENSES

PT Angkasa Pura I's operating expenses in 2023 totaled Rp6.76 trillion, reflecting a 17.33% increase compared to the previous year. This represents a growth of Rp998 billion, as expenses rose from Rp5.98 trillion in 2022 to Rp6.76 trillion in 2023. The increase in employee expenses in 2023 was significant, reflecting a 40.49% or amounting to Rp469.65 billion. This increase was primarily due to bonus payments and bonus reserves. Additionally, there was a rise in Income Tax 21 allowance expenses compared to the previous year. In 2022, there were no bonus payments, and there were changes to salary components, including the inclusion of transportation, mobility, and housing allowances in position allowances. In addition, there was a rise in airport operational expenses totalling Rp517.92 billion. This increase was a result of heightened maintenance of airport equipment, higher electricity utility expenses, improved cleanliness of the terminal area, and the added burden of operational outsourcing labour due to increased traffic and extended airport operational hours in 2023.

Beban Usaha (dalam jutaan Rupiah) Operating Expenses (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Beban pegawai Employee expenses	(469.650)	40,49	(1.629.575)	(1.159.925)	(1.104.035)
Beban operasional bandara Airport operating expenses	(517.919)	14,63	(4.058.681)	(3.540.762)	(3.477.542)
Beban umum dan administrasi General and administrative expenses	(59.258)	6,24	(1.009.134)	(949.876)	(1.188.838)
Beban pemasaran Marketing expenses	(5.840)	40,77	(20.165)	(14.325)	(10.464)
Beban lain-lain Other expenses	54.440	(56,74)	(41.505)	(95.945)	(103.526)
Jumlah beban usaha Total operating expenses	(998.227)	17,33	(6.759.060)	(5.760.833)	(5.884.405)

LABA USAHA

PT Angkasa Pura I membukukan laba usaha sebesar Rp2,75 triliun di 2023. Laba usaha mengalami peningkatan sebesar 372,11% atau Rp2,17 triliun dari tahun sebelumnya yang mengalami keuntungan sebesar Rp583,06 miliar pada 2022.

OPERATING PROFIT

PT Angkasa Pura I recorded an operating profit of Rp2.75 trillion in 2023. Operating profit increased by 372.11% or Rp2.17 trillion from the previous year, which gained a profit of Rp583.06 billion in 2022.



Lab a Usaha (dalam jutaan Rupiah)
Operating Profit (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pendapatan usaha Operating revenue	3.375.160	56,60	9.338.014	5.962.854	3.205.665
Penghasilan lain-lain Other income	(207.316)	(54,41)	173.725	381.041	138.618
Beban usaha Operating expenses	(998.227)	(17,33)	(6.759.060)	(5.760.833)	(5.884.405)
Lab a usaha Operating profit	2.169.615	372,11	2.752.679	583.062	(2.540.122)

PENGHASILAN KEUANGAN

Per 31 Desember 2023, penghasilan keuangan tercatat sebesar Rp75,37 miliar, turun Rp281,73 miliar dibandingkan 2022 yang tercatat sebesar Rp357,11 miliar. Penyebab penurunan ini adalah tidak adanya pengakuan keuntungan restrukturisasi pinjaman di tahun 2023.

FINANCIAL INCOME

As of December 31, 2023, financial income was recorded at Rp75.37 billion, a decrease of Rp281.73 billion compared to 2022 of Rp357.11 billion. The decrease was due to the absence of recognition of loan restructuring gains in 2023.

Penghasilan Keuangan (dalam jutaan Rupiah)
Finance Income (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Keuntungan restrukturisasi pinjaman Gain on loan restructuring	(311.589)	(100,00)	-	311.589	-
Jasa giro Giro service	23.692	59,11	63.775	40.083	20.917
Bunga obligasi dan reksa dana Bond and mutual fund interest	(1.136)	(34,66)	2.142	3.278	5.731
Bunga deposito Deposit interest	7.301	338,32	9.459	2.158	4.535
Jumlah Total	(281.732)	(78,89)	75.377	357.109	31.182

BEBAN KEUANGAN

Beban keuangan 2023 sebesar Rp1,60 triliun mengalami penurunan sebesar Rp35,18 miliar atau 2,15% dibandingkan 2022 tercatat sebesar Rp1,64 triliun. Penurunan tersebut disebabkan karena adanya penurunan bunga pinjaman bank akibat restrukturisasi pada tahun 2022 dan pelunasan utang obligasi dan sukuk seri B di tahun 2023.

FINANCIAL EXPENSES

Financial expenses in 2023 were recorded at Rp1.60 trillion, a decrease of Rp35.18 billion or 2.15% compared to 2022 of Rp1.64 trillion. The decrease was due to a reduction in bank loan interest as a result of restructuring in 2022 and the repayment of bond and sukuk series B debt in 2023.

**Beban Keuangan (dalam jutaan Rupiah)**
Finance Expenses (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Bunga pinjaman bank dan obligasi Interest of bank loan and bonds	(49.154)	3,08	1.544.946	1.594.100	1.549.537
Beban pendanaan Financing expenses	12.599	(56,54)	34.884	22.285	-
Beban bunga sewa Interest expenses on lease	963	(5,91)	17.248	16.285	18.549
Beban administrasi bank Bank administrative expenses	413	(8,50)	5.274	4.861	3.977
Jumlah Total	(35.177)	2,15	1.602.355	1.637.532	1.572.063

BAGIAN LABA (RUGI) ENTITAS ASOSIASI

Pada tahun 2023, entitas asosiasi mencatatkan laba Rp24,47 miliar, mengalami peningkatan sebesar 204,25% atau Rp47,94 miliar, dibandingkan tahun lalu yang mengalami kerugian sebesar Rp23,47 miliar.

SHARE OF PROFIT (LOSS) OF ASSOCIATED ENTITIES

In 2023, associated entities recorded a profit of Rp24.47 billion, an increase of 204,25% or Rp47.94 billion compared to the loss in the previous year of Rp23.47 billion.

Bagian Laba Entitas Asosiasi (dalam jutaan Rupiah)
Share in Profit of Associated Entities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
PT Gapura Angkasa	5.993	175,03	9.417	3.424	(40.526)
PT Jasa Marga Bali Tol	1.830	28,15	(4.670)	(6.500)	(12.454)
KSO PT Wika Realty-PT Angkasa Pura Property	801	73,08	1.897	1.096	1.495
PT Bandara Internasional Batam	39.315	(182,94)	17.824	(21.491)	-
Jumlah Total	47.939	204,25	24.468	(23.471)	(51.486)

**LABA (RUGI) SEBELUM PAJAK FINAL DAN PAJAK
PENGHASILAN BADAN**

Perusahaan mencatatkan laba sebelum pajak final dan pajak penghasilan badan (PPH Badan) pada 2023 sebesar Rp1,25 triliun. Jumlah ini mengalami peningkatan sebesar 273,43% atau Rp1,97 triliun, dibandingkan tahun sebelumnya yang mengalami kerugian sebesar Rp720,83 miliar.

**PROFIT (LOSS) BEFORE FINAL TAX AND CORPORATE
INCOME TAX**

The company posted a loss before final tax and corporate income tax in 2023 of Rp1.25 trillion, an increase of 273.43% or Rp1.97 trillion compared to the loss in the previous year of Rp720.83 billion.



Laba (Rugi) Sebelum Pajak Final dan Pajak Penghasilan Badan (dalam jutaan Rupiah)
Profit (Loss) before Final Tax and Corporate Income Tax (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Laba (rugi) usaha Operating profit (loss)	2.169.615	372,11	2.752.677	583.062	(2.540.122)
Pendapatan (beban) non-usaha Non-operating income (expenses)	(198.616)	(15,23)	(1.502.511)	(1.303.895)	(1.592.366)
Laba sebelum pajak penghasilan Profit (loss) before income tax	1.971.000	273,43	1.250.167	(720.833)	(4.132.488)

BEBAN PAJAK PENGHASILAN BADAN (BERSIH)

Beban pajak penghasilan badan (bersih) di 2023 tercatat sebesar Rp225,59 miliar. Angka ini meningkat sebesar 585,01% atau Rp273,30 miliar dibandingkan dengan 2022 yang mencapai sebesar Rp46,72 miliar. Hal ini terjadi karena peningkatan laba sebelum pajak penghasilan sebesar Rp1,97 triliun.

CORPORATE INCOME TAX EXPENSE-NET

The corporate income tax expense-net for 2023 amounted to Rp225.59 billion. This amount saw a significant surge of 585.01% or Rp273.30 billion compared to the previous year's figure of Rp46.72 billion. This occurred as a result of a significant rise in pre-tax profits amounting to Rp1.97 trillion.

Pajak Penghasilan Badan (Bersih) (dalam jutaan Rupiah)
Corporate Income Tax Expense, Net (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pajak kini Current tax	(4.160)	(28,36)	(18.830)	(14.670)	(48.601)
Pajak tangguhan Deferred tax	(269.147)	(438,44)	(207.759)	61.388	970.507
Pajak penghasilan badan (bersih) Corporate income tax expense, net	(273.307)	(585,01)	(226.589)	46.718	921.905

LABA TAHUN BERJALAN

PT Angkasa Pura I mencatatkan laba tahun berjalan yang meningkat sebesar 223,80% atau Rp1,67 triliun, dari semula mengalami kerugian sebesar Rp744,90 miliar di 2022 menjadi laba Rp922,15 miliar pada 2023.

PROFIT FOR THE YEAR

PT Angkasa Pura I recorded an increased profit for the year by 223.80% or Rp1.67 trillion, from a loss of Rp744.90 billion in 2022 to a profit of Rp922.15 billion in 2023.

**Laba Tahun Berjalan (dalam jutaan Rupiah)**
Profit for the Year (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Laba (rugi) sebelum pajak penghasilan Profit (loss) before income tax	1.971.000	273,43	1.250.168	(720.833)	(4.132.488)
Beban pajak final Final tax expense	(30.646)	(43,30)	(101.426)	(70.780)	(63.272)
Beban pajak penghasilan badan, bersih Corporate income tax expense, net	(273.307)	(585,01)	(226.589)	46.718	921.905
Laba tahun berjalan Profit (loss) for the year	1.667.048	223,80	922.152	(744.896)	(3.273.855)

LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN

Per 31 Desember 2023, perseroan mencatatkan laba tahun berjalan yang dapat diatribusikan kepada Pemilik Entitas Induk dan Kepentingan Non Pengendali yakni sebesar Rp922,23 miliar. Jumlah ini mengalami peningkatan sebesar 223,78% setara dengan Rp1,67 triliun jika dibandingkan dengan 2022 yaitu rugi Rp744,90 miliar.

ATTRIBUTABLE PROFIT FOR THE YEAR

As of December 31, 2023, the company posted a profit for the year attributable to the Owner of the Parent Entity and Non-controlling Interests of Rp922.23 billion, an increase of 233.78% or Rp1.67 trillion compared to the loss in 2022 of Rp744.90 billion.

Laba Tahun Berjalan yang dapat Diatribusikan (dalam jutaan Rupiah)
Profit for the Year Attributable (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Laba (rugi) tahun berjalan yang diatribusikan kepada pemilik entitas induk Profit (loss) for the year attributable to the owner of parent entity	1.667.302	(223,78)	922.230	(745.072)	(3.273.049)
Laba (rugi) tahun berjalan yang diatribusikan kepentingan non pengendali Profit (loss) for the year attributable to non-controlling interest	(254)	(144,32)	(78)	176	(806)
Laba tahun berjalan Profit (loss) for the year	1.667.048	223,80	922.152	(744.896)	(3.273.855)

PENGHASILAN (RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN

Setelah pajak pada periode ini perusahaan mencatatkan kerugian komprehensif lain tahun berjalan setelah pajak mengalami peningkatan sebesar Rp215,94 miliar dari kerugian komprehensif pada 2022 sebesar Rp98,49 miliar menjadi Rp117,45 miliar pada di 2023.

OTHER COMPREHENSIVE INCOME (LOSS) FOR THE YEAR AFTER TAX

In 2023, the company posted another comprehensive loss for the year after tax, which increased by Rp215.94 billion from a comprehensive loss of Rp98.49 billion in 2022 to Rp117.45 billion in 2023.



Penghasilan (Rugi) Komprehensif (dalam jutaan Rupiah)
Other Comprehensive Income (Loss) (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pos-pos yang akan direklasifikasi ke laba rugi Items that will be reclassified to profit or loss					
Perubahan nilai wajar aset keuangan tersedia untuk dijual Change in fair value of available financial assets for sale	5.422	117,72	816	(4.606)	(1.243)
Pos-pos yang tidak akan direklasifikasi ke laba rugi Items that will not be reclassified to profit or loss					
Rugi komprehensif entitas asosiasi Comprehensive loss of associated entities	(1.643)	(142,99)	(494)	1.149	(20)
Laba (rugi) aktuarial imbalan kerja actuarial Actuarial gain (loss) on employee benefits	(219.716)	(215,53)	(117.772)	101.944	(7.300)
Penghasilan (rugi) komprehensif lain tahun berjalan setelah pajak Other comprehensive income (loss) for the year after taxes	(215.937)	(219,25)	(117.450)	98.487	(8.564)

PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN

Pada 2023, penghasilan komprehensif tahun berjalan yang dapat diatribusikan tercatat sebesar Rp804,79 miliar, mengalami peningkatan sebesar Rp1,45 triliun atau 224,47%, dibandingkan tahun sebelumnya yakni rugi Rp646,41 miliar.

ATTRIBUTABLE COMPREHENSIVE INCOME FOR THE YEAR

In 2023, the attributable comprehensive loss for the year was recorded at Rp804.79 billion, an increase of Rp1.45 trillion or 224.47% compared to the loss in the previous year of Rp646.41 billion.

Penghasilan Komprehensif Tahun Berjalan yang dapat Diatribusikan (dalam jutaan Rupiah)
Comprehensive Income for the Year Attributable (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Pemilik entitas induk Owner of the parent entity	1.451.377	224,47	804.789	(646.587)	(3.281.609)
Kepentingan non- pengendali Non-controlling interests	(267)	(150,00)	(89)	178	(809)
Penghasilan (rugi) komprehensif tahun berjalan yang dapat diatribusikan Comprehensive income (loss) for the year attributable	1.451.109	224,49	804.701	(646.408)	(3.282.418)



LABA BERSIH PER SAHAM DASAR

Laba bersih per saham dasar PT Angkasa Pura I tercatat sebesar Rp143,78 ribu di 2023. Hal tersebut menandakan bahwa laba bersih per saham dasar mengalami peningkatan sebesar 223,78% atau Rp259,93 ribu dibandingkan dengan 2022 yang dibukukan sebesar Rp116,16 ribu.

BASIC EARNINGS PER SHARE

In 2023, PT Angkasa Pura I's basic earnings per share amounted to Rp143.78 thousand. The data shows a significant increase in basic net profit per share, with a growth rate of 223.78% or Rp259.93 thousand, compared to the previous year's figure of Rp116.16 thousand.

Laba Bersih per Saham Dasar (angka penuh) Basic Earnings Per Share (full amount)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	259.931	223,78	143.775	(116.156)	(510.265)

LABA BERSIH PER SAHAM DILUSIAN

Per akhir periode 2023, laba bersih per saham dilusian tercatat Rp143,26 ribu, naik sebesar 223,78% atau Rp259 ribu jika dibandingkan dengan rugi di 2022.

DILUTED EARNINGS PER SHARE

At the conclusion of the 2023 period, the diluted loss per share-net stood at Rp143.26 thousand, marking a significant increase of 223.78% or Rp259 thousand compared to the loss incurred in 2022.

Laba Bersih Per Saham Dilusian (angka penuh) Diluted Earnings Per Share (full amount)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Laba per saham dilusian (angka penuh) Diluted earnings per share (full amount)	259.004	223,78	143.262	(115.742)	(508.444)

LAPORAN ARUS KAS KONSOLIDASIAN

Laporan arus kas PT Angkasa Pura I per 31 Desember 2023 menggambarkan pertumbuhan yang positif dengan capaian sebesar Rp 3,1 triliun. Aktivitas yang mengalami perubahan signifikan adalah aktivitas operasi.

CONSOLIDATED CASH FLOW STATEMENT

As of December 31, 2023, PT Angkasa Pura I's cash flow statement showed positive growth of Rp3.1 trillion. Activities that undergo substantial change are operational activities.

Laporan Arus Kas Konsolidasian (dalam jutaan Rupiah) Consolidated Cash Flow Statement (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Arus kas dari aktivitas operasi Cash flows from operating activities	1.405.078	0,81	3.148.294	1.743.216	(1.609.188)
Arus kas dari aktivitas investasi Cash flows from investment activities	(385.536)	0,57	(1.061.063)	(675.527)	(2.010.906)
Arus kas dari aktivitas pendanaan Cash flows from financing activities	1.044.123	(10)	939.725	(104.398)	3.425.169
Dampak bersih perubahan nilai tukar atas kas dan setara kas Net impact of changes in exchange rates on cash and cash equivalents	12.169	(0,78)	(3.493)	(15.662)	(1.801)
Penurunan bersih kas dan setara kas Net decrease in cash and cash equivalents	2.075.835	2,19	3.023.463	947.628	(196.726)
Kas dan setara kas awal tahun Cash and cash equivalents at the beginning of the year	947.628	0,74	2.220.932	1.273.304	1.470.030
Kas dan setara kas akhir tahun Cash and cash equivalents at the end of the year	3.023.463	1,36	5.244.395	2.220.932	1.273.304



ARUS KAS DARI AKTIVITAS OPERASI

Total arus kas dari aktivitas operasi PT Angkasa Pura I adalah sebesar Rp3,1 triliun di 2023. Terjadi peningkatan sebesar 0,81% atau Rp1,4 triliun jika dibandingkan dengan 2022 yang mengalami surplus sebesar Rp1,65 triliun. Aktivitas operasi di 2023 didominasi oleh penerimaan dari pelanggan sebesar Rp9 triliun.

CASH FLOW FROM OPERATING ACTIVITIES

In 2023, PT Angkasa Pura I's total cash flow from operating activities was Rp3.1 trillion. There has been a 0.81% increase or Rp1.4 trillion compared to 2022, which had a surplus of Rp1.65 trillion. In 2023, the operational activities were primarily driven by customer receipts totalling Rp9 trillion.

Kas Bersih yang diperoleh dari Aktivitas Operasi (dalam jutaan Rupiah) Net Cash Flow from Operating Activities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Penerimaan dari pelanggan Receipts from customers	3.579.590	0,65	9.070.617	5.491.027	3.437.540
Pembayaran kas kepada pemasok, kontraktor, pihak ketiga lainnya dan karyawan Cash payments to suppliers, contractors, other third parties and employees	(853.179)	0,22	(4.695.355)	(3.842.176)	(3.698.006)
Pembayaran beban bunga Payment of interest expense	169.315	0,16	(886.613)	(1.055.928)	(1.572.063)
Pendapatan bunga Interest income	12.404	0,20	74.957	62.553	31.182
Pembayaran pajak Tax payment	(1.503.052)	(1,38)	(415.312)	1.087.740	192.159
Kas bersih yang diperoleh dari (digunakan untuk) aktivitas operasi Net cash flow from (used for) operating activities	1.405.077	0,81	3.148.293	1.743.216	(1.609.188)

ARUS KAS UNTUK AKTIVITAS INVESTASI

Per akhir periode 2023, penggunaan arus kas bersih untuk aktivitas investasi tercatat sebesar Rp1 triliun, mengalami peningkatan sebesar 0,57% atau Rp385 miliar jika dibandingkan dengan tahun lalu yang menunjukkan defisit sebesar Rp675,53 miliar.

CASH FLOW FOR INVESTMENT ACTIVITIES

As of the end of 2023, net cash flow for investment activities was recorded at Rp1 trillion, an increase of 0.57% or Rp385 billion compared to the deficit in the previous year of Rp675.53 billion.



Arus Kas untuk Aktivitas Investasi (dalam jutaan Rupiah) Cash Flow for Investment Activities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Penerimaan (pengeluaran) untuk investasi jangka pendek Revenue (expenditure) for short-term investment	44.519	(1,79)	19.588	(24.931)	12.884
Pengeluaran untuk investasi jangka panjang Revenue (expenditure) for long-term investment	169.525	(1,04)	6.897	(162.628)	(237.900)
Penempatan kas yang dibatasi penggunaannya Placement of restricted cash	(650.980)	100%	(650.980)	-	-
Penambahan aset tetap, properti investasi, dan aset tak berwujud Increase of fixed assets, investment, properties and intangible assets	53.065	(0,11)	(446.103)	(499.168)	(1.789.964)
Penerimaan atas penjualan aset tetap Proceed from sales of fixed assets	(1.665)	(0,15)	9.535	11.200	4.074
Kas bersih yang digunakan untuk aktivitas investasi Net cash used for investment activities	(385.535)	0,57	(1.061.062)	(675.527)	(2.010.906)

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas dari aktivitas pendanaan yang digunakan PT Angkasa Pura I sepanjang 2023 adalah sebesar Rp939 miliar, naik 10% dibandingkan tahun lalu. Peningkatan ini terutama disebabkan oleh penerimaan obligasi dan sukuk ijarah.

CASH FLOW FROM FINANCING ACTIVITIES

In 2023, PT Angkasa Pura I's cash flow from financing activities was Rp939 billion from financing activities, reflecting a 10% increase compared to the previous year. This increase was primarily attributed to the receipt of bonds and sukuk ijarah.

Arus Kas dari Aktivitas Pendanaan (dalam jutaan Rupiah) Cash Flow from Funding Activities (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Penerimaan Pinjaman Jangka Panjang Long-Term Loan Receipt	(84.440)	0,78	24.500	108.940	3.106.095
Penerimaan obligasi dan sukuk ijarah Receipt of bond and sukuk ijarah	1.460.000	-	1.460.000	-	1.611.900
Pembayaran Pinjaman Jangka Panjang Payment for Long-Term Loan	(347.768)	2	(521.776)	(174.008)	(1.179.680)
Pembayaran dividen kepada entitas non-pengendali Payment of dividends to non-controlling entities	-	-	-	-	(80)
Pembayaran Liabilitas Sewa Lease Liability Payment	16.334	0,42	(22.997)	(39.331)	(113.065)
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan Net Cash from (Used for) Funding Activities	1.044.123	(10)	939.725	(104.398)	3.425.170



TINGKAT KESEHATAN PERUSAHAAN

Penilaian tingkat kesehatan perusahaan mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang ditetapkan oleh Menteri Badan Usaha Milik Negara pada 3 Maret 2023 dan diundangkan pada 24 Maret 2023. Penilaian dilakukan dengan menggunakan peringkat (*rating*) yang didasarkan pada hasil pemerinkatan. Peringkat (*rating*) untuk menilai tingkat kesehatan perusahaan merupakan peringkat korporasi (*Corporate Rating*) yang terdiri dari:

- a. Peringkat Berdiri Sendiri (*Stand Alone Rating*) yang digunakan untuk kepentingan analisis kinerja dan pembinaan perusahaan.
- b. Peringkat Akhir (*Final Rating*) yang digunakan untuk penilaian tingkat kesehatan perusahaan.

Peringkat (*rating*) yang disampaikan dalam rangka penilaian tingkat kesehatan adalah pemerinkatan yang dilakukan oleh PT Pemerinkat Efek Indonesia (PEFINDO) Nomor RTG-088/PEF-DIR/IV/2024 yang ditandatangani pada 16 April 2024 dengan hasil sebagai berikut.

- a. Peringkat Berdiri Sendiri (*Stand Alone Rating*): idAA(sa)
- b. Peringkat Akhir (*Final Rating*): idAAA /Stable

Dengan demikian, tingkat kesehatan untuk PT Angkasa Pura I pada tahun buku 2023 adalah SANGAT SEHAT (AAA) sebagaimana diatur dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

COMPANY'S SOUNDNESS LEVEL

The assessment of the company's soundness level refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, as stipulated by the Minister of State-Owned Enterprises on March 3, 2023, and promulgated on March 24, 2023. The assessment was conducted using a rating based on the results of the rating. The rating to assess the company's soundness level is the Corporate Rating, consisting of:

- a. Stand-Alone Rating, used for the purposes of performance analysis and company development.
- b. Final Rating, used for the assessment of the Company's Soundness Level.

The rating issued for the assessment of the soundness level is the rating conducted by PT Pemerinkat Efek Indonesia (PEFINDO) Number RTG-088/PEF-DIR/IV/2024, signed on April 16, 2024, with the following results:

- a. Stand-Alone Rating: idAA(sa)
- b. Final Rating: idAAA /Stable

Therefore, the Soundness Level of PT Angkasa Pura I for the 2023 fiscal year is VERY HEALTHY (AAA) as stipulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.



RASIO KEUANGAN Financial Ratios

PT Angkasa Pura I mencatat terdapat beberapa peningkatan rasio keuangan selama 2023. Rasio lancar berada di angka 218,48% yang artinya likuiditas perusahaan yang tetap terjaga untuk membayar kewajiban jangka pendeknya. Rasio laba terhadap aset berada di angka 2,11%. Likuiditas dengan rasio kas berada di 173,75% di 2023. Sementara itu pada solvabilitas, rasio hutang terhadap modal menunjukkan persentase 330,32% yang artinya penambahan utang perusahaan terhadap modalnya lebih besar di 2023. PT Angkasa Pura I perlu mewaspadaikan dan berupaya meningkatkan rasio operasi guna memastikan *going concern* dan tujuan perusahaan tetap optimis dapat terealisasi pada 2023 dan seterusnya.

PT Angkasa Pura I recorded several improvements in its financial ratios during 2023. The current ratio was 218.48%, indicating that the company's liquidity is well maintained to pay off its short-term liabilities. The return on assets ratio was at 2.11%. Liquidity with the cash ratio was at 173.75% in 2023. Meanwhile, in terms of solvency, the debt-to-equity ratio was at 330.32%, meaning that the company's debt increase relative to its equity was higher in 2023. PT Angkasa Pura I needs to be vigilant and strive to improve its operating ratio to ensure the company's going concerns and objectives remain optimistic for 2023 and beyond.



Rasio Keuangan Angkasa Pura I dalam Tiga Tahun Terakhir

PT Angkasa Pura I's Financial Ratios in the Last Three Years

Uraian Description	2023	2022	2021
Rentabilitas Rentability			
Rasio laba (rugi) terhadap jumlah aset Profit (loss) to asset ratio	2,11%	(1,81%)	(7,68%)
Rasio laba (rugi) terhadap ekuitas Profit (loss) to equity ratio	9,07%	(7,96%)	(32,71%)
Rasio laba (rugi) terhadap pendapatan Profit (loss) to income ratio	9,88%	(12,49%)	(102,13%)
Rasio laba (rugi) operasi terhadap pendapatan Operating profit (loss) to income ratio	29,48%	9,78%	(79,24%)
Likuiditas Liquidity			
Rasio lancar Current ratio	218,48%	109,21%	76,89%
Rasio kas Cash ratio	218,48%	75,40%	29,85%
Solvabilitas Solvability			
Rasio hutang terhadap aset Debt to asset ratio	76,75%	77,24%	76,52%
Rasio hutang terhadap modal Debt to capital ratio	330,32%	339,34%	325,89%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	97,69%	89,63%	88,60%



KEMAMPUAN MEMBAYAR UTANG

Ability to Pay Obligations

KEMAMPUAN MEMBAYAR UTANG JANGKA PENDEK

Berdasarkan rasio kas dan rasio lancar per 31 Desember 2023, PT Angkasa Pura I dinilai mampu untuk membayar utang jangka pendek. Tercatat rasio kas 2023 mengalami pertumbuhan sebesar 134,13% dibanding sebelumnya. Sementara, rasio lancar menunjukkan pertumbuhan sebesar 100,05% dibandingkan 2022.

ABILITY TO PAY SHORT-TERM OBLIGATIONS DEBT

As of December 31, 2023, based on the cash ratio and current ratio, PT Angkasa Pura I is deemed able to pay off its short-term obligations. The company posted an increase in cash ratio in 2023 of 134.13% compared to the previous year. Meanwhile, the current ratio increased by 100.05% compared to 2022.



Likuiditas
Liquidity

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Rasio lancar Current ratio	109,27%	100,05%	218,48%	109,21%	76,89%
Rasio kas Cash ratio	101,13%	134,13%	176,53%	75,40%	29,85%

KEMAMPUAN MEMBAYAR UTANG JANGKA PANJANG

Pengukuran rasio solvabilitas menunjukkan bahwa PT Angkasa Pura I memiliki kemampuan untuk melunasi seluruh hutangnya terjaga dalam batas aman. Rasio utang terhadap aset di 2023 mengalami penurunan sebesar 0.63% sedangkan rasio utang terhadap modal menunjukkan perubahan negatif sebesar 2.70%. Meski demikian, perusahaan telah melakukan beberapa inisiatif antara lain:

1. Restrukturisasi utang dengan beberapa pemberi pinjaman pada 5 Juli 2022 yaitu pembayaran proporsi tingkat suku bunga sebesar 2% tahun 2022 dan 2023 sedangkan sisanya akan dibayarkan tahun 2025 dan 2026;
2. Optimalisasi pengelolaan kas melalui jadwal pembayaran dengan kebijakan term of payment penyedia barang/jasa 120 hari;
3. Inisiatif potensi pendanaan lainnya seperti *non cash loan*.

ABILITY TO PAY LONG-TERM OBLIGATIONS

The solvency ratio measurement demonstrates that PT Angkasa Pura I's ability to repay off all its obligations remains within a safe limit. The debt-to-assets ratio in 2023 decreased by 0.63%, while the debt-to-equity ratio decreased by 2.70%. Nevertheless, the company has taken several initiatives, including:

1. Debt restructuring with several creditors on July 5, 2022, consisting of a 2% interest rate proportion payment in 2022 and 2023, while the remaining balance will be paid in 2025 and 2026;
2. Cash flow optimization through payment schedules with a 120-day term of payment policy for suppliers;
3. Other potential funding initiatives, such as non-cash loans.

Solvabilitas
Solvency

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Rasio hutang terhadap aset Debt to asset ratio	(0,49%)	(0,63%)	76,75%	77,24%	76,52%
Rasio hutang terhadap modal Debt to capital ratio	(9,16%)	(2,70%)	330,18%	339,34%	325,89%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	(772.396.25%)	(99,99%)	90,38%	89,63%	88,60%

KEMAMPUAN MEMBAYAR UTANG DARI EFEK-EFEK YANG DITERBITKAN

Pada 2023, PT Angkasa Pura I telah memperoleh pemeringkatan dari PT Pemeringkat Efek Indonesia (PEFINDO) atas Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I 2021 dan Obligasi I PT Angkasa Pura I 2016 dengan peringkat idAA+. Selain itu, PT Angkasa Pura I memperoleh pemeringkatan atas Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I 2021 dan Sukuk Ijarah I PT Angkasa Pura I Tahun 2016 dengan peringkat idAA+(sy) serta Sukuk Wakalah

ABILITY TO PAY OBLIGATIONS FROM ISSUED SECURITIES

In 2023, PT Angkasa Pura I received ratings from PT Pemeringkat Efek Indonesia (PEFINDO) for its Sustainable Bond I PT Angkasa Pura I Phase I 2021 and Bond I PT Angkasa Pura I 2016 with an idAA+ rating. In addition, PT Angkasa Pura I received ratings for its Sustainable Sukuk Ijarah I PT Angkasa Pura I Phase I 2021 and Sukuk Ijarah I PT Angkasa Pura I 2016 with an idAA+(sy) rating and Long-Term Sukuk Wakalah Bi Al-Istitsmar Without



Bi Al-Istitsmar Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Angkasa Pura I Tahun 2023 dengan peringkat idAA+(sy). Sedangkan outlook terhadap pemeringkatan perusahaan dinyatakan stabil. informasi lengkap atas hasil pemeringkatan tersebut sebagaimana termuat dalam tabel berikut:

Public Offering Angkasa Pura I 2023 with an idAA+(sy) rating. The outlook for the company's rating is stable. Further information on the rating results is as follows: Bi Al-Istitsmar Sukuk, which was issued in 2023 without going through Angkasa Pura I Public Offering. The outlook for the company's rating is stable. The comprehensive ranking results can be found in the table below:

Tabel Peringkat Efek-Efek yang Diterbitkan PT Angkasa Pura I
Table of Ratings of Securities Issued by PT Angkasa Pura I

No	Uraian Description	Peringkat Rating		
		2023	2022	2021
1	Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 Seri A, Seri B, Seri C dan Seri D Sustainable Bonds I Angkasa Pura I Phase I Year 2021 Series A, Series B, Series C and Series D	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO
2	Obligasi I Angkasa Pura I Tahun 2016 Seri B dan Seri C Bonds I Angkasa Pura I Year 2016 Series B and Series C	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO
3	Sukuk Ijarah I Angkasa Pura I Tahap I Tahun 2021 Seri A, Seri B, Seri C dan Seri D Sukuk Ijarah I Angkasa Pura I Phase I Year 2021 Series A, Series B, Series C and Series D	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO
4	Sukuk Ijarah I Angkasa Pura I Tahun 2016 Seri B dan Seri C Sukuk Ijarah I Angkasa Pura I Year 2016 Series B and Series C	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO
5	Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Angkasa Pura I Tahun 2023 Long-Term Sukuk Wakalah Bi Al-Istitsmar Conducted Without Through a Public Offering of Angkasa Pura I in 2023	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO

KOLEKTIBILITAS PIUTANG

Tingkat kolektibilitas piutang perusahaan tahun 2023 mengalami penurunan jika dibanding dengan tahun sebelumnya. Per 31 Desember 2023, kolektibilitas piutang mencapai 22 hari atau mengalami percepatan 11 hari jika dibandingkan dengan kolektibilitas pada 2022.

RECEIVABLE COLLECTIBILITY

In 2023, the Company's receivable collectibility rate decreased compared to the previous year. As of December 31, 2023, the receivable collectibility was at 22 days or 11 days faster than collectibility in 2022 .

Kolektibilitas Piutang Receivable Collectability

Uraian Description	Pertumbuhan 2023 % Growth 2023 %	2023		
		2022	2021	
Kolektibilitas piutang Receivable collectability	33%	22 hari days	33 hari days	60 hari days



STRUKTUR MODAL Capital Structure

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Dalam rangka menjaga kelangsungan usaha, PT Angkasa Pura I mengelola permodalannya dengan memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya. Perusahaan menjaga struktur modal yang optimal dengan menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Perusahaan juga melakukan telaah secara rutin untuk memastikan komposisi struktur modal tetap optimal dan memberikan nilai tambah bagi pemegang saham.

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan manajemen atas struktur modal ditujukan untuk memastikan kelangsungan usaha dengan memaksimalkan keuntungan para pemegang saham melalui optimalisasi saldo utang dan ekuitas perusahaan, sehingga dapat memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya. Kebijakan tersebut juga bertujuan untuk mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal. Manajemen secara berkala melakukan revaluasi struktur permodalan dengan mempertimbangkan biaya permodalan dan risiko yang berhubungan.

RINCIAN STRUKTUR MODAL

Struktur modal PT Angkasa Pura I di tahun 2023 terdiri dari 76,75% liabilitas dan 23,25% ekuitas. Komposisi ini mengalami perubahan jika dibandingkan dengan tahun 2022. Peningkatan nilai liabilitas dalam hal ini liabilitas jangka panjang disebabkan karena peningkatan utang bank jangka panjang yang dilakukan agar operasional perusahaan tetap berjalan.

CAPITAL STRUCTURE MANAGEMENT POLICY

In order to maintain business continuity, PT Angkasa Pura I manages its capital to maximize benefits for shareholders and other stakeholders. The company maintains an optimal capital structure by setting a number of capital ratios in proportion to the risks. The company also conducts regular reviews to ensure that the capital structure composition remains optimal and provides added value for shareholders.

BASIS FOR SELECTING CAPITAL STRUCTURE MANAGEMENT POLICY

The capital structure management policy aims to ensure business continuity by maximizing shareholder returns through the optimization of the company's debt and equity balance, thus providing returns for shareholders and benefits for other stakeholders. The policy also aims to maintain an optimal capital structure to reduce the cost of capital. Management periodically reviews the capital structure, taking into account the cost of capital and associated risks.

CAPITAL STRUCTURE DETAILS

PT Angkasa Pura I's capital structure in 2023 consisted of 76.75% liabilities and 23.25% equity. This composition has changed compared to 2022. The increase in the value of liabilities, in this case, long-term liabilities, was due to the increase in long-term bank debt to keep the company's operations running.

Struktur Modal PT Angkasa Pura I
Capital Structure of PT Angkasa Pura I

Uraian Description	Struktur Modal (Rp Juta) Capital Structure (in million Rupiah)			Persentase dari Total Modal Percentage of Total Capital		
	2023	2022	2021	2023	2022	2021
Liabilitas jangka pendek Current liabilities	3.018.376	2.945.366	4.265.039	6,90%	7,16%	10,00%
Liabilitas jangka panjang Non-current liabilities	30.555.187	28.826.912	28.354.592	69,85%	70,08%	66,51%
Total liabilitas Total liabilities	33.573.562	31.772.278	32.619.630	76,75%	77,24%	76,52%
Ekuitas Equity	10.168.254	9.363.063	10.009.472	23,25%	77,24%	23,48%
Total liabilitas dan ekuitas Total liabilities and equity	43.741.817	41.135.341	42.629.102	100%	100%	100%



IKATAN MATERIAL TERKAIT INVESTASI BARANG MODAL DAN REALISASINYA

Material Commitment for Capital Goods Investment and Its Realization

NAMA PIHAK YANG MELAKUKAN IKATAN

Dalam melakukan pengembangan dan peningkatan kualitas infrastruktur dan fasilitas di bandara, PT Angkasa Pura I melakukan ikatan investasi barang modal. Selama 2023 data ikatan investasi barang modal diuraikan dalam tabel berikut:

NAME OF COMMITTED PARTIES

To develop and improve the quality of infrastructure and facilities at the airports, PT Angkasa Pura I has made commitments to capital goods investment. During 2023, the data on capital goods investment commitments are described in the following table:

Ikatan Investasi Barang Modal Kantor Pusat Tahun 2023
Head Office Capital Goods Investment Commitments in 2023

Jenis Ikatan Type of Commitment	Pelaksana Program/Vendor Vendor/Program Executor
Pekerjaan Jasa Konstruksi Pengembangan Bandara Sultan Hasanuddin Makassar Construction Services for the Development of Sultan Hasanuddin Airport Makassar	PT Wijaya Karya (Persero)
Pengendalian Sistem Drainase Sisi Udara di Bandara Juanda Surabaya Air-Side Drainage System Control at Juanda Airport Surabaya	PT Angkasa Pura Properti
Re-Engineering Infrastruktur Jaringan Data PT Angkasa Pura I Re-Engineering of PT Angkasa Pura I's Data Network Infrastructure	PT Logistik Teknologi Indonesia
Perpanjangan Runway dan Pembangunan Fasilitas Penunjangnya Serta Peningkatan Daya Dukung Runway di Bandara Zainuddin Abdul Madjid Lombok Runway Extension and Supporting Facility Construction, as well as Runway Pavement Strengthening at Zainuddin Abdul Madjid Airport Lombok	PT Utama Karya
Overlay Taxiway di Bandara Juanda Surabaya Taxiway Overlay at Juanda Airport Surabaya	PT Waskita Karya (Persero) Tbk
Beautifikasi Gedung Terminal Penumpang dan Gedung Parkir di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Beautification of Passenger Terminal Building and Parking Building at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	PT Angkasa Pura Properti
Revitalisasi serta Beautifikasi Terminal Internasional, Domestik dan Fasilitas Penunjang di Bandara I Gusti Ngurah Rai Bali Revitalization and Beautification of International Terminal, Domestic Terminal, and Supporting Facilities at I Gusti Ngurah Rai Airport Bali	PT Angkasa Pura Properti
Pekerjaan Pengadaan dan Pemasangan Kompresor Beserta Kelengkapan untuk Optimalisasi Sistem HVAC di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Procurement and Installation of Compressors and Related Equipment for HVAC System Optimization at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	PT Angkasa Pura Suport
Renovasi Terminal Eksisting di Bandara El Tari Kupang Renovation of Existing Terminal at El Tari Airport Kupang	PT Angkasa Pura Properti
Revitalisasi Peralatan Mesin Xray HBS Line 1 dan Line 4 di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Revitalization of X-ray HBS Line 1 and Line 4 Equipment at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	PT Citra Sembilan Satu
Pemenuhan Standar Fasilitas Kargo Bandara Sentani Jayapura Fulfillment of Cargo Facility Standards at Sentani Airport Jayapura	PT Angkasa Pura Properti
Pengadaan dan Pemasangan Perangkat Server AODS di PT Angkasa Pura I Procurement and Installation of AODS Server Devices at PT Angkasa Pura I	PT Angkasa Pura Suport



NILAI IKATAN MATERIAL INVESTASI BARANG MODAL

Sepanjang 2023, ikatan investasi barang dan modal direalisasikan sebanyak 92 program atau 82,88% dengan nilai kontrak mencapai Rp1,48 triliun dan daya serap fisik hingga 69,34%. Secara keseluruhan, transaksi yang dilakukan menggunakan nilai rupiah, sehingga perusahaan tidak menempuh langkah untuk melindungi risiko dari kurs mata uang asing. Dalam memenuhi ikatan material, sumber dana yang digunakan berasal dari pinjaman bank, obligasi, dan sukuk.

VALUE OF MATERIAL COMMITMENTS FOR INVESTMENT IN CAPITAL GOODS

Throughout 2023, capital good investment commitments were realized in 92 programs or 82.88%, with a contract value of Rp1.48 trillion and physical absorption of 69.34%. Overall, the transactions were conducted using Rupiah. Therefore, the company did not take steps to hedge against the risk of foreign exchange rates. To fulfill material commitments, the sources of funds used were bank loans, bonds, and sukuk.

Ikatan Investasi Barang Modal Tahun 2023 (dalam jutaan Rupiah) Commitments of Capital Good Investments in 2023 (in million Rupiah)

Jenis dan Tujuan Investasi Type and Objective of Investment	Nilai Kontrak Periode Berjalan Contract Value of Current Period	Nilai Realisasi Fisik Physical Realization	Daya Serap Fisik Physical Absorption
Operasional Operational	432.911	416.722	96,26%
Pengembangan Development	1.051.225	612.441	58,26%
Total investasi Total investment	1.484.136	1.029.163	69,34%

REALISASI INVESTASI BARANG MODAL

Jenis dan nilai investasi barang modal yang bersifat aset tetap yang direalisasikan PT Angkasa Pura I di 2023 mencapai Rp1,48 triliun. Jumlah ini lebih besar 74% dibandingkan realisasi investasi di 2022.

CAPITAL GOODS INVESTMENT REALIZATION

The types and values of fixed asset investment realized by PT Angkasa Pura I in 2023 reached Rp1.48 trillion. This amount is 74% higher than the investment realization in 2022.

Realisasi Nilai Investasi Barang Modal (dalam jutaan Rupiah) Capital Goods Investment Realization (in million Rupiah)

Jenis Aset Tetap Type of Current Asset	2023	2022	2021
Operasional Operational	416.722	141.074	770.569
Pengembangan Development	612.441	230.995	2.352.863
Total investasi Total investment	1.029.163	372.069	3.123.432



INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI HUTANG DAN MODAL

Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

Pada 2023 terdapat kegiatan investasi, ekspansi, dan restrukturisasi modal yang dilaksanakan PT Angkasa Pura I. Walaupun demikian pada periode pelaporan PT Angkasa Pura I tidak memiliki kegiatan divestasi, penggabungan/peleburan usaha, akuisisi, serta transaksi afiliasi.

In 2023, PT Angkasa Pura I carried out investment, expansion, and capital restructuring activities. However, during the reporting period, PT Angkasa Pura I did not carry out any divestment, merger/consolidation, acquisition, or affiliated transaction.



INVESTASI

PT Angkasa Pura I melakukan investasi yang terbagi menjadi dua jenis yaitu investasi jangka pendek dan investasi jangka panjang. Perusahaan melakukan investasi pada berbagai instrumen keuangan yang meliputi deposito, reksadana, obligasi, dan penyertaan saham.

INVESTMENT

PT Angkasa Pura I engaged in two types of investments: short-term and long-term investments. The company invested in a variety of financial instruments, including time deposits, mutual funds, bonds, and equity participation.

Investasi PT Angkasa Pura I (dalam jutaan Rupiah) PT Angkasa Pura I's Investments (in million Rupiah)

Uraian Description	2023	2022	2021
Investasi jangka pendek Short-term investment			
Deposito berjangka >3 bulan Term deposit >3 months	0	30.000	-
Obligasi-tersedia untuk dijual Bonds-available for sale	10.167	5.065	10.418
Reksadana Mutual fund	38.904	33.492	39.494
Deposito berjangka yang dibatasi penggunaannya Restricted time deposits	35.000	35.000	33.320
Total investasi jangka pendek Total short-term investment	84.072	103.557	83.232
Investasi jangka panjang Long-term investment			
Obligasi Bonds	14.344	18.630	21.389
Penyertaan saham pada entitas asosiasi Capital participation in associated entities	316.433	294.358	317.775
Kerjasama operasi Joint operation	-	-	-
Total investasi jangka panjang Total long-term investment	330.779	312.988	339.164



INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI HUTANG DAN MODAL

Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

EKSPANSI

PT Angkasa Pura I tidak melaksanakan kegiatan ekspansi untuk periode kinerja tahun 2023.

EXPANSION

PT Angkasa Pura I did not carry out any expansion activities for the 2023 performance period.

RESTRUKTURISASI KEUANGAN

Sebagai upaya perbaikan dan peningkatan kinerja perusahaan, PT Angkasa Pura I telah melakukan *corporate transformation* yang terdiri dari empat pilar yaitu *Business Turnaround, Organization and Culture, Financial Restructuring* dan *Digitalization*. Sebagai bagian dari *Financial Restructuring*, PT Angkasa Pura I telah berhasil melaksanakan restrukturisasi pinjaman sampai dengan 2031 dan telah dinyatakan efektif pada tanggal 15 Juli 2022 dengan nilai total pinjaman sebesar Rp23,4 triliun.

FINANCIAL RESTRUCTURING

As an effort to improve and enhance the company's performance, PT Angkasa Pura I has embarked on a corporate transformation encompassing four pillars: Business Turnaround, Organization and Culture, Financial Restructuring, and Digitalization. As part of the Financial Restructuring pillar, PT Angkasa Pura I has successfully restructured its loans until 2031, effective on July 15, 2022, with a total loan value of Rp23.4 trillion.

Bagian dari kelanjutan pelaksanaan inisiatif *Financial Restructuring* PT Angkasa Pura I juga sedang melaksanakan beberapa inisiatif antara lain:

As a continuation of the implementation of PT Angkasa Pura I's financial restructuring initiatives, several other initiatives are currently being undertaken, including:

1. *Refinancing* obligasi dan/atau sukuk eksisting
Sebagai bagian dari peningkatan kemampuan likuiditas PT Angkasa Pura I telah melakukan penerbitan sukuk wakalah tanpa melalui penawaran umum, yang pada akhirnya dipergunakan untuk *refinancing* obligasi dan/atau sukuk eksisting. sukuk tersebut diterbitkan dengan tenor yang panjang dengan pembayaran imbal hasil periodik yang relatif rendah (*paid*) dan bagian imbal hasil terakhir akan dibayarkan pada saat jatuh tempo.
2. *Cash lab*
PT Angkasa Pura I terus melanjutkan upaya peningkatan likuiditas perusahaan melalui optimalisasi penagihan piutang dan penerimaan *Passenger Service Charge (PSC)*, mengimplementasikan jangka waktu pembayaran (*Term of Payment/TOP*) yang memberikan kelonggaran likuiditas bagi PT Angkasa Pura I, penyelesaian kewajiban kepada vendor menggunakan *non cash loan (NCL)*.

1. Refinancing existing bonds and/or sukuk
As part of its efforts to enhance liquidity, PT Angkasa Pura I has issued sukuk wakalah without a public offering. The proceeds from this issuance will be used to refinance existing bonds and/or sukuk. The sukuk has a long tenor with a relatively low periodic yield payment and the final yield payment will be paid upon maturity.
2. Cash lab
PT Angkasa Pura I continues to pursue efforts to enhance the company's liquidity through the optimization of receivable collection and Passenger Service Charge (PSC) receipts, implement Term of Payment (TOP) to provide liquidity relief and settle obligations to vendors using non-cash loans (NCL).



3. *Deleveraging Initiatives (portfolio optimization)*

Dalam rangka *corporate transformation* melalui *deleveraging initiative* dengan adanya optimalisasi portofolio investasi PT Angkasa Pura I dan juga rencana pemegang saham PT Angkasa Pura I yaitu PT Avasi Pariwisata Indonesia atau InJourney untuk membentuk Sub Holding Aviation Services and Cargo (ASC) yang berdampak pada peningkatan peranan *value creation* pada BUMN serta mendukung peningkatan industri pariwisata dan aviasi Indonesia, PT Angkasa Pura I melakukan beberapa aksi korporasi optimalisasi portofolio investasi dengan melakukan pengelompokan anak perusahaan sesuai dengan kelompok bisnis ASC.

PT Angkasa Pura I berupaya untuk terus meningkatkan profitabilitas, likuiditas, dan solvabilitas melalui keberlanjutan implementasi inisiatif-inisiatif *corporate transformation*, sehingga PT Angkasa Pura I dapat memenuhi kewajiban terhadap seluruh *stakeholder* termasuk para pemberi fasilitas serta berhasil dalam penciptaan nilai (*value creation*) pada tahun 2024 dan jangka panjang ke depannya.

3. Deleveraging Initiatives (portfolio optimization)

In the context of corporate transformation, PT Angkasa Pura I is implementing deleveraging initiatives to optimise its investment portfolio. Additionally, the shareholders of PT Angkasa Pura I, PT Avasi Pariwisata Indonesia or InJourney, are planning to form a Sub Holding Aviation Services and Cargo (ASC). This move aims to increase the role of value creation in state-owned enterprises and support the growth of the Indonesian tourism and aviation industry. As part of these efforts, PT Angkasa Pura I is undertaking various corporate actions to optimise its investment portfolio by grouping subsidiaries according to the ASC business group.

PT Angkasa Pura I is committed to enhance profitability, liquidity, and solvency by implementing corporate transformation initiatives. Our goal is to fulfil our obligations to all stakeholders, including facility providers, and create long-term value in 2024 and beyond.



PROSPEK USAHA Business Prospect

PERKEMBANGAN INDUSTRI KEBANDARUDARAAN DI WILAYAH PT ANGKASA PURA I

Secara keseluruhan, di 2023 terjadi peningkatan trafik penumpang sebesar 33,60%, trafik pesawat sebesar 10,78%, dan trafik kargo sebesar 3,69% di bandara yang dikelola PT Angkasa Pura I dibandingkan tahun 2022.

AIRPORT INDUSTRY DEVELOPMENT IN PT ANGKASA PURA I AREA

Overall, in 2023 there were increases in passenger traffic by 33.60%, aircraft traffic by 10.78%, and cargo traffic by 3.69% at airports managed by PT Angkasa Pura I compared to 2022.

Pergerakan Lalu Lintas Angkutan Udara Air Transport Movements

Uraian Description	Satuan Unit	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pesawat Aircraft	Mov	10,78	612.422	552.851	408.008
Penumpang Passenger	Pax	33,60	69.856.700	52.286.976	28.466.261
Kargo Cargo	Ton	3,69	481.556	464.433	433.887

Pergerakan pesawat yang meliputi pergerakan pesawat domestik, internasional, dan lokal/militer secara agregat total pada akhir periode pelaporan tahun 2023 mengalami kenaikan sebesar 10,78% dari semula sebanyak 552.851 pergerakan pesawat di tahun 2022 menjadi 612.422 pergerakan pesawat di tahun 2023, seiring dengan jumlah permintaan yang perlahan mulai tumbuh. Laju pergerakan terbanyak terdapat

The total aggregate of aircraft movements, encompassing domestic, international, and local/military aircraft movements, saw a 10.78% increase from 552,851 aircraft movements in 2022 to 612,422 aircraft movements in 2023. This growth aligns with the gradual increase in demand. The domestic aircraft movements exhibited the highest movement rate, specifically



pada pergerakan pesawat domestik yakni sebesar 477.826 pergerakan pesawat. Sedangkan jumlah total pergerakan pesawat lokal/militer direalisasikan sebesar 46.923 pergerakan pesawat, atau menurun sebanyak 45,75% jika dibanding tahun 2022.

amounting to 477,826 aircraft movements. In contrast, the aggregate count of local/military aircraft movements recorded amounted to 46,923 aircraft movements, indicating a decline of 45.75% in comparison to the previous year, 2022.

Pergerakan Lalu Lintas Angkutan Udara Air Transport Movements

Uraian Description	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pergerakan pesawat domestik Domestic aircraft movement	11,01	477.826	430.434	328.382
Pergerakan pesawat internasional International aircraft movement	144,10	87.673	35.917	5.071
Pergerakan pesawat lokal/militer Local/military aircraft movement	(45,75)	46.923	86.500	74.555
Jumlah Total	10,78	612.422	552.851	408.008

PERGERAKAN PENUMPANG

Per akhir 2023, jumlah penumpang domestik tercatat 50.479.838 penumpang. Pencapaian tersebut meningkat 18,90% jika dibandingkan dengan tahun 2022. Jumlah penumpang internasional mencapai 14.865.887 penumpang, meningkat 153,74% dibandingkan penumpang internasional di 2022. PT Angkasa Pura I tetap memastikan seluruh bandar udara yang dikelola konsisten menerapkan protokol kesehatan secara ketat, agar bandara menjadi tempat yang aman dan higienis. Berbagai upaya tersebut dilakukan untuk mengembalikan kepercayaan masyarakat dalam melakukan perjalanan udara sehingga dapat meningkatkan pertumbuhan kinerja industri penerbangan.

PASSENGER MOVEMENT

By the end of 2023, total number of domestic passengers was 50,479,838. This achievement increased by 18.90% compared to 2022. Total international passengers was 14,865,887, a 153.74% increase compared to total international passengers in 2022. PT Angkasa Pura I continues to ensure that all managed airports consistently implement strict health protocols, transforming the airport into a safe and hygienic environment. The various efforts are being made to restore public trust in flying in order to improve the aviation industry's performance.

Pergerakan Penumpang Domestik, Internasional, dan Transit Domestic, International and Transit Passenger Movements

Uraian Description	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pergerakan penumpang domestik Domestic passenger movements	18,90	50.479.838	42.457.343	25.447.702
Pergerakan penumpang internasional International passenger movements	153,74	14.865.887	5.858.737	109.743
Pergerakan penumpang transit Transit passenger movements	13,60	4.510.975	3.970.896	2.908.771
Jumlah Total	33,60	69.856.700	52.286.976	28.466.216



PERGERAKAN KARGO

Pada Maret 2022, PT Angkasa Pura I melakukan kerja sama dengan Asosiasi Logistik dan Forwarder Indonesia (ALFI) untuk mengembangkan dan meningkatkan layanan kargo serta logistik di seluruh bandar udara yang dikelola PT Angkasa Pura I. Hal ini bertujuan untuk mendorong berbagai industri untuk menggunakan jasa kargo sehingga trafik kargo dapat terus meningkat. Total agregat pergerakan kargo terbilang stabil dan mengalami peningkatan 3,69% selama tahun 2023 yaitu sebanyak 481.556 ton dibandingkan tahun 2022 yang sebanyak 464.433 ton. Peningkatan kargo internasional lebih mendominasi dibanding kargo domestik.

CARGO MOVEMENT

In March 2023, PT Angkasa Pura I collaborated with the Indonesian Logistic and Forwarders Association (ALFI) to develop and improve cargo and logistics services at all airports managed by PT Angkasa Pura I. This aims to encourage various industries to use cargo services, allowing cargo traffic to grow. Total aggregate cargo movement was stable and increased by 3.69% in 2023, to 481,556 tons, from 464,433 tons in 2022. International cargo is growing faster than domestic cargo.

Pergerakan Kargo Domestik dan Internasional (Ton) Domestic and International Cargo Movements (Ton)

Uraian Description	Pertumbuhan 2023 (%) Growth 2023 (%)	2023	2022	2021
Pergerakan kargo domestik Domestic cargo movements	(0,21)	428.141	429.061	407.356
Pergerakan kargo internasional International cargo movement	51,01	53.414	35.372	26.532
Jumlah Total	3,69	481.556	464.433	433.887



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024

Comparison of Target, Realization in 2024 and Projection for 2024

PENCAPAIAN TARGET 2023

TARGET ACHIEVEMENT IN 2023

Pencapaian Target Kinerja Pelayanan Jasa Aeronautika (Produksi) Tahun 2023 Achievement of Performance Targets for Aeronautical Services (Production) in 2023

Uraian Description	Satuan Unit	Realisasi Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) Landing, Parking, and Hangar Service Charge (PJP4U)	Ton	20.824.844	19.306.238	107,87%
PJP4U domestik Domestic PJP4U	Ton	15.387.911	14.620.539	105,25%
PJP4U internasional International PJP4U	Ton	5.436.933	4.685.699	116,03%
Pelayanan <i>extended fee</i> Extended fee service	Jam Hour	5.353	3.163	169,26%
Pelayanan <i>extended fee</i> domestik Domestic extended fee service	Jam Hour	3.981	3.163	125,88%



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024
Comparison of Target, Realization in 2024 and Projection for 2024

Uraian Description	Satuan Unit	Realisasi Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Pelayanan <i>extended fee</i> internasional International extended fee service	Jam Hour	1.372	0	-
Pelayanan jasa penumpang pesawat udara (PJP2U) Passenger service charge (PJP2U)	Pax	30.293.750	28.613.569	105,87%
PJP2U domestik Domestic PJP2U	Pax	22.890.032	22.107.374	103,54%
PJP2U internasional International PJP2U	Pax	7.403.718	6.506.194	113,79%
Aviobridge	Ton	29.666.307	28.684.231	103,42%
<i>Aviobridge</i> domestik Domestic aviobridge	Ton	20.438.026	20.128.635	101,54%
<i>Aviobridge</i> internasional International aviobridge	Ton	9.228.281	8.555.596	107,86%
Counter	Pax	30.189.122	28.542.526	105,77%
<i>Counter</i> domestik Domestic counter	Pax	22.892.548	22.107.374	103,55%
<i>Counter</i> internasional International counter	Pax	7.296.574	6.435.152	113,39%
Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) Aircraft Cargo and Postal Services (PJKP2U)	Ton	420.228	402.649	104,37%
PJKP2U <i>out domestic</i> Out domestic PJKP2U	Ton	221.987	197.358	112,48%
PJKP2U <i>out international</i> Out international PJKP2U	Ton	32.999	31.900	103,44%
PJKP2U <i>inc domestic</i> Inc domestic PJKP2U	Ton	145.631	153.852	94,66%
PJKP2U <i>inc international</i> Inc international PJKP2U	Ton	19.611	19.538	100,37%
Sewa-sewa Lease				
Sewa ruang Space lease	m ² xbulan m ² xmonth	1.434.842	1.555.021	92%
Sewa tanah Land rent	m ² xbulan m ² xmonth	3.576.281	10.806.253	33%
Sewa tempat Venue lease	m ² xbulan m ² xmonth	270	25.111	1%
Sewa tempat antena Antenna space lease	m ² xbulan m ² xmonth	20.369	17.252	118%
Sewa <i>cold storage</i> Cold storage lease	m ² xbulan m ² xmonth	8.077	-	100%
Sewa gedung Building lease	m ² xbulan m ² xmonth	-	-	-
Penyerahan penggunaan tanah Handover of land use	m ² xbulan m ² xmonth	1.550.592	1.550.592	100%



Uraian Description	Satuan Unit	Realisasi Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Penyerahan penggunaan bangunan Handover of building use	m ² xbulan m ² xmonth	58	-	100%
Konsesi Concession				
Konsesi-duty free Concession-duty free	Rp/000	747.014.884	2.210.378.736	34%
Konsesi-food and beverages Concession-food and beverages	Rp/000	1.564.567.060	1.375.239.726	114%
Konsesi-retail Concession-retail	Rp/000	1.468.822.129	1.365.522.839	108%
Konsesi-services Concession-services	Rp/000	2.094.775.247	3.596.079.335	58%
Konsesi-ground handling Concession-ground handling	Rp/000	701.686.098	376.563.085	186%
Konsesi-catering Concession-catering	Rp/000	349.515.816	69.784.755	501%
Konsesi-ftc Concession-ftc	Liter	19.868.594.520	16.524.864.982	120%
Konsesi-CIP lounge Concession-CIP lounge	Rp/000	271.857.668	144.223.789	188%
Konsesi-kargo Concession-cargo	Rp/000	282.956.265	308.646.715	109,3%
Konsesi-others Concession-others	Rp/000	91.905.145	79.693.530	115%
Konsesi-GAT Concession-GAT	Rp/000	46.351.758	32.197.740	144%
Konsesi-line maintenance Concession-line maintenance	Rp/000	88.010.995	208.972.982	42%
Konsesi-advertising Concession-advertising	Rp/000	17.091.556	97.041.839	18%
Parkir dan pas bandara Parking and airport pass				
Parkir mobil Car parking	Tiket Ticket	26.830.687	33.878.086	79%
Parkir motor Motorcycle parking	Tiket Ticket	7.745.780	10.193.246	76%
Peron dan waving gallery Platform and waving gallery	Tiket Ticket	-	-	-
Pas bandara Airport pass	Tiket Ticket	31.272	38.168	82%



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024
Comparison of Target, Realization in 2024 and Projection for 2024

Uraian Description	Satuan Unit	Realisasi Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Utilitas Utility				
Pemakaian listrik Electricity usage	kWh	32.831.743	22.155.840	148%
Pemakaian air Water usage	m ³	441.953	215.853	205%
Pemakaian telepon Telephone usage	PwtxBulan PwtxMonth	8.230	10.306	80%
Layanan data Internet connection service	EA	1.407	1.169	120%
Reklame Billboard				
Sewa tempat reklame <i>indoor</i> Indoor billboard lease	m ² xbulan m ² xmonth	13.058	33.332	39%
Sewa tempat reklame <i>outdoor</i> Outdoor billboard lease	m ² xbulan m ² xmonth	9.054	23.971	38%
Event and promotion Event and promotion	EA	2.394	889	269%
Jasa terkait kargo & pos Cargo & postal related services				
Jasa terkait <i>out-domestic</i> Out-domestic service	Rp/000	51.855.205	41.749.529	124,2%
Jasa terkait <i>out-international</i> Out-international service	Rp/000	45.447.960	35.833.053	126,8%%
Jasa terkait <i>inc-domestic</i> Inc-domestic service	Rp/000	64.825.218	57.952.292	111,9%
Jasa terkait <i>inc-international</i> Inc-international service	Rp/000	52.550.435	54.579.302	96,3%
Maintenance dan services fee Maintenance and services fee				
Maintenance dan services fee Maintenance and services fee	EA	57.206	604	9471%



Pencapaian Target Kinerja Keuangan Tahun 2023 (dalam jutaan Rupiah)
Achievement of Financial Performance Targets in 2023 (in million Rupiah)

Uraian Description	Realisasi Realization in 2023	RKAP 2023 CWPB 2023	Pencapaian Achievement
Aset Asset	43.741.817	42.238.923	103,56%
Aset lancar Current assets	6.594.495	3.955.525	166,72%
Aset tidak lancar Non-current assets	37.147.323	38.283.398	97,03%
Liabilitas Liabilities	33.573.563	33.834.346	99,23%
Liabilitas jangka pendek Current liabilities	3.018.376	4.087.816	73,84%
Liabilitas jangka panjang Non-current liabilities	30.555.187	29.746.529	102,72%
Ekuitas Equities	10.168.254	8.404.577	120,98%
Pendapatan operasi Operating revenue	9.338.015	8.739.162	106,85%
Beban operasi Operating expense	6.585.338	6.855.657	98,59%
Laba operasi Operating profit	2.752.667	1.883.505	145,86%
Pendapatan keuangan Finance income	75.377	-	100%
Beban keuangan Finance cost	1.602.355	-	100%
Laba sebelum pajak Profit before tax	1.250.116	147.899	845,25%
Laba bersih tahun berjalan Net profit for the year	922.152	118.285	779,60%

PROYEKSI 2024

Sesuai dengan surat PT Aviassi Pariwisata Indonesia (Persero) Nomor INJ.05.01/23/08/2023/A.1285 tanggal 10 Agustus 2023 tentang Penyampaian Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 dan Surat Menteri BUMN Nomor S-491/MBU/09/23 tanggal 29 September 2023 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Tahun 2024, usulan RKAP Tahun 2024 yang disusun agar dan selalu mengedepankan prinsip *financial sustainability* dan memperhatikan kecukupan likuiditas keuangan perusahaan dengan mengedepankan pada asas manfaat dan skala prioritas. Selain itu, penyusunan usulan RKAP dilakukan melalui perencanaan yang strategis untuk dapat terus tumbuh secara berkesinambungan dalam upaya untuk memaksimalkan nilai perusahaan (*value of firm*) dengan mengedepankan aspek *prudent* dan *good corporate governance* (GCG) dan melakukan analisa/update risiko dan penanganannya secara komprehensif. Proyeksi yang direncanakan oleh PT Angkasa Pura I telah mempertimbangkan asumsi-asumsi dasar mencakup:

PROJECTION FOR 2024

In accordance with the letter from PT Aviassi Pariwisata Indonesia (Persero) Number INJ.05.01/23/08/2023/A.1285 dated August 10, 2023 on the Submission of the Proposed 2024 Company Work Plan and Budget (CWPB) and the Letter of the Minister of SOEs Number S-491/MBU/09/23 dated September 29, 2023 on Shareholder Aspirations for the Preparation of the 2024 Work Plan and Budget, the proposed 2024 CWPB was prepared to always prioritize the principle of financial sustainability and to ensure the company's financial liquidity, with a focus on the principle of benefit and priority scale. In addition, the preparation of the proposed CWPB is carried out through strategic planning to ensure sustainable growth in order to maximize the value of the firm by prioritizing prudence and good corporate governance (GCG) aspects and conducting comprehensive risk analysis/updates and handling. PT Angkasa Pura I's projection has taken into account the following key assumptions:



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024
Comparison of Target, Realization in 2024 and Projection for 2024

Asumsi Ekonomi Makro Penyusunan APBN Tahun 2024
Macroeconomic Assumption for Preparation of State Budget (APBN) in 2024

Uraian Description	Keterangan Remarks
Pertumbuhan ekonomi Economic growth	5,2%
Tingkat inflasi Inflation rate	2,8%
Nilai tukar mata uang Currency exchange rate	Rp15.000
Suku bunga surat perbendaharaan negara (SPN) Interest rate	6,7%
Harga Minyak Mentah Indonesia (USD/barel) Crude Oil Price (USD/barrel)	80
Lifting Minyak (ribu barel per hari) Oil Lifting (thousand barrels per day)	625
Lifting gas (ribu barel setara minyak per hari) Gas Lifting (thousand barrels of oil equivalent per day)	1.033

Asumsi Ekonomi Mikro
Microeconomic Assumptions

Uraian Description	Keterangan Remarks
Peningkatan trafik Increase in traffic	Pesawat, Penumpang dan Kargo Aircrafts, Passengers, and Cargo
Kenaikan tarif Increase in tariff	Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), dan counter Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), and counter
Peningkatan alat produksi Increase in production facility	Aviobridge, Baggage handling system (BHS) Aviobridge, Baggage handling system (BHS)
Perubahan pola kerja sama Change in partnership pattern	Sewa Reklame dan Pengelolaan CIP Lounge Billboard Lease and CIP Lounge Management

Analisis kondisi makro kemudian menjadi landasan PT Angkasa Pura I untuk menetapkan asumsi ekonomi mikro pada konteks kegiatan usaha, seperti Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), dan faktor ekonomi lainnya.

Macroeconomic analysis serves as a basis for Angkasa Pura I to determine microeconomic assumptions in the context of business operations, such as Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), and other economic aspects.



Proyeksi Kinerja Pelayanan Jasa Aeronautika (Produksi) Tahun 2024
Aeronautical Services (Production) Performance Projection for 2024

Uraian Description	Satuan Unit	Proyeksi Projection 2024
Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U) Landing, Parking, and Hangar Service Charge (PJP4U)	Ton	21.660.658
<i>PJP4U domestic Domestic PJP4U</i>	Ton	15.838.276
<i>PJP4U international International PJP4U</i>	Ton	5.822.382
Pelayanan <i>extended fee</i> Extended fee service	Hour	695
<i>Pelayanan <i>extended fee domestic</i> Domestic extended fee service</i>	Hour	695
<i>Pelayanan <i>extended fee internasional</i> International extended fee service</i>	Hour	-
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) Passenger service charge (PJP2U)	Pax	33.684.843
<i>PJP2U domestic Domestic PJP2U</i>	Pax	25.714.288
<i>PJP2U international International PJP2U</i>	Pax	7.970.555
Aviobridge	Ton	31.391.444
<i>Aviobridge domestic Domestic aviobridge</i>	Ton	21.898.956
<i>Aviobridge international International aviobridge</i>	Ton	9.492.488
Counter	Pax	33.576.213
<i>Counter domestic Domestic counter</i>	Pax	25.714.288
<i>Counter international International counter</i>	Pax	7.861.925
Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) Aircraft Cargo and Postal Services (PJKP2U)	Ton	397.096
<i>PJKP2U out domestic Out domestic PJKP2U</i>	Ton	192.007
<i>PJKP2U out international Out international PJKP2U</i>	Ton	34.408
<i>PJKP2U inc domestic Inc domestic PJKP2U</i>	Ton	150.942
<i>PJKP2U inc international Inc international PJKP2U</i>	Ton	19.739
Sewa ruang Space lease	m ² xbulan m ² xmonth	1.452.340



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024
Comparison of Target, Realization in 2024 and Projection for 2024

Uraian Description	Satuan Unit	Proyeksi Projection 2024
Sewa tanah Land rent	m ² xbulan m ² xmonth	11.021.883
Sewa tempat Venue lease	m ² xbulan m ² xmonth	264
Sewa tempat antena Antenna space lease	m ² xbulan m ² xmonth	17.457
Sewa cold storage Cold storage lease	m ² xbulan m ² xmonth	14.449
Sewa gedung Building lease	m ² xbulan m ² xmonth	-
Penyerahan penggunaan tanah Handover of land use	m ² xbulan m ² xmonth	1.395.533
Penyerahan penggunaan bangunan Handover of building use	m ² xbulan m ² xmonth	-
Konsesi Concession		
Konsesi-duty free Concession-duty free	Rp/000	1.406.918.037
Konsesi-food and beverages Concession-food and beverages	Rp/000	1.761.282.089
Konsesi-retail Concession-retail	Rp/000	1.431.846.467
Konsesi-services Concession-services	Rp/000	2.952.236.097
Konsesi-ground handling Concession-ground handling	Rp/000	785.790.946
Konsesi-catering Concession-catering	Rp/000	405.180.168
Konsesi-ftc Concession-ftc	Liter	21.010.643.350
Konsesi-CIP lounge Concession-cip lounge	Rp/000	348.435.007
Konsesi-cargo Concession-cargo	Rp/000	316.476.889
Konsesi-others Concession-others	Rp/000	217.540.159
Konsesi-GAT Concession-GAT	Rp/000	418.366.440
Konsesi-line maintenance Concession-line maintenance	Rp/000	87.826.830
Konsesi-advertising Concession-advertising	Rp/000	112.059.297



Uraian Description	Satuan Unit	Proyeksi Projection 2024
Parkir dan pas bandara Parking and airport pass		
Parkir mobil Car parking	Tiket Ticket	28.489.470
Parkir motor Motorcycle parking	Tiket Ticket	9.012.122
Peron dan <i>waving gallery</i> Platform and waving gallery	Tiket Ticket	-
Pas bandara Airport pass	Tiket Ticket	38.825
Utilitas Utility		
Pemakaian listrik Electricity usage	kWh	37.069.365
Pemakaian air Water usage	m ³	411.800
Pemakaian telepon Telephone usage	PwtxBulan PwtxMonth	9.749
Layanan data Internet connection service	EA	1.873
Reklame Billboard		
Sewa tempat reklame <i>indoor</i> Indoor billboard lease	m ² xbulan m ² xmonth	27.039
Sewa tempat reklame <i>outdoor</i> Outdoor billboard lease	m ² xbulan m ² xmonth	34.277
Event dan promotion Event and promotion		
<i>Event and promotion</i> Event and promotion	EA	4.477
Jasa terkait kargo & pos Cargo & postal related services		
Jasa terkait <i>out-domestic</i> Out-domestic service	Rp/1.000	71.153.448
Jasa terkait <i>out-international</i> Out-international service	Rp/1.000	40.429.868
Jasa terkait <i>inc-domestic</i> Inc-domestic service	Rp/1.000	60.882.470
Jasa terkait <i>inc-international</i> Inc-international service	Rp/1.000	51.860.534
Maintenance dan services fee Maintenance and services fee		
<i>Maintenance dan services fee</i> Maintenance and services fee	EA	27.728



PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2024
Comparison of Target, Realization in 2024 and Projection for 2024

Uraian Description	Proyeksi 2024 Projection 2024
Aset Assets	42.095.511
Aset Lancar Current Asset	4.241.490
Aset Tidak Lancar Non-Current Asset	37.854.020
Liabilitas Liability	30.505.964
Liabilitas Jangka Pendek Short-Term Liability	3.773.346
Liabilitas Jangka Panjang Long-Term Liability	26.732.618
Ekuitas Equity	11.589.547
Pendapatan Operasi Operating Revenue	9.159.223
Beban Operasi Operating Expense	6.228.247
Laba Operasi Operating Profit	2.931.761
Pendapatan Non Operasi Operating Profit	11
Beban Non Operasi Non-operating revenue	2.012.924
Laba Non Operasi Non-operating profit	(2.010.643)
Laba sebelum Taksiran Pajak Penghasilan Profit (loss) before income tax	921.118
Pajak Penghasilan Income Tax	189.266
Laba Bersih Tahun Berjalan Profit (Loss) for the Year	731.852

dalam jutaan Rupiah
in million Rupiah



PROYEKSI PEMASARAN

Tahun 2024 diproyeksikan trafik penumpang akan tumbuh seiring dengan pulihnya *demand* internasional terhadap pariwisata di Indonesia. Hal ini ditunjukkan oleh data tingkat pencarian penerbangan ke Indonesia yang menempati posisi Ke-2 di ASEAN dan *recovery rate* penumpang internasional di bandara PT Angkasa Pura I yang telah mencapai 85% pada tahun 2023. Melihat kondisi industri aviasi yang terus membaik, PT Angkasa Pura I optimis percepatan pemulihan kinerja keuangan dan operasional akan terwujud. Selain itu, PT Angkasa Pura I juga berkomitmen untuk terus mengembangkan *customer experience* dan *operational efficiency* yang diiringi pelaksanaan program pemasaran untuk meningkatkan performa perusahaan. Proyeksi pemasaran PT Angkasa Pura I dijelaskan melalui poin sebagai berikut:

1. Pengembangan konektivitas domestik melalui optimalisasi *opportunity* konektivitas *hub & spoke*, reaktivasi rute, dan rute baru;
2. Pengembangan konektivitas internasional melalui optimalisasi *international gateway* di bandara kelolaan PT Angkasa Pura I untuk rute ASEAN, China, India, Korea, dan Australia;
3. Membentuk kolaborasi untuk peningkatan trafik dan dampak positif lainnya bagi para *stakeholder* serta *market size* melalui *integrated collaborative destination development* (CDD), *joint promotion*, *airline HQ visit*, *strategic meeting with key airline & city pair*;
4. Optimalisasi jumlah penerbangan (*slot allocation*) yang akan mempengaruhi peningkatan *seat capacity* dan konektivitas melalui *slot conference* dan evaluasi *slot performance* serta kebijakan yang mendukung pengembangan konektivitas seperti *airport incentive & tourism incentive*;
5. Implementasi *pilot project National Logistic Ecosystem* (NLE) di 4 bandara yaitu Bandara Sultan Hasanuddin Makassar, Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan;
6. Inisiatif Airport Cargo Hub Logistics Marine Product untuk peningkatan ekspor *marine product*;
7. Melaksanakan *market sounding* kepada mitra usaha potensial untuk menawarkan peluang kerja sama untuk kegiatan usaha terkait pelayanan penumpang;
8. Pengembangan *Tenant Management System* (TMS) dalam rangka digitalisasi proses seleksi mitra usaha;
9. Penyesuaian *commercial layout* bandara berdasarkan *tenant mixing*;
10. Meningkatkan *customer experience* pengguna jasa bandara melalui *festive event* dan *thematic event*, serta *campaign* atau aktivasi interaktif;
11. Implementasi pelaksanaan *loyalty program* yang bertujuan memperkuat *engagement* dengan pengguna jasa bandara dan meningkatkan pendapatan perusahaan.

MARKETING PROJECTION

By 2024, there will be an expected increase in passenger traffic, which will align with the rebound of international tourism demand in Indonesia. These findings are supported by the data on the search rate for flights to Indonesia, which ranks second in ASEAN, and the impressive recovery rate of international passengers at PT Angkasa Pura I airport, which has reached 85% in 2023. Given the positive developments in the aviation industry, PT Angkasa Pura I is confident that it will achieve a swift recovery in its financial and operational performance. In addition, PT Angkasa Pura I is dedicated to enhancing customer experience and operational efficiency. The company also implements marketing programmes to boost overall performance. The marketing projections of PT Angkasa Pura I are outlined below:

1. Development of domestic connectivity through optimizing *hub & spoke* connectivity opportunities, route reactivation and new routes;
2. Develop international connectivity through optimizing international gateways at airports managed by PT Angkasa Pura I for ASEAN, China, India, Korea and Australia routes;
3. Form collaboration to increase traffic and other positive impacts for stakeholders and market size through integrated collaborative destination development (CDD), joint promotion, airline HQ Visit, strategic meeting with key airline & city pair;
4. Optimize the number of flights (*slot allocation*) which will influence increasing seat capacity and connectivity through slot conferences and evaluating slot performance as well as policies that support connectivity development such as airport incentives & tourism incentives;
5. Implementation of the National Logistic Ecosystem (NLE) pilot project at 4 airports, namely Sultan Hasanuddin Airport Makassar, I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, and Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan;
6. Airport Cargo Hub Logistics Marine Product Initiative to increase marine product exports;
7. Carry out market sounding to potential business partners to offer cooperation opportunities for business activities related to passenger services;
8. Development of a Tenant Management System (TMS) in order to digitize the business partner selection process;
9. Adjustment of airport commercial layout based on tenant mixing;
10. Improve the customer experience of airport service users through festive events and thematic events, as well as interactive campaigns or activations;
11. Implementation of a loyalty program aimed at strengthening engagement with airport service users and increasing company revenue.



12. *Revamp* Bandara Internasional Kulon Progo Yogyakarta sebagai sarana peningkatan layanan bagi pelanggan sehingga terdapat variasi dan keberagaman I berdasarkan penerapan *tenancy mix strategy*, yang dapat berpengaruh pada pilihan dan frekuensi pembelian mendorong peningkatan *revenue* dan memperluas penetrasi pasar;
 13. Implementasi *five senses customer experience* yang berfokus untuk memanjakan *sensory experience* penumpang melalui integrasi kebudayaan lokal pada setiap *touchpoints* melalui aspek penglihatan, pendengaran, penciuman, pengecap, dan peraba sesuai dengan kearifan lokal daerah masing-masing bandara.
12. Revamp Yogyakarta International Airport Kulon Progo as a means of improving services for customers so that there is variety and diversity based on the application of a tenancy mix strategy, which can influence the choice and frequency of purchases to encourage increased revenue and expand market penetration;
 13. Implementation of the five senses customer experience which focuses on pampering passengers' sensory experience through the integration of local culture at each touchpoint through aspects of sight, hearing, smell, taste and touch in accordance with the local wisdom of each airport's region.



ASPEK PEMASARAN

Marketing Aspect

Aspek pemasaran meliputi strategi pemasaran serta pangsa pasar atas produk dan jasa PT Angkasa Pura I. Dengan menerapkan strategi pemasaran yang tepat, maka diharapkan akan mendorong peningkatan pangsa produk dan jasa. Berdasarkan PP Nomor 25 Tahun 1987 tanggal 19 Mei 1987, wilayah pemasaran PT Angkasa Pura I meliputi Indonesia bagian tengah dan timur.

Penetapan harga pada segmen aeronautika berpedoman pada Peraturan Menteri Perhubungan Nomor PM. 36 Tahun 2014 tentang Tata Cara dan Prosedur Pengenaan Tarif Jasa Kebandarudaraan. Peraturan tersebut mengatur penetapan tarif layanan jasa kebandarudaraan yang meliputi Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), aviobridge, counter, serta Produk Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U). Pada aspek harga, PT Angkasa Pura I perlu mendapatkan rekomendasi dari Menteri Perhubungan. Dengan adanya peraturan tersebut, maka konsep pemasaran PT Angkasa Pura I tidak dapat disamakan dengan strategi pemasaran perusahaan lain pada umumnya.

STRATEGI PEMASARAN

Direktorat Pemasaran dan Pelayanan bertanggung jawab atas kegiatan promosi dan pemasaran yang menekankan pada kualitas layanan dan *customer experience*, baik untuk layanan aeronautika maupun nonaeronautika. Di 2023, PT Angkasa Pura I menjalankan strategi pemasaran sebagai berikut:

The marketing aspects of PT Angkasa Pura I's products and services includes the handling of the marketing strategy and the market share. The implementation of the appropriate marketing strategy is expected to boost the share of products and services. Based on Government Regulation No. 25/1987 dated May 19, 1987, Angkasa Pura I's marketing area includes the central and eastern parts of Indonesia.

The aeronautical segment pricing is based on the Minister of Transportation Regulation No. PM. 36 of 2014 on the determination of tariffs for airport services, such as the Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), and the aviobridge, counter, and Aircraft Cargo and Postal Services (PJKP2U). PT Angkasa Pura I must seek pricing advice from the Minister of Transportation. With these regulations, Angkasa Pura I's marketing concept cannot be compared to the marketing strategies of other companies in general.

MARKETING STRATEGY

The Marketing and Services Directorate is responsible for promotion and marketing activities of aeronautical and non-aeronautical services, with an emphasis on service quality and customer experience. Angkasa Pura I implemented the following marketing strategies in 2023:



DARI SISI LAYANAN AERONAUTIKA Aeronautical Services

- Melaksanakan *direct marketing* kepada maskapai domestik dan internasional terkait peluang yang ada di bandara-bandara kelolaan PT Angkasa Pura I melalui kunjungan ke kantor pusat maskapai, *strategic meeting* dengan *key airline*, dan *airline gathering*
- Menghadiri konferensi internasional yaitu Routes Asia dan Routes World untuk membangun kembali jaringan rute untuk mendorong pertumbuhan industri aviasi
- Melakukan kegiatan *airport visit* dan *strategic meeting* dengan beberapa bandara internasional dalam rangka menjalin relasi dengan pengelola bandara di kawasan Asia Pasifik serta untuk memperluas konektivitas bandara dengan pembahasan perencanaan kerjasama yang saling menguntungkan
- Penandatanganan MoU kerja sama dengan *airline* domestik dan internasional
- Implementasi *cargo integrated system* secara bertahap di 14 bandara



DARI SISI LAYANAN NONAERONAUTIKA Nonaeronautical Services

- Pengembangan *Point of Sales System* (POSS) dalam rangka *revenue safeguarding*
- Simplifikasi proses seleksi mitra usaha melalui perbaikan proses bisnis pada pedoman kegiatan komersial
- Melaksanakan *direct market sounding* kepada mitra usaha potensial untuk menawarkan peluang kerja sama untuk kegiatan usaha terkait pelayanan penumpang
- Berpartisipasi *event-event* internasional untuk memperluas networking dan memperoleh calon mitra usaha baru seperti *event Airport F&B + Hospitality Award and Conference* dan *Tax Free World association*
- Membuka peluang kerja sama *pop up store*
- Melaksanakan *market sounding* dan *business partner gathering* kepada mitra usaha potensial dalam membuka peluang kerjasama
- Melaksanakan *campaign* atau promosi saat *thematic event* tertentu yang bertujuan meningkatkan *customer experience*

KEGIATAN PROMOSI

PT Angkasa Pura I berkolaborasi dengan pemerintah dan pelaku usaha di industri pariwisata untuk memasarkan *attraction*, *amenities*, dan aksesibilitas tujuan wisata. Kolaborasi yang berlangsung mengalami penyesuaian sebagai berikut:

- Melaksanakan *focus group discussion* (FGD) bersama BARINDO dalam kegiatan BARINDO Goes to BPN untuk membahas peluang dan tantangan untuk menyambut Ibu Kota Nusantara (IKN);

PT Angkasa Pura I collaborated with the government and tourism business players to market attractions, amenities, and accessibility of tourist destinations. The ongoing collaboration is subject to the following adjustments:

- Carry out a focus group discussion (FGD) with BARINDO in the BARINDO Goes to BPN activity to discuss opportunities and challenges to welcome the New National Capital City (IKN);



ASPEK PEMASARAN
Marketing Aspect

- Melakukan *strategic meeting* dengan PT Taman Wisata Candi Borobudur, Prambanan, dan Ratu Boko (TWC) guna menjajaki kerja sama dalam rangka mendukung Candi Borobudur sebagai Destinasi Super Prioritas yang memiliki potensi *pilgrimage tourism*;
 - Melakukan *strategic meeting* bersama Kementerian Pariwisata dan Ekonomi Kreatif serta maskapai penerbangan Emirates guna menunjang pengembangan konektivitas dan rute di Bandara Internasional Yogyakarta Kulon Progo;
 - Dalam rangka mendukung perkembangan industri kecil dan menengah PT Angkasa Pura I bekerja sama dengan Dinas Koperasi dan Usaha Kecil Menengah untuk penyediaan area UMKM di bandara;
 - Untuk mempromosikan potensi wisata daerah PT Angkasa Pura I bekerja sama dengan Dinas Pariwisata untuk menyediakan tempat *Tourist Information Center* di bandara-bandara yang dikelola PT Angkasa Pura I;
 - Mendukung penyelenggaraan *event* skala nasional dan internasional seperti MotoGP, Piala Dunia U17, Aquabike, dan Porsche Sprint Challenge melalui penyediaan media publikasi dan promosi di Bandara;
 - Melakukan optimalisasi desain gerai komersial di bandara yang berkolaborasi dengan pemerintah daerah setempat dengan menampilkan kekayaan budaya dan wisata daerah tersebut.
- Conduct a strategic meeting with PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (TWC) to explore collaboration in supporting Borobudur Temple as a Super Priority Destination with potential for pilgrimage tourism;
 - Conduct a strategic meeting with the Ministry of Tourism and Creative Economy and Emirates Airline to support the development of connectivity and routes at Yogyakarta International Airport (YIA) Kulon Progo;
 - In order to support the development of small and medium industries, PT Angkasa Pura I collaborates with the Department of Cooperatives and Small and Medium Enterprises to provide MSME areas at the airport;
 - To promote regional tourism potential, PT Angkasa Pura I collaborates with the Tourism Office to provide Tourist Information Centers at airports managed by PT Angkasa Pura I;
 - Support the organization of national and international-scale events such as MotoGP, U17 World Cup, Aquabike, and Porsche Sprint Challenge by providing media publications and promotions at the airports;
 - Optimize the design of commercial outlets at the airports in collaboration with local government to showcase the cultural and tourism richness of the respective regions.

PENAMBAHAN RUTE DAN INSENTIF LANDING FEE

Selama tahun 2023, PT Angkasa Pura I memberikan insentif kepada maskapai yang membuka rute baru berupa pembebasan biaya promosi dan biaya kegiatan *inauguration flight* di area bandara yang diharapkan dapat membantu maskapai dalam mempromosikan rute barunya sehingga rute baru tersebut dapat terus berkembang.

ADDITIONAL ROUTES AND LANDING FEE INCENTIVES

During 2023, PT Angkasa Pura I provides incentives to airlines that open new routes in the form of exemption from promotional fees and inauguration flight activity fees in the airport area which is expected to help airlines promote their new routes so that these new routes can continue to develop.

Proyeksi Aspek Pemasaran PT Angkasa Pura I (dalam ribuan Rupiah)
PT Angkasa Pura I 's Marketing Aspect Projection (in thousand Rupiah)

Segmen Aeronautika Aeronautical Segment		Segmen Nonaeronautika Nonaeronautika Segment	
Uraian Description	Proyeksi 2024 Projection 2024	Uraian Description	Proyeksi 2024 Projection 2024
PJP4U Landing, parking, and hangar service Charge (PJP4U)	904.291.034	Sewa-sewa Leases	747.561.885
PJP2U Passenger service charge (PJP2U)	4.364.774.684	Konsesi Concession	1.825.414.217
Extend and advance Extend and advance	2.713.420	Parkir dan pas bandara Parking and airport pass	425.099.286
Pemakaian aviobridge Aviobridge usage	230.784.292	Utilitas Utility	96.975.821
Pemakaian check in counter Check in counter usage	206.114.852	Reklame Billboard	40.822.638
Baggage handling system Baggage handling system	-	Event & promotion Event & promotion	23.989.992
PJKP2U Aircraft cargo and postal services (PJKP2U)	204.347.242	Jasa terkait kargo dan pos Cargo and postal service	43.328.235
		Maintenance & services fee Maintenance & services fee	7.029.513
		Trading dan bagi hasil Trading and revenue sharing	36.961.992

**PERBANDINGAN TARGET DAN REALISASI PEMASARAN****COMPARISON OF MARKETING TARGET AND REALIZATION****Perbandingan Target dan Realisasi Pemasaran (dalam ribuan Rupiah)
Comparison Between Marketing Target and Realization (in thousand Rupiah)**

Uraian Description	Realisasi 2023 Realization 2023	Target 2023 Target 2023	Pencapaian (%) Achievement (%)
Segmen aeronautika Aeronautical segment			
PJP4U Landing, parking, and hangar service charge (PJP4U)	912.491.452	619.836.903	147,21%
PJP2U Passenger service charge (PJP2U)	3.942.813.460	3.663.171.873	107,63%
<i>Extend and advance</i> Extend and advance	13.339.513	5.701.632	233,96%
Pemakaian <i>aviobridge</i> Aviobridge usage	233.488.124	197.724.167	118,09%
Pemakaian <i>check in counter</i> Check in counter usage	189.120.385	170.672.534	110,81%
<i>Baggage handling system</i> Baggage handling system	-	-	100%
PJKP2U Aircraft cargo and postal services (PJKP2U)	144.994.764	170.953.769	84,82%
Segmen nonaeronautika Non-aeronautical segment			
Sewa-sewa Leases	747.223.008	923.679.563	80,90%
Konsesi Concession	1.298.481.822	1.332.403.557	97,45%
Parkir, peron, dan pas Parking, platform and pass	471.865.757	382.308.601	123,43
Utilitas Utility	77.600.491	51.638.009	150,28%
Reklame Billboard	15.661.424	30.082.632	52,06%
<i>Event & promotion</i> Event & promotion	29.942.569	29.942.569	236,02%
Jasa terkait kargo dan pos Cargo and postal service	712.118.799	105.478.261	675,13%
<i>Maintenance & services fee</i> Maintenance & services fee	149.709.727	5.762.642	2.597,94%
Non aero lainnya Other non-aeronautical	399.163.426	286.271.834	139,44%



ANALISIS PENCAPAIAN TARGET PEMASARAN

Dalam rangka mencapai target pemasaran dan meningkatkan pendapatan, PT Angkasa Pura I menerapkan strategi utama melalui pengembangan konektivitas dan peningkatan pengalaman perjalanan yang menyenangkan bagi penumpang selama berada di bandara dengan mengedepankan promosi kearifan lokal yang diiringi dengan penambahan aksesibilitas dari bandara menuju destinasi. PT Angkasa Pura I juga berupaya meningkatkan pelayanan melalui penambahan kapasitas di bandara *hubs & spokes* yang didukung dengan pengelolaan operasional yang mengutamakan aspek keselamatan, keamanan, dan kenyamanan secara lebih efisien.

AIRPORT SERVICE QUALITY

PENGUKURAN KEPUASAN PELANGGAN CUSTOMER SATISFACTION INDEX (CSI)

Dalam rangka mengukur kinerja produk dan layanan bandara, PT Angkasa Pura I bekerja sama dengan Indonesia National Air Carriers Association (INACA), intitusi nasional independen di bidang penerbangan nasional, untuk melaksanakan pengukuran kepuasan pelanggan di 15 bandara, sebagai berikut:

1. Bandara Pattimura Ambon
2. Bandara Syamsudin Noor Banjarmasin
3. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
4. Bandara I Gusti Ngurah Rai Bali
5. Bandara Sentani Jayapura
6. Bandara Adisutjipto Yogyakarta
7. Bandara El Tari Kupang
8. Bandara Zainuddin Abdul Madjid Lombok
9. Bandara Sam Ratulangi Manado
10. Bandara Jenderal Ahmad Yani Semarang
11. Bandara Adi Soemarmo Solo
12. Bandara Juanda Surabaya
13. Bandara Internasional Yogyakarta Kulon Progo
14. Bandara Sultan Hasanuddin Makassar
15. Bandara Frans Kaisiepo Biak

Tahun 2023, metode pengukuran CSI dilaksanakan dengan metode sebagai berikut:

1. *Data Collection*, yakni aktivitas pendistribusian kuesioner kepada responden, meliputi:
 - Penumpang berangkat
 - *Cockpit crew*
 - *Station manager*
 - Konsesionaler
 - Kargo
2. Rapat manajemen dan observasi, yakni aktivitas yang dilakukan oleh tim observasi INACA secara daring untuk verifikasi hasil tindak lanjut perbaikan, memonitor standar pelayanan (*level of service*) terkini, dan verifikasi pelaksanaan survei (*surveyor briefing*) serta wawancara langsung kepada pengguna jasa secara acak.

ANALYSIS OF MARKETING TARGET ACHIEVEMENT

PT Angkasa Pura I implements a key strategy to achieve marketing targets and boost revenue by enhancing connectivity, improving a pleasant travel experience for passengers at the airports, promoting local culture, and expanding airport accessibility from the airport to destinations. PT Angkasa Pura I also strives to improve services by increasing capacity at hub & spoke airports, supported by operational management that prioritizes safety, security, and comfort aspects more efficiently.

AIRPORT SERVICE QUALITY

CUSTOMER SATISFACTION MEASUREMENT USING CUSTOMER SATISFACTION INDEX (CSI)

PT Angkasa Pura I collaborates with the Indonesia National Air Carriers Association (INACA), an independent national institution in national aviation, to measure the performance of airport products and services at 15 airports, as follows:

1. Pattimura Airport Ambon
2. Syamsudin Noor Airport Banjarmasin
3. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
4. I Gusti Ngurah Rai Airport Bali
5. Sentani Airport Jayapura
6. Adisutjipto Airport Yogyakarta
7. El Tari Airport Kupang
8. Zainuddin Abdul Madjid Airport Lombok
9. Sam Ratulangi Airport Manado
10. Jenderal Ahmad Yani Airport Semarang
11. Adi Soemarmo Solo Airport
12. Juanda Airport Surabaya
13. Yogyakarta International Airport Kulon Progo
14. Sultan Hasanuddin Airport Makassar
15. Frans Kaisiepo Airport Biak

In 2023, the CSI was measured using the following method:

1. Data Collection, distribution of questionnaires to respondents, includes:
 - Departing passengers
 - Cockpit crew
 - Station manager
 - Questionnaire
 - Cargo
2. Management meetings and observations, carried out online by the INACA observation team to verify the results of follow-up improvements, monitor the latest service standards (*level of service*), and verify the implementation of surveys (*surveyor briefing*) as well as direct interviews with random service users.



PENGUKURAN KEPUASAN PELANGGAN AIRPORT SERVICE QUALITY (ASQ)

PT Angkasa Pura I melaksanakan pengukuran kepuasan pelanggan bekerja sama dengan lembaga/asosiasi kebandarudaraan dunia yaitu Airports Council International (ACI) di 8 bandara, antara lain:

1. Bandara I Gusti Ngurah Rai Bali
2. Bandara Juanda Surabaya
3. Bandara Sultan Hasanuddin Makassar
4. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
5. Bandara Internasional Yogyakarta Kulon Progo
6. Bandara Jenderal Ahmad Yani Semarang
7. Bandara Adi Soemarmo Solo
8. Bandara Pattimura Ambon

Pada 2023, metode pengukuran ASQ dilaksanakan dengan pendistribusian kuesioner kepada responden penumpang berangkat. *Data Collection* tersebut dilakukan oleh *Fieldwork Agent* bersertifikasi ACI dan dalam proses pelaksanaannya sesuai ketentuan ACI.

PANGSA PASAR

Pangsa pasar industri penerbangan PT Angkasa Pura I dibagi menjadi tiga hal, yaitu pergerakan penumpang, lalu lintas pesawat, dan pergerakan kargo. Pertumbuhan pangsa pasar terbesar di 2023 adalah pada pergerakan kargo, yang tercatat tumbuh sebesar 11% dibandingkan tahun sebelumnya. Pangsa pasar pergerakan kargo pada tahun 2023 tercatat sebesar 38,06%, naik dari capaian tahun sebelumnya sebesar 34,16%. Capaian tersebut didukung dengan adanya peningkatan pergerakan kargo di bandara yang dikelola PT Angkasa Pura I sebesar 4% dibandingkan tahun sebelumnya yaitu dari sebesar 464.433 ton di tahun 2022 menjadi 481.555 ton pada 2023.

Pasar Industri Bandar Udara di Indonesia dalam Tiga Tahun Terakhir Airport Industry Market in Indonesia in the Last Three Years

Uraian Description	Pertumbuhan 2023(%) Growth in 2023 (%)	2023	2022	2021
Berdasarkan pergerakan penumpang Based on passenger traffic	2%	46,54%	45,75%	47,50%
Berdasarkan lalu lintas pesawat Based on aircraft traffic	(3%)	50,52%	52,24%	53,15%
Berdasarkan pergerakan kargo Based on cargo traffic	11%	38,06%	34,16%	33,55%

CUSTOMER SATISFACTION MEASUREMENT USING AIRPORT SERVICE QUALITY (ASQ)

PT Angkasa Pura I conducted customer satisfaction surveys at eight airports in collaboration with the global airport organization/association, Airports Council International (ACI), including:

1. I Gusti Ngurah Rai Airport Bali
2. Juanda Airport Surabaya
3. Sultan Hasanuddin Airport Makassar
4. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Yogyakarta International Airport Kulon Progo
6. Jenderal Ahmad Yani Airport Semarang
7. Adi Soemarmo Airport Solo
8. Pattimura Airport Ambon

In 2023, the ASQ measurement method was implemented by distributing questionnaires to departing passenger respondents. The data collection is carried out by ACI-certified fieldwork agents and the implementation process is in accordance with ACI regulations.

MARKET SHARE

The market share of PT Angkasa Pura I's in the aviation industry is divided into three aspects: passenger movement, aircraft movement, and cargo movement. The largest market share growth in 2023 was in cargo movement, which recorded a growth of 11% compared to the previous year. The cargo movement market share in 2023 was recorded at 38.06%, an increase from the previous year's achievement of 34.16%. This accomplishment is further supported by a 4% increase in cargo movements at PT Angkasa Pura I managed airports of 481,555 tons in 2023 compared to that in 2022 of 464,433 tons.



TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

Operational Review and Company Strategy

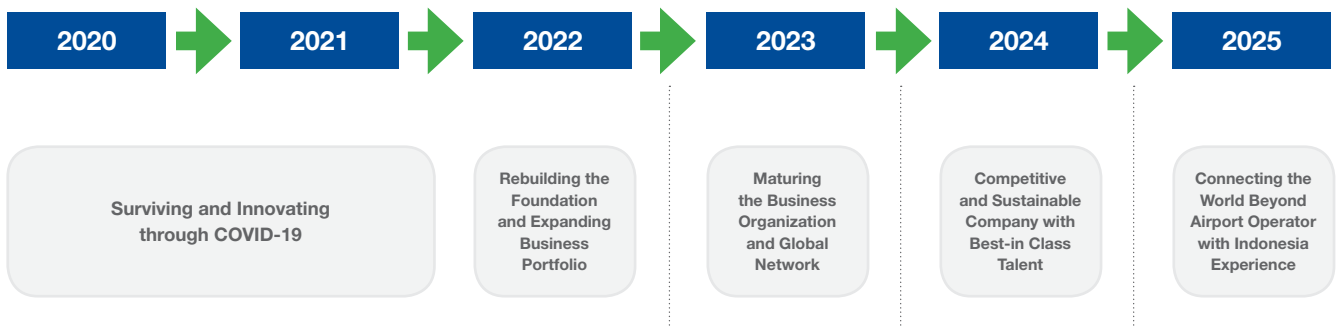
SASARAN STRATEGIS DAN STRATEGI PERUSAHAAN

Arah pengembangan perusahaan masih melanjutkan *roadmap corporate* sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025. Pada tahun 2023, PT Angkasa Pura I fokus dalam mencapai *Maturing the Business Organization and Global Network*. Di tahun kelima PT Angkasa Pura I dicanangkan dapat menjadi perusahaan pengelola bandar udara yang memiliki keunggulan dan daya saing yang sesuai dengan Visi PT Angkasa Pura I yaitu “Connecting the World Beyond Airport Operator with Indonesian Experience”.

STRATEGIC OBJECTIVE AND COMPANY STRATEGY

The company’s development direction is pursuing the corporate roadmap outlined in the Company’s Long Term Plan (RJPP) 2020-2025. In 2023, PT Angkasa Pura I will focus on achieving *Maturing the Business Organization and Global Network*. In its fifth year, PT Angkasa Pura I is planned to become an airport management company that has excellence and competitiveness in accordance with PT Angkasa Pura I’s vision, namely “Connecting the World Beyond Airport Operator with Indonesian Experience”.

Arah Pengembangan Perusahaan (*Roadmap*) Tahun 2020-2025 2020-2025 Roadmap of PT Angkasa Pura I



Strategi jangka panjang perusahaan yang dilakukan pada tahun 2023 mengacu kepada Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025, dengan penyesuaian inisiatif strategis untuk menghadapi dinamika bisnis baik dari internal maupun eksternal yang terjadi. Dalam RJPP, PT Angkasa Pura I menyusun langkah dan sasaran strategis yang akan dicapai untuk menumbuhkan kinerja operasional, meningkatkan kesehatan perusahaan dan menjaga stabilitas bisnis. Pada rencana jangka panjang ini, PT Angkasa Pura I menjalankan strategi dan inovasi-inovasi yang strategis, sehingga mampu mempertahankan kelangsungan bisnis di bidang kebandarudaraan dan mendorong semangat untuk bangkit dan meraih kemenangan (*rebound to win*).

The company’s long-term strategy carried out in 2023 refers to the Company’s Long Term Plan (RJPP) for 2020-2025, with adjustments to strategic initiatives to face both internal and external business dynamics that occur. In the Company’s Long-Term Plan (RJPP), PT Angkasa Pura I creates strategic goals and actions that will be accomplished to boost operational effectiveness, enhance business stability, and enhance corporate health. In order to sustain business continuity in the airport industry and inspire a spirit of perseverance and triumph, PT Angkasa Pura I is putting strategic ideas and innovations into practice in this long-term strategy (*rebound to win*).



Strategy House Transformasi Perusahaan Strategy House of Corporate Transformation



VISION

“Connecting to the World Beyond Airport Operator with Indonesian Experience”

Menjadi penghubung dunia yang lebih dari sekedar operator bandar udara dengan keunggulan layanan yang menampilkan keramah-tamahan khas Indonesia



Selain melaksanakan inisiatif strategis sebagaimana tertuang dalam RJPP PT Angkasa Pura I tahun 2020-2025, pada tahun 2022 PT Angkasa Pura I melaksanakan berbagai inisiatif percepatan pemulihan dan transformasi perusahaan, dengan berfokus pada 4 pilar utama yaitu:

1. Business Turnaround

Transformasi yang berfokus pada restrukturisasi operasional, transformasi bisnis, optimalisasi *capital expenditure* (capex), serta peningkatan *customer experience*.

2. Organization and Culture

Mengembangkan sumber daya dan budaya PT Angkasa Pura I dengan tujuan untuk memberikan layanan yang terbaik serta meningkatkan fungsi manajemen risiko.

3. Financial Restructuring

Rencana PT Angkasa Pura I sebagai solusi untuk menghadapi tekanan likuiditas akibat pandemi saat ini, yang dilakukan melalui *debt restructuring*, *cashlab* and *fundraising* serta *deleveraging initiatives*.

In addition to implementing strategic initiatives as outlined in PT Angkasa Pura I's RJPP for 2020-2025, in 2022, PT Angkasa Pura I implemented various initiatives to accelerate the company's recovery and transformation, focusing on 4 main pillars:

1. Business Turnaround

Transformation focusing on operational restructuring, business transformation, capital expenditure (capex) optimization, and customer experience improvement.

2. Organization and Culture

Developing PT Angkasa Pura I's human resources and culture with the aim of providing the best service and improving risk management functions.

3. Financial Restructuring

PT Angkasa Pura I's plan as a solution to address liquidity pressures due to the current pandemic, conducted through debt restructuring, cash lab, and fundraising, as well as deleveraging initiatives.



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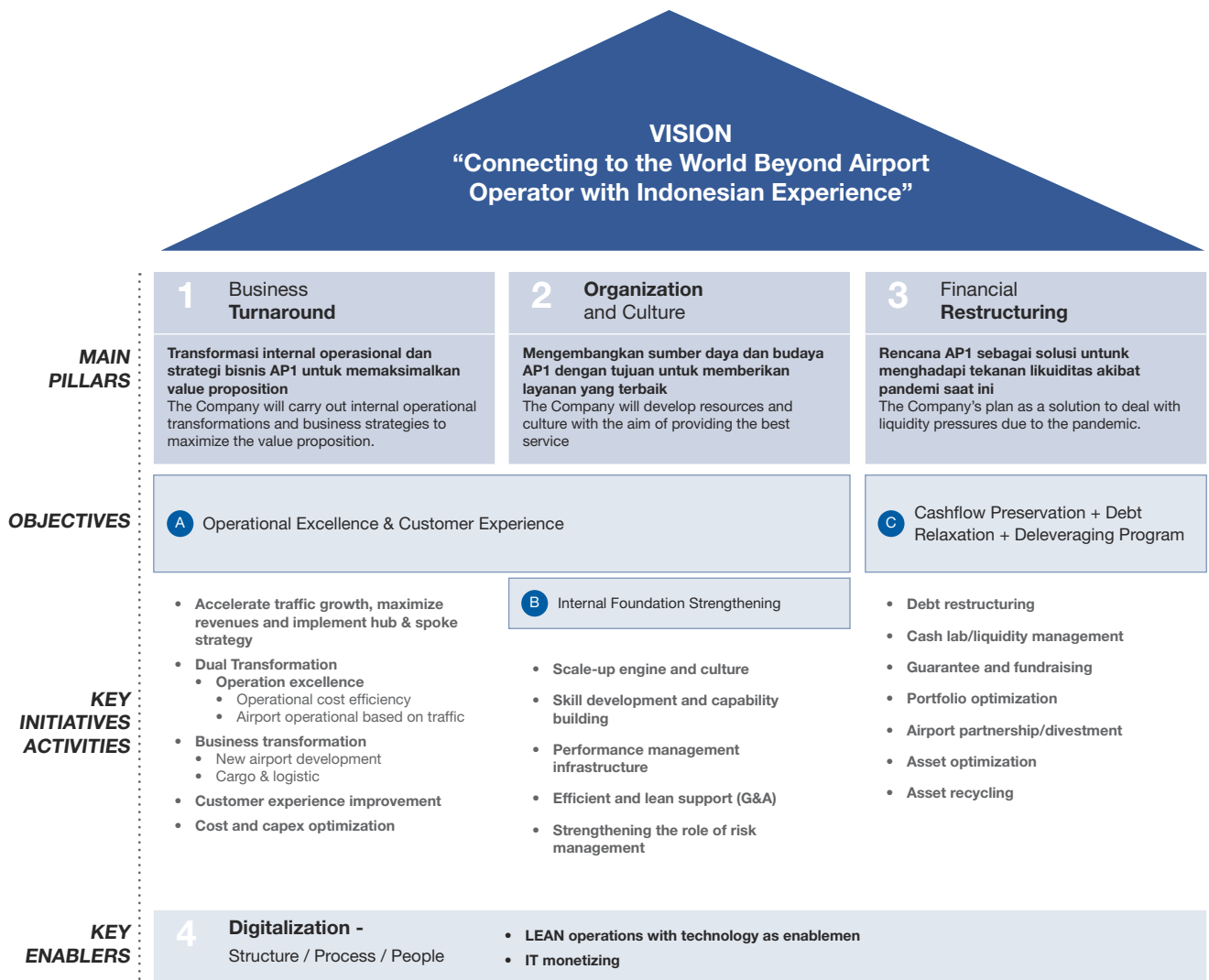
4. *Digitalization – Structure/Process/People*

Digitalisasi menjadi *enabler* untuk proses implementasi dan *monitoring* inisiatif-inisiatif pada agenda transformasi *Business Turnaround, Organization and Culture*, dan *Financial Restructuring*.

4. Digitalization – Structure/Process/People

Digitalization becomes an enabler for the implementation and monitoring of initiatives in the Business Turnaround, Organization and Culture, and Financial Restructuring transformation agendas.

Strategy House Transformasi Perusahaan
Strategy House of Corporate Transformation



FASILITAS DAN ALAT PRODUKSI

PT Angkasa Pura I memiliki fasilitas alat produksi yang meliputi *runway, apron, taxiway*, terminal penumpang, terminal kargo, dan tempat parkir kendaraan di seluruh bandara yang dikelola untuk melakukan produksi pelayanan jasa.

Adapun data alat produksi utama PT Angkasa Pura I per 31 Desember 2023 adalah sebagai berikut:

PRODUCTION EQUIPMENT AND FACILITY

PT Angkasa Pura I operates a variety of production equipment and facilities, including runways, aprons, taxiways, passenger terminals, cargo terminals, and vehicle parking lots, across all airports under the company’s management to provide its services.

As of December 31, 2023, the data on PT Angkasa Pura I’s primary production equipment is as follows:



Manajemen Fasilitas Bandar Udara (Data Fasilitas dan Alat Produksi)
Airport Facilities Management (Facilities and Production Equipment Data)

Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara I Gusti Ngurah Rai Bali (DPS) I Gusti Ngurah Rai Airport Bali (DPS)	Runway 09 - 27 3.000 m x 45 m 83/F/C/X/T 32 m/h Pesawat max: B777 (restricted) Max aircraft: B777 (restricted)	North Apron Apron Taxiway 1.856,9m x 59,14m 69/R/C/X/T Apron Taxiway NW 6 388,41m x 53,90m 80/R/C/X/T Apron Taxiway NW 7 304,44m x 57,53m 109/R/C/X/T Taxiway N1 160m x 26,5m 80/F/C/X/T Taxiway N2 148m x 30m 89/F/C/X/T Taxiway N3 148m x 30m 89/F/C/X/T Taxiway N4 232m x 30m 89/F/C/X/T Taxiway N5 232m x 30m 89/F/C/X/T Taxiway N6 280m x 23m 89/F/C/X/T Taxiway N7 210m x 26,50m 89/F/C/X/T Taxiway NP 405m x 23m 89/F/C/X/T Taxiway NP7 790m x 23m 89/F/C/X/T South Apron Apron Taxiway 588m x 51m 88/R/B/W/T Taxiway S1 238,16m x 30m 74/R/B/W/T Taxiway S2 287.79m x 30m 88/R/B/W/T	North Apron 419.959.24 m ² Cap: 46 PS (14WB + 32 NB) Aircraft Stand No A1-A4 111/R/B/W/U Aircraft Stand No A5 - A10 69/R/C/X/T Aircraft Stand No A11 - A14 69/R/C/X/T Aircraft Stand No A15 - A17 98/R/C/X/T Aircraft Stand No A18 - A21 80/R/C/X/T Aircraft Stand No A22 - A25 99/R/C/X/T Aircraft Stand No A26 - A34 69/R/C/X/T Aircraft Stand No A35 - A36 80/R/C/X/T Aircraft Stand No A37 - A40 80/R/C/X/T Aircraft Stand No A41 - A46 109/R/C/W/T South Apron 55.756 m ² Cap: 16 PS (16 NB + 2 Helipad) Aircraft Stand S No G1-G16 88/R/B/W/T	128.626 m ² 14,3 juta pax/tahun 14.3 million pax/year	67.884 m ² 9,7 juta pax/tahun 9.7 million pax/year	Kargo Domestik 2.563 m ² cap: 31.390 ton/tahun/year* Kargo Internasional 6.890 m ² Cap : 113.150* ton/tahun/year	92.599 m ² 2.622 SRP	15.214 m ² 4.170 SRP



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Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara Juanda Surabaya (SUB) Juanda Airport Surabaya (SUB)	Runway 10 - 28 3.000 m x 45 m 108/F/D/X/T 34 m/h Pesawat max: B777 (restricted) Max aircraft: B777 (restricted)	North Apron Taxiway N1 172m X 26,5m 110 /F/D/W/T Taxiway N2 252m x 30m 147 /F/B/X/T Taxiway N3N 212m x 30m 147 /F/B/X/T Taxiway N3S 154,5m x 30m 147 /F/B/X/T Taxiway N4 212m x 30m 147 /F/B/X/T Taxiway N5N 212m x 30m 147 /F/B/X/T Taxiway N5S 180m x 30m 110 /F/B/X/T Taxiway N6 464m x 30m 147 /F/B/X/T Taxiway N7 172m x 30m 147 /F/B/X/T Taxiway N8 128m x 30m 147 /F/B/X/T Taxiway N9 125,05m x 30m 73 /R/B/X/T Taxiway N10 125,05m x 30m 73 /R/B/X/T Taxiway NP1 1.119m x 23m 147 /F/B/X/T Taxiway NP2 2.843,5m x 30m 147 /F/B/X/T South Apron Taxiway S1 200m x 29m 94 /F/C/X/U Taxiway S2N 187m x 32m 94 /F/C/X/U Taxiway S2S 185m x 32m 94 /F/C/X/U Taxiway S3N 187m x 28m 94 /F/C/X/U Taxiway S3S 221m x 20m 94 /F/C/X/U Taxiway S4N 187m x 32m 94 /F/C/X/U Taxiway S4S 182m x 20m 94 /F/C/X/U	Apron A (T2) 106.533.8 m ² 73/R/C/X/U Cap: 11 PS NB + 3 PS WB (atau 10 NB + 4 WB) Apron B (T1) 214.496 m ² 98/R/C/X/T Cap : 24 PS NB + 6 PS WB Apron C (Kargo) 37.357.49 m ² 73/R/B/X/T Cap : 7 PS NB (atau 3 WB) TLOF FATO (Helipad Aiming Point) 936.40 m ² 75/F/D/X/T	46.982 m ² 4,3 juta pax/tahun 4.3 milion pax/year	102.579 m ² 14,7 juta pax/tahun 14.7 million pax/year	Kargo Domestik 6.749 m ² cap : 90.520* ton/tahun/ year Kargo Internasional 10.122 m ² cap : 93.440* ton/tahun/year	94.920 m ² 3.134 SRP	6,768 m ² 2.591 SRP



Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
		Taxiway S5 200m x 29m 89 /F/C/W/T Taxiway S6 173m x 23m 94 /F/C/X/U Taxiway SP1 425m x 20m 94 /F/C/X/U Taxiway SP2 3.367,5m x 23m 89 /F/C/W/T						
Bandara Sultan Hasanuddin Makassar (UPG) Sultan Hasanuddin Airport Makassar (UPG)	Runway 03-21 3.202 m x 45m 94/F/C/W/T 32 m/h Pesawat max: B777 Max aircraft: B777 Runway 13-31 2.500m x 45 m 81/F/C/W/T Pesawat max: A330 Max aircraft: A330	Taxiway A 158 m x 23 m 63 /F/B/W/U Taxiway B 217 m x 26,5 m 63 /F/B/W/U Taxiway C 800 m x 23 m 34 /F/C/W/U Taxiway SP (South Parallel) 945 m x 23 m 68 /F/B/W/U Taxiway WP (West Parallel) 3.363 m x 23 m 77 /F/C/X/T Taxiway D 322 m x 30 m 77 /F/C/X/T Taxiway E 338 m x 23 m 77 /F/C/X/T Taxiway F 338 m x 23 m 77 /F/C/X/T Taxiway G 332 m x 30 m 77 /F/C/X/T Taxiway H 161 m x 23 m 77 /F/C/X/T Taxiway I 204 m x 23 m 77 /F/C/X/T Taxiway J 182 m x 45 m 77 /F/C/X/T Taxiway K 175 m x 60 m 128 /R/D/W/T	North Apron 69.147 m ² 63/F/B/W/U Cap: 7 NB + 8 military aircraft (TNI AU) South Apron 376.601 m ² Cap: 52 NB + 4 WB Aircraft Stand B1-B3 69 /R/B/X/T Aircraft Stand B4-B12 74 /R/C/X/T Aircraft Stand B4L-B6L 74 /R/C/X/T Aircraft Stand B4R-B6R 74 /R/C/X/T Aircraft Stand R1-R3 74 /R/C/X/T Aircraft Stand R4-R7 72 /R/B/X/T Aircraft Stand R8-R9 74 /R/C/X/T	65.361 m ² (Internasional: 2.291 m ² Domestik: 63.070 m ²) 8.4 juta pax/tahun (International: 2,291 m ² Domestic: 63,070 m ²) 8.4 million pax/year		4.289 m ² Cap : 30.660* ton/tahun/year	45.453 m ² 1.282 SRP	2.700 m ² 792 SRP



TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN
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Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (BPN) Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (BPN)	Runway 07-25 2.500 m x 45 m 74/F/C/X/T 26 m/h Pesawat max: (B767/setara) Max aircraft: (B767/ equivalent)	Taxiway A 200 m x 23 m 90 /F/B/X/T Taxiway A' 68 m x 33 m 90 /F/B/X/T Taxiway B 153 m x 23 m 90 /F/B/X/T Taxiway B' 68 m x 33 m 90 /F/B/X/T Taxiway C 153 m x 23 m 90 /F/B/X/T Taxiway D 153 m x 23 m 90 /F/B/X/T Taxiway E 200 m x 23 m 90 /F/B/X/T Taxiway F 68 m x 33 m 90 /F/B/X/T Taxiway G 68 m x 23 m 78 /R/C/X/T Taxiway NP (North Parallel) 2390 m x 23 m 76 /F/B/X/T	Main Apron Apron A 78.045 m ² 63 /R/C/X/T Apron B 15.895 m ² 75/R/C/X/T Cap A+B : 2 WB + 19 NB Heli Apron (Rotary Apron) 23.335 m ² Asphalt Cap : 15 Helicopter Cargo Apron Apron C 33.350 m ² 76 /R/C/X/T Cap: 8 SBody + 12 Nbody	8.393 m ² est. 0,5 juta pax/tahun est. 0.5 million pax/year	101.607 m ² est. 14,7 juta pax/tahun est. 14.7 million pax/year	5.620 m ² cap: 121.910* ton/tahun/year	57.765 m ² 1,650 SRP	8.000 m ² 720 SRP
Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport Yogyakarta (JOG)	Runway 09-27 2.200 m x 45m 57/F/C/X/T 17 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Taxiway N2 153 m x 23 m 58/F/B/X/T Taxiway N3 102,5 m x 30 m 41/F/B/X/T Taxiway N4 120 m x 23 m 59/F/C/X/T Taxiway NP (North Parallel) 380 m x 23 m 59/F/C/X/T	Apron A 27.090 m ² 63/F/B/X/T Cap : 8 NB Apron B 9.500 m ² 58/R/B/X/T Cap : 3 NB	10.292 m ² 2,7 juta pax/tahun 2.7 million pax/year		384 m ² cap : 6.935* ton/tahun/year	1.728 m ² 18 SRP	687 m ² 222 SRP
Bandara Syamsudin Noor Banjarmasin (BDJ) Syamsudin Noor Airport Banjarmasin (BDJ)	Runway 10-28 2.500 m x 45 m 68/F/B/X/T 18 m/h Pesawat max: (B737/A330/ setara) Max aircraft: (B737/A330/ equivalent)	Taxiway A 224,8m x 23m 36/F/B/X/T Taxiway B 96,5m x 23m 36/F/B/X/T Taxiway C 228,5m x 23m 52/R/B/X/T Taxiway D 228,5m x 23m 45/R/B/Y/T	West Apron 29.340 m ² 36/F/B/X/T Cap: 8 PS NB East Apron 100.472 60/R/B/X/T Cap: 14 PS NB	10.278 m ² 0,17 juta pax/tahun 0.17 million pax/year	67.284 m ² 7,7 juta pax/ tahun 7.7 million pax/year	2.972 m ² cap : 32.120* ton/tahun/year	34.360 m ² 1.524 SRP	2.420 m ² 720 SRP



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Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport Semarang (SRG)	Runway 13-31 2.560 m x 45 m 61/F/D/X/T 14 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Taxiway F 261,5m x 23m 79/F/C/X/T Taxiway G 261,5m x 23m 79/F/C/X/T	North Apron 72.522.25 m ² PCN 70/R/D/X/T Cap: 12 PS NB	8.312 m ² 0,5 juta pax/tahun 0.5 million pax/year	50.577 m ² 5,8 juta pax/ tahun 5.8 million pax/year	2.560 m ² cap: 27.740* ton/tahun/year	58.879 m ² 1.574 SRP	12.343 m ² 876 SRP
Bandara Zainuddin Abdul Madjid Lombok (LOP) Zainuddin Abdul Madjid Airport Lombok (LOP)	Runway 13-31 3300 m x 45m 64 F/A/X/T 18 m/h Pesawat max: B777 Max aircraft: B777	Taxiway A 196m x 23m 64/F/A/X/T Taxiway B 270m x 23m 64/F/A/X/T Taxiway C 371,10m x 23m 60/F/A/X/T Taxiway SP 1187m x 23m 64/F/A/X/T	Apron 133.967 m ² Cap: 18 NB + 6 WB Aircraft Stand 1, 5 61/R/A/X/T Aircraft Stand 2,3,4,6 64/R/A/X/T Aircraft Stand 7 - 16 72/R/A/X/T Aircraft Stand 17 - 22 66/R/A/X/T Aircraft Stand 23 - 24 86/R/B/X/T	13.029 m ² 0,5 juta pax/tahun 0.5 million pax/year	30.472 m ² 4,9 juta pax/ tahun 4,9 million Pax / Year 5.5 million pax/year	2.416 m ² cap: 19.710* ton/tahun/year	27.914 m ² 1421 SRP	3.840 m ² 688 SRP
Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport Manado (MDC)	Runway 18-36 2.650m x 45m 80/F/C/X/T 18 m/h Pesawat max: A330 (restricted) Max aircraft: A330 (restricted)	Taxiway W1 150m x 29m 72/F/C/X/T Taxiway W2 150m x 29m 72/F/C/X/T Taxiway W3 180,32m x 23m 72/F/C/X/T Taxiway W4 150m x 29m 72/F/C/X/T Taxiway Paralel WP 2.680mx 23m 72/F/C/X/T	Apron 79.559.35 m ² Cap: 16 PS Narrow Body & 6 PS Cassa/Helipad Aircraft Stand 1-3 PCN 72/R/C/X/T Aircraft Stand 4-7 PCN 72/R/C/X/T Aircraft Stand 8-14 PCN 60/R/C/X/T Aircraft Stand 15-22 PCN 65/R/C/X/T	10.373 m ² 0,3 juta pax/tahun 0.3 million pax/year	48.676 m ² 5,3 juta pax/ tahun 5.3 million pax/year	3.546 m ² cap: 89.425* ton/tahun/year	18.430 m ² 760 SRP	2.551 m ² 650 SRP



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Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport Solo (SOC)	Runway 08-26 2.500m x 45m 68/F/C/X/T 12 m/h Pesawat max: A330 (restricted) Max aircraft: A330 (restricted)	Taxiway A 240 m x 23 m 68 /F/C/X/T Taxiway B 240 m x 23 m 68 /F/C/X/T Taxiway C 100 m x 23 m 31/F/C/X/T	North Apron 88.051 m ² Cap: 15 PS NB Aircraft Stand 1-10A PCN 71/R/C/X/T Aircraft stand 11-15 86/R/B/X/T South Apron 11.371 m ² 31.F/C/X/T	33.351 m ² 4,1 juta pax/tahun 4.1 million pax/year		862 m ² cap: 13.505* ton/tahun/year	39.238 m ² 706 SRP	2.179 m ² 552 SRP
Bandara Pattimura Ambon (AMQ) Pattimura Airport Ambon (AMQ)	Runway 04-22 2.500m x 45m 73/F/C/X/T 10 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Taxiway A 443,5m X 23 m 68/F/C/X/T Taxiway B 68/F/C/X/T 280m X 23 m Taxiway C Military 210m X 23m 27/F/C/X/T	Apron A 27.112 m ² PCN 68/F/C/X/T Cap: 6 PS NB Apron B 13.635 m ² PCN 38/R/C/Z/U Cap: 4 PS NB	16.495 m ² 1,8 juta pax/tahun 1.8 million pax/year		1.587 m ² cap: 9.855* ton/tahun/year	10.379 m ² 164 SRP	521 m ² 130 SRP
Bandara El Tari Kupang (KOE) El Tari Airport Kupang (KOE)	Runway 08-25 2.500m x 45m 55/F/C/X/T 13 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Taxiway A 202,5 m X 23 m 55/F/C/X/T Taxiway B 202,5 m X 23 m 50/F/C/X/T	Apron Area:56.917 m ² Cap: 17 PS NB Aircraft Stand 1-12 42/R/A/X/T Aircraft Stand 13-17A 35/R/B/W/T	16.424 m ² 1,9 juta pax/tahun 1.9 million pax/year		702 m ² cap: 15.695* ton/tahun/year	8.203 m ² 375 SRP	2.570 m ² 532 SRP
Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport Biak (BIK)	Runway 11-29 3.570m x 45m 71/F/B/X/T 16 m/h Pesawat max: (B737-900/ A320/setara) Max aircraft: (B737-900/ A320/ equivalent)	Taxiway A 129m x 25m 71 F/B/X/T Taxiway B 94m x 30m 71 F/B/X/T Taxiway C 95 m x 25 m 71 F/B/X/T	Apron 32.580 m ² 86 R/B/X/T Cap: 5 PS NB, 2 Small Aircraft, 2 Secondary PS (ATR 72)	2.998 m ² 0,5 juta pax/tahun 0.5 million pax/year		324 m ² 6.935 ton/ tahun/year*	2.234 m ² 40 SRP	103 m ² 30 SRP



TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

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Bandara Airport	Runway	Taxiway	Apron	Terminal Internasional International Terminal	Terminal Domestik Domestic Terminal	Terminal Kargo Cargo Terminal	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas PCN PCN Area	Luas Kapasitas* Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas Area Capacity	Luas Kapasitas* Area Capacity*	Luas Kapasitas Area Capacity	Luas Kapasitas Area Capacity
Bandara Internasional Yogyakarta Kulon Progo (YIA) Yogyakarta International Airport Kulon Progo (YIA)	Runway 11-29 3.250m x 45m 89/F/C/X/T 28 m/h Pesawat mx: B777 Max aircraft: B777	Taxiway A 198m x 23m 108/R/C/X/T Taxiway B 198m x 23m 108/R/C/X/T Taxiway C 318m x 23m 89/F/C/X/T Taxiway D 318m x 23m 108/R/C/X/T Taxiway E 198m x 23m 108/R/C/X/T Taxiway F 198m x 23m 108/R/C/X/T Parallel Taxiway G 3.430m x 45m 108/R/C/X/T 89/F/C/X/T Taxiway H 406,5m x 23m 108/R/C/X/T Taxiway J 159,5m x 23m 108/R/C/X/T Taxiway K 454m x 23m 108/R/C/X/T	Apron 175.517 m ² PCN 108/R/C/X/T Cap: 22 NB atau 11WB	85.264 m ² 1,9 juta pax/tahun 1.9 million pax/year	134.247 m ² 18,7 juta pax/tahun 18.7 million pax/year	8.381 m ² cap: 125.925* ton/tahun/year	106.882 m ² 1.721 SRP	27.456 m ² 4.929 SRP
Bandara Sentani Jayapura (DJJ) Sentani Airport Jayapura (DJJ)	Runway 12-30 3000m x 45m 52/F/A/X/T 26 m/h Pesawat max: (B737/A320/setara) Max aircraft: (B737/A320/equivalent)	Taxiway A 142m x 23m 47/R/D/X/T Taxiway B 200m x 23m 56/F/A/X/T Taxiway C 200m x 23m 56/F/A/X/T Taxiway D 142m x 23m 44/F/A/X/T Taxiway E 142m x 23m 44/F/A/X/T Taxiway F 142m x 23m 56/F/A/X/T Taxiway NP 1.898m x 23m 52/F/A/X/T	Apron 1 19.760 m ² PCN 47/R/D/X/T Apron 2 55.770 m ² PCN 56/R/B/X/T Apron 3 38.794 m ² PCN 47/R/D/X/T Cap: 20 PS NB + 16 SB	14.350 m ² 1,6 juta pax/tahun 1.6 million pax/year		3600 m ² Cap : 78.840* ton/tahun/year	12.800 m ² 290 SRP	1,200 m ² 296 SRP

- * Konfigurasi parking stand apron dapat disesuaikan sesuai kondisi lapangan oleh personel yang membidangi *Airport Operation*.
- * Data luas terminal setiap bandara mengacu pada dokumen Rencana Induk Bandara, Berita Acara Penilaian *Level of Service (LOS)*, dan/atau kertas kerja perhitungan unit teknis.
- * Perhitungan kapasitas terminal penumpang (pax/tahun) bersifat estimasi dengan asumsi kapasitas kondisi ideal sesuai PM 178/2015 dengan faktor pengali maksimal untuk luas operasional sebesar 80%.
- * Data luasan kargo merupakan luasan keseluruhan gedung kargo termasuk gudang, perkantoran, pelataran mengacu pada kertas kerja perhitungan unit teknis
- * Perhitungan kapasitas terminal kargo (ton/tahun) bersifat estimasi dengan asumsi memperhitungkan luasan gudang kargo, tanpa perkantoran dan ruang lainnya
- * Pembaruan data per 31 Desember 2023
- * Airport operations personnel can alter the parking stand apron configuration based on field conditions.
- * Data on terminal areas for each airport is based on the Airport Master Plan, Level of Service (LOS) Assessment Minutes, and technical unit calculation working papers.
- * The passenger terminal capacity (pax/year) is an estimate based on ideal conditions as per PM 178/2015, with a maximum multiplying factor of 80% for the operational region.
- * Cargo area data refers to the overall area of a cargo building, including warehouses, offices and yards, as per the technical unit calculation working paper.
- * Estimate freight terminal capacity (tons/year) based on warehouse area, excluding offices and other areas.
- * Data was updated as of December 31, 2023



KEBIJAKAN DIVIDEN DAN PROGRAM KEPEMILIKAN SAHAM

Dividend Policy and Share Ownership Program

KEBIJAKAN DIVIDEN

Setiap tahun, perusahaan mengadakan pembayaran dividen berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS). Pembayaran dividen dilakukan selambat-lambatnya satu bulan setelah RUPS berlangsung melalui rapat pertanggungjawaban manajemen pada tahun berjalan. Pembagian dividen PT Angkasa Pura I dilakukan dengan kebijakan pertimbangan profitabilitas dan ekspansi usaha, serta penyisihan laba sesuai kebutuhan operasional dan pengembangan usaha perusahaan.

PENGUMUMAN DAN PEMBAYARAN DIVIDEN

PT Angkasa Pura I melakukan pembayaran dividen berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS). Pembayaran dividen dilakukan selambatnya satu bulan setelah RUPS berlangsung melalui rapat pertanggungjawaban manajemen pada tahun berjalan. Pembagian dividen PT Angkasa Pura I dilakukan dengan kebijakan pertimbangan profitabilitas dan ekspansi usaha, serta penyisihan laba sesuai kebutuhan operasional dan pengembangan usaha perusahaan.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor API.3691/KU.01.03/2021/DU-B tanggal 28 Juni 2021, pemegang saham perusahaan setuju untuk tidak membagikan dividen.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor API.3694/RT.01.03/2022/DU-B tanggal 29 Juni 2022, pemegang saham perusahaan setuju untuk tidak membagikan dividen.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor API.3894/RT.02/2023/PGS.DU-B tanggal 23 Juni 2023, pemegang saham perusahaan setuju untuk tidak membagikan dividen

DIVIDEND POLICY

The Company holds a dividend payment on an annual basis based on the resolution of the General Meeting of Shareholders (GMS). Dividend payments are made no later than one month after the GMS is held through the management accountability meeting in the current year. PT Angkasa Pura I's dividend distribution is carried out with a policy considering profitability and business expansion, as well as the allocation of profits according to the company's operational needs and business development.

DIVIDEND ANNOUNCEMENT AND PAYMENT

PT Angkasa Pura I makes dividend payments based on the resolutions of the General Meeting of Shareholders (GMS). Dividend payments are made no later than one month after the GMS is held through the management accountability meeting in the current year. PT Angkasa Pura I's dividend distribution is carried out with a policy considering profitability and business expansion, as well as the allocation of profits according to the company's operational needs and business development.

Based on the Minutes of the General Meeting of Shareholders Number API.3691/KU.01.03/2021/DU-B dated June 28, 2021, the company's shareholders agreed not to distribute dividends.

Based on the Minutes of the General Meeting of Shareholders Number API.3694/RT.01.03/2022/DU-B dated June 29, 2022, the company's shareholders agreed not to distribute dividends.

Based on the Minutes of the General Meeting of Shareholders Number API.3894/RT.02/2023/PGS.DU-B dated June 23, 2023, the company's shareholders agreed not to distribute dividends.

Pengumuman dan Pembayaran Dividen Dividend Announcement and Payment

Tahun Buku Fiscal Year	Pembagian Dividen (Rupiah juta) Dividend Distribution (in Million Rupiah)	Laba Usaha (Rupiah juta) Operating Profit (in million Rupiah)	Dividen per Lembar Saham (Rupiah ribu) Dividend per share (in thousand Rupiah)	Dividen Payout Ratio Dividend Payout Ratio	Dasar Pembagian Basis of Distribution	Tanggal Pengumuman Announcement date	Tanggal Pembayaran Payment Date
2022	-	(744.896)	-	-	Risalah RUPS Nomor API.3894/RT.02/2023/PGS.DU-B Minutes of GMS Number API.3894/RT.02/2023/PGS.DU-B	23 Juni 2022 June 23, 2021	-
2021	-	(2.540.122)	-	-	Risalah RUPS Nomor API.3694/RT.01.03/2022/DU-B Minutes of GMS Number API.3694/RT.01.03/2022/DU-B	29 Juni 2022 June 28, 2021	-
2020	-	(2.327.509)	-	-	Risalah RUPS No. API.3691/KU.01.03/2021/DU-B Minutes of GMS No. API.3691/KU.01.03/2021/DU-B	28 Juni 2021 June 28, 2021	-
2019	-	1.451.359	-	-	Risalah RUPS No. API.4342/KU.01.03/2020-DU-B Minutes of GMS No. API.4342/KU.01.03/2020-DU-B	2 Juli 2020 July 2, 2020	-
2018	-	2.007.018	71,97	23%	Risalah RUPS No. API.3972/KU.01.03/2019/DU-B Minutes of GMS No. API.3972/KU.01.03/2019/DU-B	20 Mei 2019 May 20, 2019	20 Juni 2019 June 20, 2019 19 Juli 2019 July 19, 2019 20 Agustus 2019 August 20, 2019 20 September 2019 September 20, 2019



REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization of Use of Proceeds From Public Offering

PT Angkasa Pura I menyampaikan Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum (LRPD) secara berkala setiap 6 bulan dengan tanggal laporan 30 Juni dan 31 Desember. Secara umum, realisasi penggunaan dana hasil penawaran umum dari Obligasi dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I 2021 digunakan sesuai dengan rencana, yaitu untuk *refinancing*, pembayaran kegiatan investasi, dan operasional yang dilakukan PT Angkasa Pura I.

PT Angkasa Pura I submits periodic Reports on the Realization of the Use of Proceeds from Public Offering (LRPD) every 6 months with report dates of June 30 and December 31. In general, the realization of the use of proceeds from the public offering of Sustainable Bonds and Sukuk Ijarah I PT Angkasa Pura I Phase I 2021 was used according to plan, namely for refinancing, payment of investment activities, and operations conducted by PT Angkasa Pura I.

Ringkasan Realisasi Penggunaan Dana Hasil Penawaran Umum

Summary of Realization of Use of Proceeds from Public Offering

Uraian Description	Tanggal, Bulan, dan Tahun Date, Month, and Year	Jumlah (Rupiah) Amount (Rupiah)
Penawaran umum (obligasi berkelanjutan I Angkasa Pura I tahap I tahun 2021) Public offering (sustainable bonds I Angkasa Pura I phase I year 2021)	8 September 2021 September 8, 2021	
Jumlah hasil penawaran umum Total proceeds of public offering		1.115.900.000.000
Biaya penawaran umum Public offering costs		5.470.081.866
Hasil bersih Net proceeds		1.110.429.918.133
Rencana penggunaan dana Use of proceeds plan	2021	
<i>Refinancing</i>		821.950.205.205
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		210.590.190.438
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		77.889.522.491
Total rencana penggunaan dana Total fund utilization plan		1.110.429.918.133
Realisasi penggunaan dana Realization of fund utilization	2021	
<i>Refinancing</i>		821.950.205.206
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		210.590.190.438
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		77.889.522.491
Total rencana penggunaan dana Total fund utilization plan		1.110.429.918.133
Sisa dana hasil penawaran umum Remaining balance of proceeds from public offering	Per 31 Desember 2023 Per December 31, 2023	0
Penawaran umum (sukuk ijarah berkelanjutan I Angkasa Pura I tahap I tahun 2021) Public offering (Sustainable Sukuk Ijarah I Angkasa Pura I Phase I 2021)	8 September 2021 September 8, 2021	
Jumlah hasil penawaran umum Total proceeds of public offering		496.000.000.000
Biaya penawaran umum Public offering expenses		2.341.722.439
Hasil bersih Net proceeds		493.658.277.561
Rencana penggunaan dana Use of proceeds plan	2021	
<i>Refinancing</i>		268.000.000.000
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		164.730.542.619
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		60.927.734.941
Total rencana penggunaan dana Total fund utilization plan		493.658.277.561
Realisasi penggunaan dana Realization of fund utilization	2021	
<i>Refinancing</i>		268.000.000.000
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		164.730.542.619
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		60.927.734.941
Total rencana penggunaan dana Total fund utilization plan		493.658.277.561
Sisa dana hasil penawaran umum Remaining balance of proceeds from public offering	Per 31 Desember 2023 Per December 31, 2023	0



REALISASI PENGGUNAAN DANA SUKUK TANPA PENAWARAN UMUM

Laporan Realisasi Penggunaan Dana Hasil Penerbitan Sukuk dilaporkan PT Angkasa Pura I secara berkala kepada Agen Pemantau setiap 3 (tiga) bulan sampai dengan dana tersebut habis digunakan/terpakai, dengan tanggal laporan pada tanggal 31 Maret, 30 Juni, 30 September, dan 31 Desember. Laporan realisasi penggunaan dana tersebut untuk pertama kali akan dilaporkan pada periode 31 Maret 2024.

REALIZATION OF THE USE OF SUKUK FUNDS WITHOUT A PUBLIC OFFERING

PT Angkasa Pura I periodically reports the Realization of Use of Proceeds from Sukuk Issuance to the Monitoring Agent every 3 (three) months until the funds are used up, with report dates on March 31, June 30, September 30, and December 31. The first report on the realization of the use of proceeds will be issued on March 31, 2024.



ANALISIS TENTANG INFORMASI KEUANGAN YANG TELAH DILAPORKAN YANG MENGANDUNG KEJADIAN YANG SIFATNYA LUAR BIASA DAN JARANG TERJADI

Analysis of Reported Financial Report Containing Extraordinary and Rare Events

Di tahun 2023 dampak pandemi COVID-19 sudah mulai sangat berkurang. Berdasarkan analisis International Civil Aviation Organization (ICAO), pandemi COVID-19 menyebabkan volume lalu lintas penerbangan global menurun drastis dibandingkan dengan tahun-tahun sebelum pandemi. Oleh karena itu, dampak yang dialami oleh industri penerbangan dalam negeri mengalami lonjakan yang sangat drastis dengan adanya *event* internasional yang diselenggarakan di dalam negeri, misal MotoGP yang diselenggarakan di Lombok, pembukaan kembali rute penerbangan internasional di berbagai bandara, serta penyelenggaraan ibadah Haji dan Umrah di beberapa kota besar di Indonesia. Hal tersebut sangat berdampak signifikan terhadap kinerja perusahaan yang mulai ada sedikit peningkatan untuk keseluruhan telah diungkapkan dalam rangkaian informasi mulai dari tinjauan dan kinerja keuangan PT Angkasa Pura I yang tersaji dalam bab Analisis dan Pembahasan Manajemen terhadap Kinerja Keuangan.

In 2023, the impact of the COVID-19 pandemic has significantly diminished. Based on an analysis by the International Civil Aviation Organization (ICAO), the COVID-19 pandemic caused a drastic decline in global air traffic volume compared to the pre-pandemic years. As a result, the domestic aviation industry experienced a significant surge in impact due to several international events held in Indonesia, such as the MotoGP in Lombok, the reopening of international flight routes at various airports, and the implementation of Hajj and Umrah pilgrimages in several major cities. This had a significant impact on the company's performance, which has begun to exhibit a slight improvement, as described in the series of informational disclosures encompassing both reviews and the financial performance of PT Angkasa Pura I, as presented in the Management Discussion and Analysis on Financial Performance chapter.



INFORMASI DAN DATA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

Material Information and Facts After the Date of Accounting Statement

PT Angkasa Pura I tidak memiliki informasi dan fakta material setelah tanggal laporan akuntan untuk periode kinerja tahun 2023.

PT Angkasa Pura I does not have material information and facts after the date of the accounting statement for the 2023 performance periode.



INFORMASI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Material Information Containing Conflict of Interest and/or Transaction with Affiliated Parties

TRANSAKSI BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI AFILIASI

PT Angkasa Pura I telah mengidentifikasi berbagai transaksi antara perusahaan dan berbagai pihak yang berelasi dengan perusahaan. Adapun pihak-pihak yang teridentifikasi berelasi dengan PT Angkasa Pura I dapat dilihat melalui tabel berikut.

CONFLICT OF INTEREST AND/OR AFFILIATED TRANSACTIONS

PT Angkasa Pura I identified various transactions between the company and various parties related to the company. The parties identified to have a relationship with PT Angkasa Pura I can be seen in the following table.

Pihak Berelasi PT Angkasa Pura I Berdasarkan Hubungan Kepemilikan dan/atau Kepengurusan Parties Related to PT Angkasa Pura I Based on Ownership and/or Management Relationship

No.	Hubungan Relasi Relationship Relations	Pihak Berelasi Related Parties
1	Pemegang saham Shareholder	Pemerintah Republik Indonesia Government of Republic of Indonesia PT Aviiasi Pariwisata Indonesia
2	Entitas yang berelasi dengan pemerintah Entities related to government	PT Bank Mandiri Tbk. PT Bank Rakyat Indonesia Tbk. PT Bank Negara Indonesia 1946 Tbk. PT Bank Tabungan Negara PT Bank Syariah Indonesia PT Garuda IndonesiaTbk. PT Pertamina PT Perusahaan Listrik Negara PT Telekomunikasi Indonesia Tbk PT Asuransi Jasa Indonesia Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) Perusahaan Badan Usaha Milik Negara (BUMN) lainnya Other State-Owned Enterprises (SOEs)
3	Entitas anak Subsidiaries	PT Angkasa Pura Suport PT Angkasa Pura Hotel PT Angkasa Pura Logistic PT Angkasa Pura Properti PT Angkasa Pura Retail
4	Entitas asosiasi Associated entities	PT Jasa Marga Bali (penyertaan saham) PT Jasa Marga Bali (equity participation) PT Gapura Angkasa (penyertaan saham) PT Gapura Angkasa (equity participation) PT Bandara Internasional Batam (penyertaan saham) PT Bandara Internasional Batam (equity participation)
5	Entitas imbalan paska kerja Post-employment benefit entities	Dana Pensiun Angkasa Pura Dana Pensiun Angkasa Pura
6	Personil, manajemen kunci Personnel, key management	Direksi Board of Directors Dewan Komisaris Board of Commissioners



Selama periode pelaporan 2023 tidak terdapat transaksi dengan pihak berafiliasi yang mengandung benturan kepentingan selama 2022. Rincian akun dan transaksi dengan pihak berelasi dapat dilihat pada tabel di bawah ini. Terdapat peningkatan pada indikator aktiva (aset) sebesar Rp41 miliar atau 6,34% dikarenakan adanya kenaikan pada dikarenakan penerbitan Sukuk senilai 1,4 Triliun.

During the 2023 reporting period, there were no transactions with affiliated parties involving conflicts of interest during 2022. Details of accounts and transactions with related parties can be seen in the table below. The asset indicator increased by Rp41 billion or 6.34% due to the issuance of Sukuk of 1.4 trillion.

Transaksi dengan Pihak Berelasi PT Angkasa Pura I (dalam jutaan Rupiah)
Transactions with PT Angkasa Pura I's Related Parties (in million Rupiah)

Uraian Description	2023	2022	2021
Aset Asset			
Kas dan setara kas Cash and cash equivalent	4.526.675	1.572.851	1.197.901
Kas yang dibatasi penggunaannya Placement of restricted cash	650.980	-	-
Investasi jangka pendek Short term investment	45.167	40.065	38.783
Piutang usaha Trade receivables	496.479	491.247	444.691
Piutang lain-lain Total other receivables	31.799	10.899	317.776
Jumlah Total	5.751.100	2.115.062	-
Persentase dari total aset Percentage of total assets	13,15%	5,14%	4,69%
Liabilitas Liabilities			
Utang usaha Trade payables	43.900	317.679	126.358
Utang bank dan pinjaman sindikasi Bank loans and syndicated loans	16.144.025	15.720.992	15.781.447
Utang lain-lain Other debt	188.187	274.744	834.313
Ekuitas Equity			
Penyertaan modal negara State equity participation	22.963	22.963	22.963
Jumlah Total	16.399.075	16.336.378	16.765.081
Persentase dari total liabilitas dan ekuitas Percentage of total liabilities and equity	47,39%	39,71%	39,33%



Uraian Description	2023	2022	2021
Pendapatan Revenue			
Pendapatan Revenue	1.087.112	616.374	384.027
Jumlah Total	1.087.112	616.374	384.027
Persentase dari Total Pendapatan Percentage of Rotal Revenue	11,64%	10,34%	11,86%

PT Angkasa Pura I melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK Nomor 7 (Revisi 2010), "Pengungkapan Pihak-Pihak Berelasi". Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Saldo dan transaksi yang material antara perusahaan dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Perusahaan memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi. Dalam kegiatan usaha normal, PT Angkasa Pura I melakukan transaksi dengan pihak-pihak berelasi, yang terafiliasi melalui kepemilikan langsung dan tidak langsung, dan/atau di bawah kendali pihak yang sama.

KEBIJAKAN MEKANISME PENELAAHAN ATAS TRANSAKSI DAN PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

PT Angkasa Pura I memiliki kebijakan mengenai persyaratan dan kondisi transaksi dengan pihak berelasi. Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dilakukan dengan pihak ketiga. Selama 2023 tidak terdapat pelanggaran atas pemenuhan peraturan dan ketentuan yang terkait.

KEWAJARAN DAN ALASAN DILAKUKANNYA TRANSAKSI

Seluruh transaksi yang dilakukan pada 2023 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan perusahaan dan bebas dari konflik kepentingan. PT Angkasa Pura I dan entitas anak melakukan transaksi dengan beberapa pihak yang mempunyai hubungan istimewa, sesuai dengan PSAK Nomor 7 (Revisi 2015) mengenai "Pengungkapan Pihak-Pihak Berelasi". Seluruh transaksi yang signifikan dengan pihak-pihak yang mempunyai hubungan istimewa, baik yang dilakukan dengan persyaratan dan kondisi yang normal sebagaimana dilakukan dengan pihak ketiga, ataupun tidak, diungkapkan dalam catatan atas laporan keuangan.

PT Angkasa Pura I engages in transactions with related parties as defined in PSAK No. 7 (Revised 2010), "Disclosure of Related Parties". The transactions are conducted based on terms agreed upon by both parties, and the terms may differ from those with unrelated parties. Material balances and transactions between the company and the Government of the Republic of Indonesia and government-related entities are disclosed in the relevant notes to the consolidated financial statements. The company decided to disclose transactions with government-related entities using the exemption from the related party disclosure requirements. In the normal course of business, PT Angkasa Pura I engages in transactions with related parties, affiliated through direct and indirect ownership and/or under common control.

POLICY ON TRANSACTION REVIEW MECHANISM AND COMPLIANCE WITH RELATED REGULATIONS AND PROVISIONS

PT Angkasa Pura I has a policy regarding the terms and conditions of transactions with related parties. In general, the terms and conditions of transactions with related parties are the same as those of transactions with third parties. During 2023, there were no violations of the relevant laws and regulations.

FAIRNESS AND REASONS FOR CONDUCTING TRANSACTIONS

In 2023, all transactions were made on an arm's length basis and in accordance with normal commercial terms. Arm's length transactions with related parties have been carried out fairly according to the laws and regulations. Transactions were made on the basis of the Company's needs and were free from conflicts of interest. PT Angkasa Pura I and its Subsidiaries made transactions with several related parties, in accordance with PSAK Number 7 (Revised 2015) on "Disclosure of Related Party". All significant transactions with related parties, whether under normal terms and conditions as those with third parties or not, are disclosed in the notes to the financial statements.



LIABILITAS KONTINJENSI

Contingent Liabilities

PT Angkasa Pura I memiliki liabilitas kontinjensi yang timbul dari kewajiban hukum suatu kontrak dengan pihak lain, peraturan perundang-undangan, atau pelaksanaan produk hukum lainnya. Beberapa liabilitas kontinjensi yang masih berjalan di 2023, yaitu:

1. Gugatan Paulus Wuwungan

Perusahaan menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 25 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m² dan nilai gugatan sebesar Rp10.000 per m² atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia. Berdasarkan putusan Pengadilan Negeri Manado tanggal 29 Juni 2020, gugatan dikabulkan dan perusahaan serta Menteri BUMN Republik Indonesia diharuskan melakukan pembayaran secara tanggung renteng ganti kerugian atas tanah sebesar Rp1.000 per m² atau sebesar Rp33.500.000. Pada tanggal 13 Agustus 2020, perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 2 Juli 2021, telah terbit putusan banding yang membatalkan putusan tingkat pertama. Pada tanggal 23 Februari 2022, Paulus Wuwungan melakukan upaya hukum luar biasa berupa Peninjauan Kembali. Perusahaan juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022. Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Peninjauan Kembali dan perusahaan menunggu Putusan.

Relas Pemberitahuan Peninjauan Kembali dan Penyerahan Memori Peninjauan Kembali kepada Termohon Peninjauan Kembali II Nomor 252/Pdt.G/2019/PN.Mnd jo. Nomor 49/PDT/2021/PT MND tanggal 14 Maret 2022. Adapun Pengajuan Memori Peninjauan Kembali (PK) oleh Paulus Wuwungan telah diajukan pada tanggal 23 Februari 2022. PT Angkasa Pura I juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022.

Pada tanggal 1 Maret 2023 telah terbit putusan Peninjauan Kembali Mahkamah Agung yang menolak Peninjauan Kembali yang dimohonkan dahulu Penggugat, dengan demikian perkara telah Berkekuatan Hukum Tetap tanpa upaya hukum lanjutan. Dalam hal ini PT Angkasa Pura I dibebaskan dari hukuman membayar ganti kerugian sebesar Rp33.500.000.000.

2. Gugatan Maria Nellie Awuy

Perusahaan menerima gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m² yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64.123.200. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan turut tergugat adalah Menteri Keuangan Republik Indonesia dan Menteri BUMN Republik Indonesia. Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan PT Angkasa

PT Angkasa Pura I has contingent liabilities arising from the legal obligations of a contract with another party, laws and regulations, or the implementation of other legal products. Several outstanding contingent liabilities in 2023 include:

1. Paulus Wuwungan's Lawsuit

On May 25, 2019, the Company received a civil lawsuit from Paulus Wuwungan through Manado District Court over two plots of land in Douna Sekolah, Manado with a total land area of 33,500 m² and a claim value of Rp10,000 per m² or Rp335,000,000. The other defendants were the Minister of Transportation of the Republic of Indonesia and the Minister of State of the Republic of Indonesia. Based on the decision of the Manado District Court dated June 29, 2020, the lawsuit was granted and the company and the Minister of SOEs of the Republic of Indonesia were required to make joint and several payments of compensation for the land at Rp1,000 per m² or Rp33,500,000. On August 13, 2020, the company filed an appeal to the Manado High Court. On July 2, 2021, the first level decision was canceled by an appeal decision. On February 23, 2022, Paulus Wuwungan filed an extraordinary legal remedy in the form of a Judicial Review. On April 11, 2022, The Company also filed a counter-memorial for the Judicial Review. As of December 31, 2022, the case is currently being reviewed at the level of Judicial Review, and the company is awaiting the verdict.

Notification of Judicial Review and Submission of Judicial Review Memorandum to Respondent of Judicial Review II Number 252/Pdt.G/2019/PN.Mnd jo. Number 49/PDT/2021/PT MND dated March 14, 2022. The Submission of Judicial Review Memorandum (PK) by Paulus Wuwungan was submitted on February 23, 2022. PT Angkasa Pura I has also submitted a counter-memorial for the Judicial Review on April 11, 2022.

On March 1, 2023, the Supreme Court's Judicial Review decision was issued, rejecting the Judicial Review requested by the Plaintiff, thus the case has permanent legal force without further legal remedies. In this case, PT Angkasa Pura I is acquitted of the obligation to pay compensation of Rp33,500,000,000.

2. Maria Nellie Awuy's Lawsuit

The company received a civil lawsuit from Maria Nellie Awuy Sumakul through the Manado District Court on November 18, 2016, regarding a land area of 26,880 m² located in West Mapanget Village, Manado with a claim value of Rp64,123,200. The other defendants were the Minister of Transportation of the Republic of Indonesia and the co-defendants were the Minister of Finance of the Republic of Indonesia and the Minister of SOEs of the Republic of Indonesia. Based on the decision of the Manado District



Pura I diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17.203.200 dan uang paksa sebesar Rp1.000 per hari jika lalai melaksanakan putusan. Pada tanggal 19 Oktober 2018, PT Angkasa Pura I mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 17 Desember 2019, putusan Pengadilan Tinggi Manado menguatkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018. Pada tanggal 12 Februari 2020, PT Angkasa Pura I mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Kemudian pada tanggal 21 Maret 2022 telah diterbitkan Putusan Kasasi Mahkamah Agung yang mengabulkan Permohonan Kasasi PT Angkasa Pura I, di mana perusahaan dibebaskan dari hukuman ganti kerugian sebesar Rp17.203.200.

3. Gugatan Sylvana Yunita

Perusahaan menerima gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang Tanah Pasini (Individual Bezit) seluas 19.300 m² yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200. Pada tanggal 7 Januari 2021, telah disampaikan Putusan Pengadilan Negeri Manado yang menyatakan bahwa gugatan penggugat tidak dapat diterima. Selanjutnya, pada tanggal 24 Maret 2021, perusahaan mengajukan kontra memori banding. Pada tanggal 21 September 2021, telah ada putusan banding yang menguatkan putusan pengadilan tingkat pertama. Pada tanggal 22 Oktober 2021, Sylvana Yunita mengajukan permohonan kasasi. Adapun saat ini PT Angkasa Pura I sedang menunggu putusan kasasi.

Pada hari Rabu, tanggal 10 November 2021 PT Angkasa Pura I telah menyampaikan Kontra Memori Kasasi kepada Panitera Pengadilan Negeri Manado. Dalam penanganan permasalahan ini, PT Angkasa Pura I bekerjasama dengan Jaksa Pengacara Negara Pada Kejaksaan Tinggi Sulawesi Utara. Pada tanggal 23 Mei 2023 telah terbit putusan Kasasi oleh Mahkamah Agung yang menolak permohonan Kasasi oleh dahulu Penggugat. Dalam hal ini PT Angkasa Pura I dibebaskan dari membayar ganti kerugian sebesar Rp11.850.200.000.

4. Sengketa Pajak Pajak Bumi dan Bangunan (PBB) Bandara Internasional Yogyakarta Kulon Progo

Pada tanggal 30 September 2021, PT Angkasa Pura I menerima tagihan PBB Bandara Internasional Yogyakarta Kulon Progo Tahun 2021 sebesar Rp28.087.679.867. Terdapat kenaikan NJOP Bumi sebesar 626% yang semula Rp702.000 menjadi Rp5.095.000. Pada tanggal 27 Desember 2021, PT Angkasa Pura I telah mengajukan keberatan atas SPPT PBB Tahun 2021 kepada Bupati Kulon Progo dan mengusulkan jumlah pajak terutang menurut wajib pajak adalah sebesar Rp7.864.553.863 untuk tahun 2021. Pada tanggal 17 Mei 2022, Bupati Kulon Progo telah menerbitkan Surat Penolakan Keberatan. Oleh karenanya PT Angkasa Pura I telah mengajukan surat Permohonan

Court dated July 31, 2018, the lawsuit was partially granted, and PT Angkasa Pura I was required to make a payment of compensation for the land of Rp17,203,200 and dwangsom of Rp1,000 per day if the Company fails to implement the decision. On October 19, 2018, PT Angkasa Pura I filed an appeal to the Manado High Court. On December 17, 2019, the Manado High Court decision upheld the Manado District Court decision dated July 31, 2018. On February 12, 2020, PT Angkasa Pura I filed a cassation appeal to the Supreme Court of the Republic of Indonesia. On March 21, 2022, the Supreme Court's Cassation Decision was issued, granting PT Angkasa Pura I's cassation application, whereby the company was acquitted from the obligation to pay compensation of Rp17,203,200.

3. Sylvana Yunita's Lawsuit

The company received a civil lawsuit from Sylvana Yunita regarding a Pasini Land (Individual Bezit) area of 19,300 m² located in the former Koyawas, in West Mapanget village, Dimembe Sub-District, Minahasa (currently part of Manado) with a claim value of Rp11,850,200. On January 7, 2021, the Manado District Court issued a ruling stating that the plaintiff's lawsuit was inadmissible. Subsequently, on March 24, 2021, the company filed a counter-appeal memorandum. On September 21, 2021, an appeal decision upheld the first-level court's decision. On October 22, 2021, Sylvana Yunita filed a cassation application. PT Angkasa Pura I is currently awaiting the cassation decision.

On Wednesday, November 10, 2021, PT Angkasa Pura I submitted a Cassation Counter-Memorandum to the Clerk of the Manado District Court. In handling this case, PT Angkasa Pura I collaborated with the State Attorney at the North Sulawesi High Prosecutor's Office. On May 23, 2023, the Supreme Court's Cassation Decision was issued, rejecting the Cassation request filed by the former Plaintiff. In this case, PT Angkasa Pura I is acquitted from paying compensation of Rp11,850,200,000.

4. Tax Dispute on Land and Building Tax (PBB) for Yogyakarta International Airport, Kulon Progo

On September 30, 2021, PT Angkasa Pura I received a Land and Building Tax (PBB) bill for the Yogyakarta International Airport, Kulon Progo for 2021 of Rp28,087,679,867. The Tax Object Sales Value (NJOP) experienced an increase of 626%, from an initial amount of Rp702,000 to Rp5,095,000. On December 27, 2021, PT Angkasa Pura I filed an objection to the 2021 PBB Tax Bill (SPPT) to the Kulon Progo Regent and proposed the amount of tax payable according to the taxpayer to be Rp7,864,553,863 for 2021. On May 17, 2022, the Kulon Progo Regent issued a Letter of Rejection of Objection. Therefore, PT Angkasa Pura I has submitted a Tax Appeal Request letter to the Chairman of the Tax Court



Banding Pajak kepada Ketua Pengadilan Pajak dan telah mendapatkan nomor sengketa pajak 008873.26/2022/PP Bahwa telah dilaksanakan sidang terakhir pada tanggal 15 Juni 2023 di Pengadilan Pajak yang bertempat di Gedung Keuangan Negara Yogyakarta secara tatap muka dengan agenda Penyerahan Kesimpulan oleh Para Pihak.

Bahwa pada tanggal 14 September 2023, telah dilakukan pengucapan putusan Majelis Hakim yang pada pokoknya mengabulkan permohonan Banding Pemohon Banding, sehingga pajak yang harus dibayar PT Angkasa Pura I menjadi Rp7.864.553.863,00 dari sebelumnya sesuai SPPT sebesar Rp28.087.679.867.

Bahwa pada tanggal 21 Desember 2023 diterima relaas permohonan Peninjauan Kembali dari Panitera Pengadilan Pajak dengan pemohon Peninjauan Kembali Pemerintah Kabupaten Kulon Progo.

Per 31 Desember 2023, perusahaan telah menyampaikan Kontra Memori Peninjauan Kembali kepada Pengadilan Pajak dan menunggu Putusan.

5. Gugatan Hj. Hasniah

Perusahaan menerima Gugatan Perdata No: 51/Pdt.G/2023/P N.Jkt.Pst, Klaim atas tanah seluas 10,7 Ha di Kampung Baddo-Baddo dan Kampung Pao Pao, Desa Baji Mangangai, Kec. Mandai, Kab. Maros. Penggugat meminta ganti kerugian atas tanah dengan nilai sebesar Rp110.700.000.000. Adapun yang menjadi petitum dari Penggugat yaitu Menghukum Tergugat membayar Kerugian Materiil sebesar Rp100.700.000.000, dan kerugian Immateriil Rp10.000.000.000.

Bahwa atas perkara dimaksud telah dilakukan proses Mediasi pada tanggal 27 Maret 2023, namun Mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui E-Court dan pada tanggal 20 Juni 2023, Tergugat I dan Tergugat II telah mengajukan Jawaban Gugatan pada tanggal 20 Juni 2023 Saat ini PT Angkasa Pura I sedang menunggu relaas panggilan sidang berikutnya dengan agenda Replik Penggugat akan dilaksanakan pada tanggal 4 Juli 2023 Majelis hakim mengucapkan putusan sela secara elektronik atas Eksepsi terduga pada hari Kamis, 24 Agustus 2023, yang memutuskan sebagai berikut:

- a) Menerima Eksepsi Para Tergugat;
- b) Menyatakan Pengadilan Negeri Jakarta Pusat tidak berwenang mengadili perkara ini;
- c) Menghukum Penggugat untuk membayar biaya perkara sebesar Rp1.230.000.

Sehingga dalam hal ini, PT Angkasa Pura I dibebaskan membayar ganti kerugian sebesar Rp110.700.000.000.

6. Gugatan dari Dettie Massie

Pada hari Senin tanggal 19 Desember 2022 seorang penumpang atas nama Jonas Massie meninggal dunia setelah sebelumnya ditemukan terjatuh secara mendadak dari kursi prioritas penumpang (*priority seat*) dan tidak

and has obtained a tax dispute number 008873.26/2022/PP. The final hearing was held on June 15, 2023, at the Tax Court located in the State Finance Building of Yogyakarta in a face-to-face manner with the agenda of Submission of Conclusions by the Parties.

On September 14, 2023, the Panel of Judges issued a verdict that essentially granted the Appellant's Appeal. As a result, PT Angkasa Pura I's tax payable was reduced to Rp7,864,553,863.00 from the previous amount of Rp28,087,679,867.00 as stated in the SPPT.

On December 21, 2023, the Clerk of the Tax Court issued a notification regarding the receipt of a Petition for Judicial Review filed by the Kulon Progo Regency Government.

As of December 31, 2023, the company has submitted a Counter-Memorandum for Judicial Review to the Tax Court and is awaiting the Decision.

5. Hj. Hasniah's Lawsuit

The company received a Civil Lawsuit No: 51/Pdt.G/2023/P N.Jkt.Pst, a claim over a 10.7 Ha land in Baddo-Baddo Village and Pao Pao Village, Baji Mangangai Village, Mandai Regency, Maros Regency. The Plaintiff requested compensation for the land with a value of Rp110,700,000,000. The Plaintiff's petitum is to order the Defendant to pay Material Losses of Rp100,700,000,000 and Immaterial Losses of Rp10,000,000,000.

It is hereby stated that a Mediation process for the aforementioned case was conducted on March 27, 2023, however, the Mediation was declared a failure. The trial was continued through E-Court, and on June 20, 2023, Defendant I and Defendant II submitted a Response to the Lawsuit on June 20, 2023. Currently, PT Angkasa Pura I is awaiting the issuance of a summons for the next hearing with the agenda of Plaintiff's Reply scheduled for July 4, 2023. The panel of judges issued an electronic interlocutory decision on the Defendant's Exception on Thursday, August 24, 2023, which decided as follows:

- a) Accept the Defendants' Exception;
- b) Declare that the Central Jakarta District Court has no jurisdiction to adjudicate this case;
- c) Order the Plaintiff to pay court fees of Rp1,230,000.

Thus, in this case, PT Angkasa Pura I is acquitted from paying compensation of Rp110,700,000,000.

6. Dettie Massie's Lawsuit

On Monday, December 19, 2022, a passenger named Jonas Massie passed away after being found suddenly falling from a passenger priority seat and unconscious in the departure lounge area of the Sam Ratulangi Airport in Manado. The



sadarkan diri di area ruang tunggu keberangkatan Bandara Sam Ratulangi Manado. Gugatan yang diajukan oleh Dettie Massie yang merupakan anak dari Jonas Massie. Penggugat menuntut Tergugat untuk segera membayar ganti rugi kepada Penggugat selaku ahli waris dari penumpang pesawat Batik Air almarhum Jonas Massie sebesar Rp500.000.000, dan ganti rugi uang pengurusan pemakaman almarhum Jonas Massie kepada Penggugat sejumlah Rp20.000.000.

Bahwa atas perkara dimaksud telah dilakukan proses Mediasi, namun pada tanggal 11 Oktober 2023 mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui *E-Court* dan pada tanggal 25 Oktober 2023, Tergugat III telah mengajukan Jawaban Gugatan dan Eksepsi pada tanggal 08 November 2023. Majelis hakim mengucapkan putusan sela secara elektronik atas Eksepsi tergugat pada hari Rabu, 13 Desember 2023, yang memutuskan sebagai berikut: 1. Menolak Eksepsi Para Tergugat; Adapun sidang selanjutnya akan dilaksanakan pada tanggal 11 Januari 2024.

7. Gugatan Ramlah Binti Arfah Daeng Gading dkk
Gugatan Perdata atas nama Penggugat Ramlah Binti Arfah Daeng Gading dkk dengan Nomor 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2/2019/PT.Mks

Ringkasan Kasus:

Klaim atas tanah seluas 85.562 m2 di Dusun Baddo-Baddo Desa Baji Mangangai, Kec. Mandai, Kab. Maros, di mana sebagian tanah yang diklaim tersebut dikuasai oleh PT Angkasa Pura I seluas 7,4 Ha

Para Pihak:

Penggugat: Ramlah Binti Arfah Daeng Gading dkk

Tergugat I: PT Angkasa Pura I (Bandara Sultan Hasanuddin Makassar)

Tergugat II: Kantor Pertanahan Kab. Maros

Tergugat III : Kepala Kec. Mandai

Tergugat IV: Kepala Desa Baji Mangangai

Tergugat V: Kepala Dusun Baddo-Baddo

Nilai Gugatan: Nilai pembebasan tanah yang dibayarkan pada tahun 2013 yaitu Rp42.770.000.000.

Kemudian pada tanggal 29 Maret 2023, perusahaan menerima Risalah Pemberitahuan Putusan Mahkamah Agung RI Nomor 40/K/Pdt/2023 yang amarnya pada pokoknya berbunyi “menolak permohonan kasasi para pemohon kasasi”. Dalam hal ini PT Angkasa Pura I dibebaskan membayar ganti kerugian sebesar Rp42.770.000.000.

8. Gugatan PT Aneka Glass Abadi
Penetapan Sita Eksekusi Nomor: 1/Pdt.Sit.Del/2022/PN Yyk. Jo. No. 66/Pdt.Eks/2021 jo. No. 564 PK/Pdt/2018 jo. No. 2764 K/Pdt/2012 jo. 385/PDT/2011/PT.DKI jo. No. 352/Pdt.G/2010/PN.Jkt.Pst.

Bahwa dalam perkara gugatan Perbuatan Melawan Hukum yang diajukan PT Aneka Glass Abadi melawan PT Makassar Indah Graha Sarana dan PT Angkasa Pura I, telah terdapat putusan Tingkat I hingga PK yang pada pokoknya menyatakan:

lawsuit was filed by Dettie Massie, the daughter of Jonas Massie. The Plaintiff demands that the Defendant promptly pay compensation to the Plaintiff as the heir of the Batik Air passenger, the late Jonas Massie, in the amount of Rp500,000,000, and compensation for the funeral expenses of the late Jonas Massie to the Plaintiff in the amount of Rp20,000,000.

It is hereby stated that a Mediation process has been carried out for the aforementioned case, however, on October 11, 2023, the mediation was declared a failure. The trial continued through *E-Court* and on October 25, 2023, Defendant III submitted a Response to the Lawsuit and an Exception on November 8, 2023. The panel of judges issued an electronic interlocutory decision on the Defendant's Exception on Wednesday, December 13, 2023, which ruled as follows: 1. Rejecting the Defendants' Exception; The next hearing will be held on January 11, 2024.

7. Lawsuit from Ramlah Binti Arfah Daeng Gading et al.
Civil Lawsuit on behalf of the Plaintiff Ramlah Binti Arfah Daeng Gading et al. with Case Number 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2/2019/PT.Mks

Case Summary:

Claim over a land area of 85,562 m2 in Baddo-Baddo Hamlet, Baji Mangangai Village, Mandai Sub-District, Maros Regency, where part of the claimed land covering 7.4 Ha is controlled by PT Angkasa Pura I.

Parties:

Plaintiff: Ramlah Binti Arfah Daeng Gading et al.

Defendant I: PT Angkasa Pura I (Sultan Hasanuddin Airport Makassar)

Defendant II: Maros Regency Land Office

Defendant III: Head of Mandai Sub-District

Defendant IV: Head of Baji Mangangai Village

Defendant V: Head of Baddo-Baddo Hamlet

Claim Value: The land acquisition value paid in 2013 was Rp42,770,000,000.

On March 29, 2023, the company received a Notification of the Supreme Court Decision Number 40/K/Pdt/2023, which essentially states that “the cassation request of the appellants is rejected”. In this case, PT Angkasa Pura I is acquitted from paying compensation of Rp42,770,000,000.

8. Lawsuit from PT Aneka Glass Abadi
Writ of Execution Order Number: 1/Pdt.Sit.Del/2022/PN Yyk. Jo. No. 66/Pdt.Eks/2021 jo. No. 564 PK?Pdt/2018 jo. No. 2764 K/Pdt/2012 jo. 385/PDT/2011/PT.DKI jo. No. 352/Pdt.G/2010/PN.Jkt.Pst.

In the case of a tort lawsuit filed by PT Aneka Glass Abadi against PT Makassar Indah Graha Sarana and PT Angkasa Pura I, there have been decisions from the First Level to the Judicial Review, which in essence state:



LIABILITAS KONTIJENSI
Contingent Liabilities

- a. PT Angkasa Pura I telah melakukan perbuatan melawan hukum;
- b. Menghukum PT Angkasa Pura I dan MIGS secara tanggung renteng untuk membayar uang sejumlah Rp773.686.500 kepada Penggugat ditambah dengan ganti rugi/denda sebesar 6% per tahun dari nilai Rp773.686.500 yang harus dibayarkan seketika dan sekaligus sejak didaftarkan perkara ini pada PN Jakarta Pusat;
- c. Menghukum para tergugat secara tanggung renteng untuk membayar kerugian immateriil kepada Penggugat sebesar Rp100.000.000.

Namun Sejak Putusan Perkara no 352/PDT.G/2010/PN.JKT.PST Jo. NO. 385/PDT/2011/PT.DKI Jo. NO. 2764 K/PDT/2012 Jo. no. 564 PK/PDT/2016 tersebut diterbitkan hingga tahun 2022 MIGS dan PT Angkasa Pura I belum melaksanakan putusan pengadilan, sehingga dikeluarkan penetapan sita eksekusi.

Saat ini sudah dilaksanakan Sidang Pertama Gugatan Perlawanan tgl 4 Oktober 2022 di PN Jakpus dengan Nomor Registrasi 572/Pdt.Bth/2022/PN Jkt.Pst:

Majelis Hakim telah melakukan pemeriksaan *Legal Standing* PT Angkasa Pura I (Pelawan) dan telah dinyatakan lengkap. Masih terdapat kekurangan pada dokumen *Legal Standing* Para Terlawan (PT AGA & PT MIGS) dan Turut Terlawan (Bank Mandiri) yang tidak hadir.

Sidang ditunda oleh Majelis Hakim.

Pada tanggal 29 Maret 2023 telah dilaksanakan sidang pembacaan jawaban terlawan 1 dan turut terlawan. Kemudian pada tanggal 5 April dilaksanakan sidang dengan agenda pembacaan jawaban Terlawan 2.

Bahwa telah dilakukan pembayaran kewajiban PT Angkasa Pura I atas pelaksanaan perkara *quo* sebesar Rp1.245.056.090 kepada PT Aneka Glass Abadi. Selanjutnya, berdasarkan surat kesepakatan antara PT Angkasa Pura I dan AGA tanggal 27 April 2023, AGA telah menghentikan atau mengangkat penetapan eksekusi perkara a *quo*.

Saat ini, AGA telah mengajukan pembatalan sita eksekusi kepada PN Jakpus dengan nomor PER.PCBT/03.V/2023 tanggal 28 April 2023 perihal Pencabutan Sita Eksekusi/ Blokir Rekening dan menunggu penetapan pengadilan atas permohonan dimaksud.

Telah dikeluarkan Penetapan Pengangkatan Sita Eksekusi No. 66/Pdt.Eks/2021 jo. No. 564 PK/Pdt.2018 Jo. No.2764 K/Pdt/2012 Jo. No. 385/PDT/2011/PT.DKI Jo. No 352/Pdt.G/2010/PN.Jkt.Pst. tanggal 7 Juni 2023.

- a. PT Angkasa Pura I has committed a tort;
- b. Condemning PT Angkasa Pura I and MIGS jointly and severally to pay a sum of money of Rp773.686.500 to the Plaintiff plus compensation/fine of 6% per year on the value of Rp773.686.500 to be paid promptly and in full since the registration of this case at the Central Jakarta District Court;
- c. Condemning the defendants jointly and severally to pay immaterial damages to the Plaintiff in the amount of Rp100.000.000.

However, since the Court Decision No. 352/PDT.G/2010/PN.JKT.PST Jo. NO. 385/PDT/2011/PT.DKI Jo. NO. 2764 K/PDT/2012 Jo. no. 564 PK/PDT/2016 was issued until 2022, MIGS and PT Angkasa Pura I have not yet implemented the court decision. As a result, a seizure order was issued.

The First Session of the Opposition Lawsuit was held on October 4, 2022, at the Central Jakarta District Court with Registration Number 572/Pdt.Bth/2022/PN Jkt.Pst:

The Panel of Judges has examined the Legal Standing of PT Angkasa Pura I (Objector) and has declared it complete. The Legal Standing documents submitted by the Defendants (PT AGA and PT MIGS) and the Intervening Party (Bank Mandiri) lack completeness. Furthermore, the representatives from Bank Mandiri were not present at the proceedings.

The hearing was postponed by the Panel of Judges.

On March 29, 2023, a hearing was held for the reading of the response of Defendant 1 and Co-Defendant. Subsequently, on April 5, a hearing was held with the agenda of reading the response of Defendant 2.

It has been confirmed that payment of PT Angkasa Pura I's obligation for the execution of the *quo* case in the amount of Rp1,245,056,090 has been made to PT Aneka Glass Abadi. Furthermore, based on the agreement letter between PT Angkasa Pura I and AGA dated April 27, 2023, AGA has stopped or lifted the determination of the execution of the a *quo* case.

Currently, AGA has filed a request for cancellation of the execution seizure with the Central Jakarta District Court with the number PER.PCBT/03.V/2023 dated April 28, 2023, regarding the Revocation of Execution Seizure/Account Blocking and is waiting for the court's decision on the said request.

The Determination of Lifting of Execution Seizure No. 66/Pdt.Eks/2021 jo. No. 564 PK/Pdt.2018 Jo. No.2764 K/Pdt/2012 Jo. No. 385/PDT/2011/PT.DKI Jo. No 352/Pdt.G/2010/PN.Jkt.Pst. dated June 7, 2023, has been issued.



PERUBAHAN KEBIJAKAN AKUNTANSI

Changes In Accounting Policies

Perubahan Penomoran PSAK dan ISAK dalam SAK Indonesia Sejalan dengan pengesahan Kerangka Standar Pelaporan Keuangan Indonesia pada 12 Desember 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia juga mengesahkan perubahan penomoran Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) dalam Standar Akuntansi Keuangan Indonesia (yang sebelumnya dikenal sebagai Standar Akuntansi Keuangan).

Perubahan tersebut untuk membedakan penomoran PSAK dan ISAK yang merujuk pada IFRS Accounting Standards (diawali dengan angka 1 dan 2) dan tidak merujuk pada IFRS Accounting Standards (diawali dengan angka 3 dan 4). Perubahan ini akan berlaku efektif pada 1 Januari 2024. Berikut nomor PSAK dan ISAK setelah perubahan.

Renumbering of PSAK and ISAK in Indonesian SAK In line with the ratification of the Indonesian Financial Reporting Framework on December 12, 2022, the Indonesian Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI) also ratified the renumbering of the Financial Accounting Standards Statements (PSAK) and Interpretations of Financial Accounting Standards (ISAK) in the Indonesian Financial Accounting Standards (formerly known as the Indonesian Accounting Standards).

The changes aim to distinguish the numbering of PSAK and ISAK that refer to IFRS Accounting Standards (starting with numbers 1 and 2) and those that do not refer to IFRS Accounting Standards (starting with numbers 3 and 4). These changes will be effective on January 1, 2024. The following are the revised PSAK and ISAK.

Nomor Number	Judul Title	Ringkasan Alasan Perubahan Summary of Reason for Change	Dampak terhadap PT Angkasa Pura I Impact on PT Angkasa Pura I
Amandemen PSAK 1 Amendment to PSAK 1	Penyajian laporan Pengungkapan Kebijakan keuangan Akuntansi Presentation of Financial Accounting Policy Disclosure	Amandemen ini memberikan panduan untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan dalam mengungkapkan kebijakan akuntansi 'signifikan' entitas menjadi persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana menerapkan konsep materialitas membuat keputusan tentang pengungkapan kebijakan akuntansi. This amendment provides guidance to assist entities in applying the concept of materiality in disclosing accounting policies. The amendment aims to help entities provide more useful disclosures of accounting policies by replacing the requirement to disclose an entity's 'significant' accounting policies with a requirement to disclose an entity's 'material' accounting policies and by adding guidance on the application of the concept of materiality in making decisions about accounting policy disclosures.	Amandemen tersebut berdampak pada pengungkapan kebijakan akuntansi Kelompok Usaha, namun tidak berdampak pada pengukuran, pengakuan atau penyajian item apa pun dalam laporan keuangan Kelompok Usaha. The amendment affects the Group's disclosure of accounting policies but does not affect the measurement, recognition or presentation of any items in the Group's financial statements.
Amandemen PSAK 16 Amendment to PSAK 16	Aset Tetap - Hasil sebelum Penggunaan yang Diintensikan Fixed Assets - Proceeds before Intended Use	Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi. Kelompok Usaha menerapkan amandemen tersebut secara retrospektif hanya untuk aset tetap yang dibuat supaya aset siap digunakan pada atau setelah awal periode penyajian paling awal ketika entitas pertama kali menerapkan amandemen tersebut. This amendment prohibits entities from reducing the proceeds from the sale of items produced while bringing the asset to the location and condition necessary for it to operate in accordance with management's intentions from the cost of a fixed asset. Instead, entities recognize the proceeds from the sale of those items, and the costs to produce those items, in profit or loss. The Group applies the amendment retrospectively only to fixed assets constructed to be ready for use on or after the beginning of the earliest presentation period when the entity first applies the amendment.	Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha karena tidak ada penjualan atas item-item yang dihasilkan aset tetap yang menjadi tersedia untuk digunakan pada atau setelah awal periode sajian paling awal. This amendment does not impact the Group's consolidated financial statements as there were no sales of items produced from assets that became available for use on or after the beginning of the earliest period presented.



Nomor Number	Judul Title	Ringkasan Alasan Perubahan Summary of Reason for Change	Dampak terhadap PT Angkasa Pura I Impact on PT Angkasa Pura I
Amandemen PSAK 25 Amendment to PSAK 25	Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan terkait Definisi Estimasi Akuntansi Accounting Policies, Changes in Accounting Estimates and Errors Related to the Definition of Accounting Estimates	Amandemen PSAK 25 memperjelas perbedaan antara perubahan estimasi akuntansi, perubahan kebijakan akuntansi dan koreksi kesalahan. Amandemen juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi. Amendment to PSAK 25 clarifies the difference between changes in accounting estimates, changes in accounting policies, and error corrections. The amendment also clarifies how entities use measurement techniques and inputs to develop accounting estimates.	Amandemen ini tidak memiliki dampak terhadap laporan keuangan konsolidasian Kelompok Usaha. This amendment has no impact on the Group's consolidated financial statements.
Amandemen PSAK 46 Amendment to PSAK 46	Pajak Penghasilan - Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction	Amandemen PSAK 46 Pajak Penghasilan mempersempit ruang lingkup pengecualian pengakuan awal, sehingga tidak lagi berlaku pada transaksi yang menimbulkan perbedaan temporer dapat dikurangkan dalam jumlah yang sama dan perbedaan temporer kena pajak dan seperti sewa dan liabilitas decommissioning. The amendment to PSAK 46 Income Taxes restricts the scope of the initial recognition exception. As a result, the exemption no longer applies to transactions that generate equal taxable and deductible temporary differences, such as leases and decommissioning obligations.	Amandemen ini tidak mempunyai dampak terhadap laporan keuangan konsolidasian Kelompok Usaha. This amendment does not have an impact on the Group's consolidated financial statements.

DAMPAK STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (PSAK)

Sehubungan dengan perkembangan standar akuntansi keuangan baru dan revisi (PSAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK IAI), PT Angkasa Pura I secara cermat telah mengevaluasi dampaknya terhadap laporan keuangan konsolidasi untuk periode tahun 2023.

Pada bulan April 2022, DSAK IAI mengeluarkan penyajian ulang laporan keuangan tahun 2020-2021 terkait pengakuan dampak imbalan kerja. Namun, setelah melakukan evaluasi yang teliti, PT Angkasa Pura I menyimpulkan bahwa tidak ada standar akuntansi keuangan baru yang memberikan dampak signifikan terhadap laporan keuangan konsolidasi kami untuk periode tahun 2023.

Dengan demikian, laporan keuangan konsolidasi PT Angkasa Pura I untuk tahun 2023 tetap mencerminkan kondisi keuangan dan operasional yang sebenarnya, serta telah disusun sesuai dengan prinsip-prinsip akuntansi yang berlaku umum.

IMPACT OF NEW AND REVISED FINANCIAL ACCOUNTING STANDARDS (PSAK)

In response to the development of new and revised financial accounting standards (PSAK) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK IAI), PT Angkasa Pura I has carefully evaluated their impact on the consolidated financial statements for the 2023 period.

In April 2022, DSAK IAI issued a restatement of the 2020-2021 financial statements related to the recognition of the impact of employee benefits. However, after a thorough evaluation, PT Angkasa Pura I concluded that there were no new financial accounting standards that had a significant impact on our consolidated financial statements for the 2023 period.

Therefore, the consolidated financial statements of PT Angkasa Pura I for 2023 continue to reflect the actual financial and operational conditions and have been prepared in accordance with generally accepted accounting principles.



PERUBAHAN KETENTUAN PERATURAN PERUNDANG-UNDANGAN

Amendments to Provisions of Laws and Regulations

Pada tahun 2023, terdapat ketentuan peraturan perundang-undangan yang berpengaruh terhadap kegiatan usaha PT Angkasa Pura I, antara lain:

In 2023, several amendments to provisions of laws and regulations impacted the business activities of PT Angkasa Pura I, as follows:

No.	Instansi Institution	Nomor Number	Perihal Subject	Dampak Impact
1	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	PER-1/ MBU/03/2023	Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara Special Assignment and Social and Environmental Responsibility Program for State-Owned Enterprises	Perubahan kebijakan terkait tanggung jawab sosial dan lingkungan di perusahaan Changes in policies on social and environmental responsibility in companies
2	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	PER-2/ MBU/03/2023	Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises	Perubahan kebijakan terkait tata kelola perusahaan yang baik, manajemen risiko, tingkat kesehatan tata kelola perusahaan yang baik, manajemen risiko, tingkat kesehatan perusahaan, kegiatan korporasi, penyelenggaraan teknologi informasi, pengadaan barang dan/atau jasa, dan Whistleblowing System di Perusahaan Changes in policies on good corporate governance, risk management, corporate governance soundness level, corporate activities, information technology operations, procurement of goods and/or services, and Whistleblowing System in Companies
3	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	PER-3/ MBU/03/2023	Organ dan Sumber Daya Manusia Badan Usaha Milik Negara Organs and Human Resources of State-Owned Enterprises	Perubahan kebijakan terkait tata cara pengangkatan dan pemberhentian anggota Direksi dan Dewan Komisaris, organ pendukung Dewan Komisaris, penetapan penghasilan Direksi dan Dewan Komisaris, dan pengangkatan anggota Direksi dan Dewan Komisaris anak perusahaan Changes in policies on the procedures for appointing and dismissing members of the Board of Directors and Board of Commissioners, supporting organs of the Board of Commissioners, determining remuneration for the Board of Directors and Board of Commissioners, and appointing members of the Board of Directors and Board of Commissioners of subsidiaries
4	Kementerian Badan Usaha Milik Negara (Deputi Bidang Keuangan dan Manajemen Risiko) Ministry of State-Owned Enterprises (Deputy for Finance and Risk Management)	SK-8/DKU. MBU/12/2023	Petunjuk Teknis Penilaian Indeks Kematangan Risiko (<i>Risk Maturity Index</i>) di Lingkungan Badan Usaha Milik Negara Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises	Perubahan penilaian kematangan risiko di perusahaan Changes in risk maturity assessment in companies
5	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	SK-306/ MBU/11/2023	Petunjuk Teknis Penyusunan Indikator Kinerja Utama (Key Performance Indicator) pada Badan Usaha Milik Negara Technical Guidelines for Preparing Key Performance Indicators for State-Owned Enterprises	Penyesuaian petunjuk penyusunan indikator Key Performance Index (KPI) Adjustments to the guidelines for preparing Key Performance Indicators (KPIs)
6	Kementerian Badan Usaha Milik Negara (Deputi Bidang Keuangan dan Manajemen Risiko) Ministry of State-Owned Enterprises (Deputy for Finance and Risk Management)	SK-6/DKU. MBU/10/2023	Petunjuk Teknis Proses Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio Badan Usaha Milik Negara Technical Guidelines for Risk Management Process and Aggregation on the Risk Taxonomy Portfolio of State-Owned Enterprises	Perubahan kebijakan mengenai proses manajemen risiko dan agregasi pada taksonomi risiko Badan Usaha Milik Negara Changes in policies on the risk management process and aggregation on the risk taxonomy of State-Owned Enterprises



No.	Instansi Institution	Nomor Number	Perihal Subject	Dampak Impact
7	Kementerian Badan Usaha Milik Negara (Deputi Bidang Keuangan dan Manajemen Risiko) Ministry of State-Owned Enterprises (Deputy for Finance and Risk Management)	SK-7/DKU. MBU/10/2023	Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara Technical Guidelines for Risk Management Reporting of State-Owned Enterprises	Perubahan tata cara pelaporan manajemen risiko Changes in risk management reporting procedures
8	Kementerian Badan Usaha Milik Negara (Deputi Bidang Keuangan dan Manajemen Risiko) Ministry of State-Owned Enterprises (Deputy for Finance and Risk Management)	SK-3/DKU. MBU/05/2023	Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara Technical Guidelines for the Composition and Qualifications of the Risk Management Organ in State-Owned Enterprises	Perubahan komposisi dan kualifikasi organ pengelola risiko di Perusahaan Changes in the composition and qualifications of the risk management organ in Companies
9	Pemerintah Pusat Central Government	UU Nomor 6 Tahun 2023 Law No. 6 of 2023	Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law	Perubahan kebijakan mengenai peraturan yang tercantum dalam Undang-Undang Cipta Kerja seperti perizinan berusaha, ketenagakerjaan, perlindungan dan pengelolaan lingkungan hidup, dan Perseroan Terbatas Changes in policies on regulations outlined in the Job Creation Law, such as business licensing, employment, environmental protection and management, and Limited Liability Companies
10	Kementerian Perhubungan Ministry of Transportation	PM 41 Tahun 2023 PM 41 of 2023	Pelayanan Jasa Kebandarudaraan di Bandar Udara Airport Service Provision at Airports	Perubahan kebijakan terkait <i>Service Level Agreement</i> kepada pengguna jasa bandar udara dan standar pelayanan pengguna jasa bandar udara Changes in policies on Service Level Agreements for airport service users and service standards for airport service users
11	Presiden Republik Indonesia President of the Republic of Indonesia	Keppres Nomor 17 Tahun 2023 Presidential Decree No. 17 of 2023	Penetapan Berakhirnya Status Pandemi Corona Virus Disease 2019 (COVID-19) di Indonesia The end of Corona Virus Disease 2019 (COVID-19) Pandemic Status in Indonesia	Perubahan kebijakan terkait pandemi COVID-19 di bandara seperti penggunaan masker di area publik Changes in policies related to the COVID-19 pandemic at airports, such as the use of masks in public areas
12	Kementerian Perhubungan Ministry of Transportation	KM 76 Tahun 2023 KM 76 of 2023	PT Angkasa Pura I sebagai Badan Usaha Bandar Udara PT Angkasa Pura I as Airport Business Entity	Penetapan PT Angkasa Pura I sebagai Badan Usaha Bandar Udara Appointment of PT Angkasa Pura I as the Airport Business Entity
13	Kementerian Perhubungan (Direktorat Jenderal Perhubungan Udara) Ministry of Transportation (Directorate General of Air Transportation)	KP 192 Tahun 2023 KP 192 of 2023	Penetapan Bandar Udara yang Dikelola oleh PT Angkasa Pura I Designation of Airports Managed by PT Angkasa Pura I	Pengelolaan 15 (lima belas) bandara oleh PT Angkasa Pura I Management of 15 (fifteen) airports by PT Angkasa Pura I
14	Kementerian Perhubungan (Direktorat Jenderal Perhubungan Udara) Ministry of Transportation (Directorate General of Air Transportation)	KP 193 Tahun 2023 KP 193 of 2023	Penetapan Bandar Udara Kediri di Provinsi Jawa Timur sebagai Bandar Udara yang Dikelola oleh PT Angkasa Pura I Designation of Kediri Airport in East Java Province as an Airport Managed by PT Angkasa Pura I	Penambahan Bandara Dhoho Kediri sebagai bandara yang dikelola oleh PT Angkasa Pura I Addition of Dhoho Airport in Kediri as an airport managed by PT Angkasa Pura I



INFORMASI KELANGSUNGAN USAHA

Business Continuity Information

HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA

Selama tahun 2023 terdapat hal-hal yang berpotensi signifikan berpengaruh terhadap kelangsungan usaha PT Angkasa Pura I. Hal-hal tersebut di antaranya:

- a. Kondisi perkembangan industri aviasi tahun 2023 akibat pandemi Covid-19 yang belum sepenuhnya pulih berdampak terhadap kinerja perusahaan yang masih tertekan, sehingga mendorong perusahaan untuk melaksanakan transformasi secara menyeluruh melalui program transformasi perusahaan. PT Angkasa Pura I melaksanakan aksi korporasi tersebut dalam rangka pemulihan kondisi perusahaan untuk mendukung strategi jangka panjang perusahaan, serta optimalisasi dan stabilitas kinerja perusahaan yang sejalan dengan strategi inisiatif yang dilakukan oleh PT Aviasi Pariwisata Indonesia (Persero) atau InJourney selaku Holding BUMN Pariwisata dan Pendukung. PT Angkasa Pura I melaksanakan program transformasi perusahaan dengan tujuan mencapai visi "Connecting The World Beyond Airport Operator with Indonesian Experience", meliputi empat aspek yaitu *Business Turnaround*, *Organization and Culture*, *Financial Restructuring*, dan *Digitalization*.
- b. Kebijakan pemerintah terkait pelonggaran protokol kesehatan untuk pelaku perjalanan dengan transportasi udara pada masa transisi Endemi Corona Virus Disease 2019 (COVID-19). Kebijakan Pemerintah yang tertuang dalam Surat Edaran tersebut berdampak terhadap kembali meningkatnya minat masyarakat untuk berpergian serta berwisata dengan menggunakan moda transportasi udara, sehingga jumlah trafik pergerakan penumpang dan pergerakan pesawat di 15 bandara yang dikelola PT Angkasa Pura I di tahun 2023 terus mengalami pemulihan.
- c. Dibukanya kembali slot penerbangan Haji dan Umrah di tahun 2023 dengan kuota penuh turut mendorong peningkatan trafik pergerakan penumpang dan pergerakan pesawat udara, sehingga turut memberikan dampak positif bagi kelangsungan usaha PT Angkasa Pura I.
- d. Reaktivasi dan pembukaan kembali rute baru baik domestik maupun internasional sepanjang tahun 2023 menjadi salah satu faktor penentu tingginya angka pergerakan penumpang dan pesawat di 15 bandara kelolaan PT Angkasa Pura I, sehingga memberikan dampak yang sangat positif terhadap upaya *recovery* kinerja operasional perusahaan.

MATTERS WITH POTENTIAL SIGNIFICANT IMPACT ON BUSINESS CONTINUITY

During 2023, matters with potentially significant impact on PT Angkasa Pura I's business continuity include:

- a. The aviation industry's development in 2023 continues to face challenges from the ongoing impact of the Covid-19 pandemic. As a result, the company's performance remains under pressure, prompting the implementation of a comprehensive corporate transformation program to address these challenges. PT Angkasa Pura I implemented the corporate action to recover the company's condition to support the company's long-term strategy, as well as optimize and stabilize the company's performance in line with the initiatives undertaken by PT Aviasi Pariwisata Indonesia (Persero) or InJourney as the Holding of State-Owned Enterprises for Tourism and Supporting Industries. PT Angkasa Pura I implemented a corporate transformation program with the aim of achieving the vision "Connecting The World Beyond Airport Operator with Indonesian Experience", covering four aspects: business turnaround, organization and culture, financial restructuring, and digitalization.
- b. Government policies on the relaxation of health protocols for air travelers during the transition period of the Corona Virus Disease 2019 (COVID-19) Endemic. The government policy outlined in the circular has led to a resurgence of public interest in traveling and vacationing by air, resulting in a continuous recovery in passenger and aircraft movements at 15 airports managed by PT Angkasa Pura I in 2023.
- c. The reopening of full-quota Hajj and Umrah flight slots in 2023 has contributed to an increase in passenger and aircraft movements, thus contributing a positive impact on the business continuity of PT Angkasa Pura I.
- d. The reactivation and reopening of new domestic and international routes throughout 2023 was a major factor in the high passenger and aircraft movements at 15 airports managed by PT Angkasa Pura I, thus having a significant and positive impact on the company's operational performance recovery efforts.



PENGUNGKAPAN PAJAK

Tax Disclosure

PUBLIKASI PEMBAYARAN PAJAK

PT Angkasa Pura I senantiasa secara rutin mengelola hak dan kewajiban perpajakan sesuai dengan peraturan yang berlaku. Berikut rincian pembayaran pajak yang dilakukan oleh perusahaan.

TAX PAYMENT PUBLICATION

PT Angkasa Pura I manages tax rights and obligations in compliance with the applicable regulations on a regular basis. The following are details of the company's tax payments.

Pembayaran Pajak (dalam jutaan Rupiah) Tax Payments (in million Rupiah)

Uraian Description	2023	2022	2021
PPH pasal 21 Income tax article 21	128.537	89.088	100.126
PPH pasal 22 Income tax article 22	708	2.668	4.416
PPH pasal 23 dan PPh pasal 26 Income tax article 23 and 26	25.490	20.046	16.819
Uang muka PPh pasal 23/22 Prepaid of income tax article 23/22	181.246	43.069	26.426
PPH pasal 4 ayat 2 Income tax article 4 paragraph 2	35.229	33.063	55.517
PPH badan Corporate income tax	0	0	0
Pajak pertambahan nilai (1111) Value added tax (1111)	749.026	364.156	213.201
Pajak pertambahan nilai wajib pungut (1107) Value added tax collector (1107)	164.405	178.638	70.199
Beban PPh pasal 4 ayat 2 (SAP)-customer Income Tax Expense Article 4 Paragraph 2 (SAP)-Customer	89.939	57.383	35.228
SWPD3D/BNN dan beban pajak lain-lain SWPD3D/BNN and other tax expenses	22.861	7.026	74.514
Pajak bumi dan bangunan dan pajak daerah lainnya Land and building tax and other regional taxes	94.704	188.242	105.387
Jumlah Total	1.506.252	882.927	640.180

KEPATUHAN PEMBAYARAN DAN SENGKETA PAJAK

PT Angkasa Pura I telah menjalankan kewajiban perpajakan sesuai ketentuan yang berlaku. Dengan demikian, tidak terdapat ketidakpatuhan perusahaan dalam hal kewajiban membayar pajak.

Dalam pelaksanaan pemenuhan kewajiban perpajakan berdasarkan sistem pemungutan pajak *official assessment* atau kewenangan penentuan besaran pajak terutang kepada fiskus (aparatur pajak) sebagai pemungut pajak, PT Angkasa Pura I sebagai Wajib Pajak memiliki hak dalam rangka memastikan proses penetapan pajak terutang yang dilakukan oleh fiskus sesuai dengan ketentuan peraturan perpajakan yang berlaku berdasarkan asas keadilan. Apabila terdapat ketidaksesuaian dalam penetapan, perusahaan melakukan proses sengketa pajak seperti keberatan, gugatan, banding dan peninjauan kembali. Beberapa proses sengketa pajak yang masih berjalan di tahun 2023, yaitu:

PAYMENT COMPLIANCE AND TAX DISPUTE

PT Angkasa Pura I has met its tax obligations in accordance with applicable provisions. Thus, there is no company non-compliance in terms of tax payment obligations.

In fulfilling tax obligations based on the official assessment tax collection system or the authority to determine the amount of tax payable to the tax authorities (tax officials) as tax collectors, PT Angkasa Pura I as a Taxpayer has the right to ensure that the process of determining the tax payable by the tax authorities is in accordance with the applicable tax regulations based on the principle of fairness. In the event of any discrepancies arising from the determination, the company shall have recourse to established tax dispute resolution mechanisms, including objections, lawsuits, appeals, and judicial reviews. The ongoing tax disputes in 2023 include:



1. Peninjauan kembali atas NJOP bumi tahun 2021 Bandara Internasional Yogyakarta Kulon Progo.
 - a. Telah dilaksanakan sidang pengucapan PBB Tahun 2021 tanggal 14 September 2023, bahwa berdasarkan putusan nomor PUT-008873.26/2022/PP/M.IVB Tahun 2023 bahwa menurut pendapat Majelis Hakim penetapan NJOP oleh Terbanding (Bupati Kulon Progo) atas Bandara Internasional Yogyakarta Kulon Progo yang dikelola oleh Pemohon Banding (PT Angkasa Pura I) tidak dilandasi oleh peraturan perundang-undangan yang berlaku sehingga tidak dapat dipertahankan dan harus dibatalkan, sehingga putusan banding menyatakan dikabulkan seluruhnya sesuai dengan permohonan PT Angkasa Pura I yaitu dengan nilai NJOP Bumi menjadi Rp700.000/m² dari yang ditetapkan Pemda Kulon Progo Rp5.000.000/m². Potensi penerimaan atas hasil putusan sidang sebesar Rp20.223.126.000.
 - b. Pengiriman salinan Hasil Putusan Banding 29 September 2023 nomor PUT-008873.26/2022/PP/M.IVB Tahun 2023.
 - c. Pihak Pemerintah Daerah Kabupaten Kulon Progo Mengajukan Peninjauan Kembali atas Hasil Putusan Banding 29 September 2023 nomor PUT-008873.26/2022/PP/M.IVB Tahun 2023 dan selanjutnya manajemen PT Angkasa Pura I telah mengirimkan Kontra Memori Peninjauan Kembali ke Pengadilan Pajak yang diajukan oleh Pemohon Peninjauan Kembali (Pemerintah Daerah Kabupaten Kulon Progo)
2. Banding pajak atas NJOP bumi tahun 2022 Bandara Internasional Yogyakarta Kulon Progo.
 - a. Objek yang disengketakan adalah NJOP bumi tahun 2023 sesuai dengan permohonan yang diajukan banding dengan nominal yang sama seperti tahun 2021.
 - b. Surat Direktur Keuangan dan Manajemen Risiko Nomor API.7752/KU.10/2022/DK-B tanggal 12 Desember 2022 perihal Permohonan Banding terhadap Surat Bupati Kulon Progo Nomor 973/3164 tanggal 15 September 2022 Hal Tanggapan.
 - c. Proses hasil putusan banding pajak yang akan disampaikan oleh Majelis Hakim Pengadilan Pajak.
3. Surat keberatan pajak atas NJOP bumi tahun 2023 Bandara Internasional Yogyakarta Kulon Progo.
 - a. Menyampaikan surat permohonan keberatan pada tanggal 11 Desember 2023 melalui surat Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I Nomor API.8285/KU.10/2023/DK-B tanggal 8 Desember 2023 perihal Keberatan atas Surat Pemberitahuan Pajak Terhutang (SPPT) Pajak Bumi dan Bangunan (PBB) P2 Bandara Internasional Yogyakarta Kulon Progo Tahun 2023.
 - b. Adapun objek keberatan yang diajukan adalah nilai NJOP Bumi yang semula menurut SPPT sebesar 3.745.000/m² diajukan menjadi 1.321.823/m² sehingga nilai PBB terutang dari menurut SPPT sebesar Rp23,8 miliar menjadi Rp12,3 miliar.
1. Judicial review of the 2021 land NJOP for the Yogyakarta International Airport Kulon Progo.
 - a. A hearing of the 2021 Land and Building Tax (PBB) was held on September 14, 2023. Based on decision number PUT-008873.26/2022/PP/M.IVB of 2023, the Panel of Judges ruled that the determination of NJOP by the Opponent (Kulon Progo Regent) on the Yogyakarta International Airport Kulon Progo managed by the Appellant (PT Angkasa Pura I) was not based on the applicable laws and regulations and therefore cannot be upheld and must be canceled. Therefore, the appeal decision stated that all of PT Angkasa Pura I's requests are granted, namely that the NJOP for Land is set at Rp700,000/m² from the Rp5,000,000/m² set by the Kulon Progo Government. The potential revenue from the decision of the hearing is Rp20,223,126,000.
 - b. Sending a copy of the Appeal Decision dated September 29, 2023, number PUT-008873.26/2022/PP/M.IVB of 2023.
 - c. The Kulon Progo Regional Government filed a Judicial Review against the Appellate Court Decision No. PUT-008873.26/2022/PP/M.IVB of 2023 dated September 29, 2023. In response, PT Angkasa Pura I management has submitted a Counter-Memorandum of Judicial Review to the Tax Court filed by the Applicant for Judicial Review (Kulon Progo Regional Government).
2. Tax appeal on the 2022 land NJOP for the Yogyakarta International Airport Kulon Progo.
 - a. The disputed object is the 2023 land NJOP according to the appeal application submitted with the same nominal value as in 2021.
 - b. Letter from the Director of Finance and Risk Management Number API.7752/KU.10/2022/DK-B dated December 12, 2022, regarding the Appeal Request against the Regent of Kulon Progo's Letter Number 973/3164 dated September 15, 2022 regarding the Response.
 - c. The process of the tax appeal decision to be delivered by the Panel of Judges of the Tax Court.
3. Tax objection letter on the 2023 land NJOP for the Yogyakarta International Airport Kulon Progo.
 - a. Submitting an objection letter on December 11, 2023, through the letter of the Director of Finance and Risk Management of PT Angkasa Pura I Number API.8285/KU.10/2023/DK-B dated December 8, 2023 regarding Objection to the Tax Due Notification Letter (SPPT) for Land and Building Tax (PBB) P2 Yogyakarta International Airport Kulon Progo for 2023.
 - b. The object of the objection submitted is the land NJOP which was originally stated in the SPPT as Rp3,745,000/m² proposed to be Rp1,321,823/m². Therefore, the PBB payable according to the SPPT of Rp23.8 billion becomes Rp12.3 billion.

DASAR PERPAJAKAN

PT Angkasa Pura I berpegang pada pedoman perpajakan yang berlaku dan melakukan rekonsiliasi fiskal dalam memenuhi ketentuan perpajakan. Laba kena pajak hasil rekonsiliasi menjadi dasar dalam mengisi SPT Tahunan Badan tahun 2023. Adapun penyesuaian perhitungan perpajakan selama 2023 diungkapkan dalam tabel berikut.

BASIS OF TAXATION

PT Angkasa Pura I adheres to the applicable tax guidelines and performs fiscal reconciliations to fulfill tax obligations. The taxable income from the reconciliation becomes the basis for filling out the 2023 Annual Corporate Tax Return. The adjustments to the tax calculations during 2023 are disclosed in the following table.



Data Rekonsiliasi Fiskal untuk Perpajakan (dalam jutaan Rupiah)
Fiscal Reconciliation Data for Taxation (in million Rupiah)

Uraian Description	2023	2022	2021
PPN PUT 2021 VAT Collector	164.405	178.638	209.927
BEBAN 42 2021 Income Tax Article 42	89.939	57.383	35.228
BEBAN Lain 2021 Other Expenses	22.861	7.026	12.859
BEBAN DAERAH 2023 Regional Tax Expenses	196.873	188.242	105.387



**PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/
ATAU MANAJEMEN YANG DILAKSANAKAN PERUSAHAAN
(ESOP/MSOP)**

Employee/Management Share Ownership Program (ESOP/ MSOP)

Hingga akhir tahun 2023, perusahaan tidak memiliki Program Kepemilikan Saham oleh Karyawan (ESOP) dan/atau Manajemen (MSOP). Dengan demikian tidak terdapat informasi terkait ESOP/MSOP yang dilakukan Perusahaan.

As of the end of 2023, the company did not have an Employee Stock Ownership Program (ESOP) and/or Management Stock Ownership Program (MSOP). Therefore, there is no information on ESOP/MSOP undertaken by the Company.



KINERJA ENTITAS ANAK
Performance of Subsidiaries

Hingga akhir periode pelaporan tahun 2023, PT Angkasa Pura I telah memiliki lima entitas anak yang telah dijelaskan pada bagian profil dalam laporan tahunan ini. Kinerja entitas anak dapat dilihat melalui penjelasan berikut.

As of the end of the 2023 reporting period, PT Angkasa Pura I has five subsidiaries. A description of the subsidiaries is presented in the profile section of this Annual Report. The performance of subsidiaries is presented as follows.

PT ANGKASA PURA SUPORT

PT Angkasa Pura Suport selama 2023 membukukan pendapatan usaha sebesar Rp1.144,7 miliar, meningkat sebesar 24% atau Rp225,2 miliar jika dibandingkan dengan tahun sebelumnya yang mencapai Rp919,5 miliar. Laba usaha tahun 2023 tercatat sebesar Rp52,5 miliar atau mengalami penurunan sebesar 16% atau Rp10 miliar dari laba tahun 2022 yang mengalami pertumbuhan sebesar Rp183,1 miliar. Sementara itu, laba setelah pajak di 2023 sebesar Rp20,1 miliar, lebih rendah 60% jika dibandingkan dengan tahun sebelumnya yang mengalami penurunan sebesar Rp30,3 miliar. PT Angkasa Pura Suport memiliki aset senilai Rp993,3 miliar, lebih kecil 4,8% dari aset tahun 2022 yaitu Rp1 miliar.

PT ANGKASA PURA SUPORT

PT Angkasa Pura Suport posted operating revenues of Rp1,144.7 billion in 2023, an increase of 24% or Rp225.2 billion compared to the previous year of Rp919.5 billion. Operating profit in 2023 was recorded at Rp52.5 billion or a decrease of 16% or Rp10 billion from the profit in 2022, which grew by Rp183.1 billion. Meanwhile, profit after tax in 2023 was Rp20.1 billion, marking a 60% decrease from a decrease of Rp30.3 billion in the previous year. PT Angkasa Pura Suport's total assets stood at Rp993.3 billion, marking a 4.8% decrease from Rp1 trillion in 2022.



Kinerja Keuangan PT Angkasa Pura Suport (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Suport (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset Assets	(50.420)	(4,8)	993.345	1.043.766	1.194.270
Liabilitas Liabilities	(66.643)	(11,3)	520.700	587.343	791.461
Ekuitas Equity	16.222	4	472.645	456.423	402.809
Pendapatan usaha Operating revenue	225.236	24	1.144.757	919.521	1.018.324
Beban usaha Operating expense	(235.315)	27,5	(1.092.86)	(856.871)	(1.138.774)
Laba usaha Operating profit	(10.078)	(16)	52.572	62.650	(120.450)
Pendapatan non-usaha Non-operating revenue	50	6	884	834	609
Beban non-usaha Non-operating expenses	5.341	(22)	(19.485)	(24.825)	(34.110)
Laba non-usaha Non-operating profit	5.391	(22)	(18.600)	(23.991)	(33.501)
Total pendapatan Total revenue	225.287	24,5	1.145.642	920.355	1.018.933
Total beban Total expenses	(229.975)	(26,1)	(1.111.670)	(881.696)	(1.172.884)
Laba sebelum pajak Profit before tax	(4.687)	(12)	33.971	38.659	(153.950)
Laba (rugi) setelah pajak Profit (loss) after tax	(30.362)	(60)	20.140	50.503	(152.972)
Cash ratio	20%	105	38%	19%	13%
Current ratio	(39%)	(31,7%)	162%	123%	189%
Test acid ratio	29%	36,6	110%	81%	30%
Return on asset	(3%)	(58,1)	2%	5%	(12,8%)
Return on Equity	(7%)	(61,5)	4%	11%	(37,98%)

PT ANGKASA PURA LOGISTIK

PT Angkasa Pura Logistik sepanjang tahun 2023 mencatatkan pendapatan usaha sebesar Rp724 miliar, naik 2% atau Rp15,3 miliar jika dibandingkan dengan 2022 yang mencapai Rp708,8 miliar. Di sisi lain, laba usaha tercatat mengalami pertumbuhan sebesar 16% atau Rp6,4 miliar, dari semula di tahun 2022 mengalami surplus sebesar Rp41 miliar menjadi Rp47,8 miliar pada 2023. Laba setelah pajak dibukukan sebesar Rp40 miliar per 31 Desember 2023, naik sebesar 57% atau Rp14,5 miliar dibanding tahun 2022 yang mengalami surplus sebesar Rp25,5 miliar. Selanjutnya aset mengalami penurunan sebesar 3% atau Rp15,2 miliar dari sebelumnya Rp507,1 miliar di 2022 menjadi Rp491,9 miliar pada 2023.

PT ANGKASA PURA LOGISTIK

Throughout 2023, PT Angkasa Pura Logistik recorded an operating revenue of Rp724 billion, an increase of 2% or Rp15.3 billion compared to 2022 of Rp708.8 billion. On the other hand, operating profit recorded increased by 16% or Rp6.4 billion, from a surplus of Rp41 billion in 2022 to Rp47.8 billion in 2023. As of December 31, 2023, profit after tax was recorded at Rp40 billion, an increase of 57% or Rp14.5 billion compared to a surplus of Rp25.5 billion in 2022. Furthermore, assets decreased by 3% or Rp15.2 billion from Rp507.1 billion in 2022 to Rp491.9 billion in 2023.



Kinerja Keuangan PT Angkasa Pura Logistik (dalam jutaan Rupiah)
Financial Performance of PT Angkasa Pura Logistik (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset Assets	(15.204)	(3)	491.946	507.151	458.038
Liabilitas Liabilities	28.021	15	220.001	191.981	167.022
Ekuitas Equity	(43,226)	(14)	271.944	315.170	291.016
Pendapatan usaha Operating revenue	15.170	2	724.074	708.905	578.400
Beban usaha Operating expense	(99.867)	15,0%	(767.761)	(667.894)	(555.916)
Laba usaha Operating profit	84.698	(208,5%)	43.687	41.010	22.483
Pendapatan non-usaha Non-operating revenue	(824)	(33)	1.699	2.524	2.912
Beban non-usaha Non-operating expenses	(138.268)	6,5%	(2.267)	(2.129)	(22.055)
Laba non-usaha Non-operating profit	(962)	(244,0%)	(567.790)	(394.409)	(19.143)
Total pendapatan Total revenue	14.346	2,0%	725.774	711.428	581.312
Total beban Total expenses	(104.547)	16	(774.437)	(669.890)	(577.971)
Laba sebelum pajak Profit before tax	(86.660)	(206,9%)	(45.255)	41.405	3.340
Laba (rugi) setelah pajak Profit (loss) after tax	65.649	(257,0%)	40.109	25.540	1.348
Cash ratio	11%	36,5%	43%	31%	61%
Current ratio	(33%)	(15,5%)	178%	211%	190%
Test acid ratio	(38%)	(30,1%)	88%	126%	126%
Return on asset	(13%)	(261,9%)	5%	5%	0,30%
Return on Equity	(23%)	(282,0%)	8%	8%	0,50%

PT ANGKASA PURA PROPERTI

PT Angkasa Pura Properti mencatatkan pendapatan usaha di 2023 sebesar Rp182,6 miliar. Pendapatan usaha ini mengalami penurunan sebesar Rp83,8 miliar atau 31,5% jika dibanding dengan tahun 2022 yang mencapai Rp266,4 miliar. Rugi usaha yang berhasil dicatatkan di tahun 2023 mencapai Rp26,4 miliar, lebih rendah 288,2% atau Rp40,4 miliar dibandingkan laba usaha pada tahun 2022 yang mencapai Rp14 miliar. Rugi setelah pajak yang dibukukan di 2023 sebesar Rp26,5 miliar, angka ini turun sebesar 674% atau Rp31,1 miliar dibandingkan dengan tahun 2022 yang mencapai Rp4,6 miliar. Sementara itu, total aset milik PT Angkasa Pura Properti naik sebesar 12,2% atau Rp37 miliar dari Rp304 miliar di 2022 menjadi Rp341,1 miliar pada 2023.

PT ANGKASA PURA PROPERTI

PT Angkasa Pura Properti posted operating revenue in 2023 of Rp182.6 billion, a decrease of Rp83.8 billion or 31.5% compared to 2022 of Rp266.4 billion. Operating loss in 2023 was recorded at Rp26.4 billion, a decrease of 288.2% or Rp40.4 billion compared to operating profit of Rp14 billion in 2022. The loss after tax in 2023 was recorded at Rp26.5 billion, a 674% or Rp31.1 billion decrease from Rp4.6 billion in 2022. Meanwhile, PT Angkasa Pura Properti's total increased by assets 12.2% or Rp37 billion from Rp304 billion in 2022 to Rp341.1 billion in 2023.



Kinerja Keuangan PT Angkasa Pura Properti (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Properti (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset Assets	37.043	12,2	341.120	304.077	295.290
Liabilitas Liabilities	63.510	64,4	162.153	98.642	94.794
Ekuitas Equity	(26.467)	(12,9)	178.967	205.435	200.497
Pendapatan usaha Operating revenue	(83.807)	(31,5)	182.621	266.429	233.735
Beban usaha Operating expense	42.580	(16,8%)	210.919	(253.498)	(222.998)
Laba usaha Operating profit	(41.229)	(318,8%)	(28.298)	12.931	10.737
Pendapatan non-usaha Non-operating revenue	235	15,5	1.749	1.515	1.552
Beban non-usaha Non-operating expenses	823	(30,2)	(1.900)	(2.724)	(1.844)
Laba non-usaha Non-operating profit	1.058	(87,5)	(151)	(1.209)	(292)
Total pendapatan Total revenue	(83.573)	(31,2)	184.371	267.944	235.287
Total beban Total expenses	43.402	16,9%	(211.820)	(256.222)	(224.842)
Laba sebelum pajak Profit before tax	(39.945)	(307,2)	28.449	11.722	10.445
Laba (rugi) setelah pajak Profit (loss) after tax	(31.963)	(907,6)	(28.441)	3.522	2.352
Cash ratio	(28,74%)	(40,4)	42,39%	71%	71%
Current ratio	(46,96%)	(19)	203,06%	250%	368%
Test acid ratio	(53%)	(38,8)	83%	136%	100%
Return on asset	(9,50%)	(819,9)	(8,34%)	(8,34%)	0,8%
Return on Equity	(17,61%)	(1.027%)	(15,89%)	(15,89%)	1,17%

PT ANGKASA PURA HOTEL

Pendapatan usaha PT Angkasa Pura Hotel mengalami pertumbuhan 88% atau Rp232 miliar dari Rp262,5 miliar pada tahun 2022 menjadi Rp494,5 miliar pada 2023. Laba usaha perusahaan mengalami kenaikan sebesar 66% atau Rp31,8 miliar setelah sebelumnya mengalami kerugian mencapai Rp48,6 miliar di tahun 2022 menjadi Rp80,4 miliar pada 2023. Sementara laba setelah pajak di 2023 dibukukan lebih rendah sebesar 15% atau Rp10 miliar dibandingkan 2022 yang mengalami kerugian sebesar Rp69,4 miliar menjadi Rp59,3 miliar di tahun 2023. PT Angkasa Pura Hotel mencatatkan aset yang dimiliki sebesar Rp872 miliar, naik Rp137 miliar atau 6% dari tahun 2022 sebesar Rp734,4 miliar.

PT ANGKASA PURA HOTEL

PT Angkasa Pura Hotel's operating revenue increased by 88% or Rp232 billion from Rp262.5 billion in 2022 to Rp494.5 billion in 2023. The company's operating profit increased by 66% or Rp31.8 billion, from a loss of Rp48.6 billion in 2022 to a profit of Rp80.4 billion in 2023. However, profit after tax in 2023 decreased by 15% or Rp59.3 billion, from a loss of Rp69.4 billion in 2022. PT Angkasa Pura Hotel posted total assets of Rp872 billion, an increase of Rp137 billion or 6% from Rp734.4 billion in 2022.



Kinerja Keuangan PT Angkasa Pura Hotel (dalam jutaan Rupiah)
Financial Performance of PT Angkasa Pura Hotel (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset Assets	137.916	18,8	872.319	734.403	649.567
Liabilitas Liabilities	78.545	60,4	208.589	130.044	114.610
Ekuitas Equity	59.371	9,8	663.730	604.359	534.957
Pendapatan usaha Operating revenue	232.098	88	494.587	262.489	105.753
Beban usaha Operating expense	(200.234)	94	(414.152)	(213.918)	(178.115)
Laba usaha Operating profit	31.864	66	80.435	48.571	(72.362)
Pendapatan non-usaha Non-operating revenue	588	72	1.405	817	830
Beban non-usaha Non-operating expenses	(510)	27	(2.431)	(1.921)	(543)
Laba non-usaha Non-operating profit	78	7	(1.026)	(1.104)	287
Total pendapatan Total revenue	232.686	88	495.992	263.306	106.583
Total beban Total expenses	(200.744)	93	(416.583)	(215.839)	(215.839)
Laba sebelum pajak Profit before tax	31.943	67	79.409	47.466	(72.075)
Laba (rugi) setelah pajak Profit (loss) after tax	10.063	(15)	59.322	69.386	69.386
<i>Cash ratio</i>	24%	35	92%	68%	36%
<i>Current ratio</i>	38%	32	159%	120%	69%
<i>Test acid ratio</i>	31%	36	118%	86%	53%
<i>Return on asset</i>	(3%)	(28)	6,8%	9%	(9,5%)
<i>Return on Equity</i>	(3%)	(22)	8,9%	11%	(11,6%)

PT ANGKASA PURA RETAIL

PT Angkasa Pura Retail Per 31 Desember 2023, mencatat pendapatan usaha sebesar Rp65,4 miliar mengalami penurunan sebesar 31% atau Rp29,8 miliar jika dibandingkan dengan pendapatan usaha pada tahun 2022 sebesar Rp95,2 miliar. Di sisi lain, rugi usaha di tahun 2023 yaitu Rp16,7 miliar lebih tinggi 80% atau Rp67 miliar dibanding tahun 2022 yang rugi sebesar Rp84 miliar. Rugi setelah pajak yang berhasil diperoleh di tahun 2023 sebesar Rp19,6 miliar turun 80% atau Rp77,2 miliar dibanding tahun 2022 yang mengalami kerugian sebesar Rp96,8 miliar. Aset PT Angkasa Pura Retail tahun 2023 mencapai Rp30,4 miliar, angka ini lebih tinggi 70% atau Rp12,5 miliar dibandingkan pada tahun 2022 yang dibukukan sebesar Rp17,9 miliar.

PT ANGKASA PURA RETAIL

As of December 31, 2023, PT Angkasa Pura Retail posted operating income of Rp65.4 billion, a decrease of 31% or Rp29.8 billion compared to operating income in 2022 of Rp95.2 billion. On the other hand, the company posted operating loss in 2023 of Rp16.7 billion, an increase of 80% or Rp67 billion compared to operating loss of in 2022 Rp84 billion. Meanwhile, the loss after tax in 2023 was Rp19.6 billion, a decrease of 80% or Rp77.2 billion compared to the loss in 2022 of Rp96.8 billion. PT Angkasa Pura Retail's assets in 2023 was recorded at Rp30.4 billion, an increase of 70% or Rp12.5 billion compared to 2022 of Rp17.9 billion.

Kinerja Keuangan PT Angkasa Pura Retail (dalam jutaan Rupiah)
Financial Performance of PT Angkasa Pura Retail (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2023	2022	2021
	Nominal	%			
Aset Assets	12.554	70	30.451	17.897	121.718
Liabilitas Liabilities	31.450	27,6	145.261	113.811	121.118
Ekuitas Equity	(18.895)	(20)	(114.809)	(95.914)	601
Pendapatan usaha Operating revenue	(29.808)	(31)	65.403	95.212	256.153
Beban usaha Operating expense	97.085	(54)	(82.188)	(179.274)	(278.036)
Laba usaha Operating profit	67.278	(80)	(16.784)	(84.062)	(21.883)
Pendapatan non-usaha Non-operating revenue	57	(61)	152	95	623
Beban non-usaha Non-operating expenses	9	(11)	(70)	(79)	(140)
Laba non-usaha Non-operating profit	66	428	82	16	483
Total pendapatan Total revenue	(29.750)	(31)	65.556	95.307	256.776
Total beban Total expenses	97.095	(54)	(82.258)	(179.353)	(278.176)
Laba sebelum pajak Profit before tax	67.344	80	(16.702)	(84.046)	(21.401)
Laba (rugi) setelah pajak Profit (loss) after tax	77.220	(80)	(19.668)	(96.888)	(20.483)
Cash ratio	3%	55,1	8%	5%	8%
Current ratio	5%	49,0	16%	11%	84%
Test acid ratio	6%	62,7	15%	9%	79%
Return on asset	477%	(88,1)	(65%)	(541%)	(16,8%)
Return on Equity	(84%)	(83,0)	(17%)	101%	(3.413,83%)



KEAMANAN DAN PERLINDUNGAN

Security and Safety

Di sektor kebandarudaraan, keamanan dan perlindungan terhadap aset dan pengguna jasa menjadi aspek signifikan yang wajib dikelola oleh perusahaan. Upaya PT Angkasa Pura I dalam mengelola keamanan dan perlindungan pada kegiatan layanan penerbangan dan pengguna jasa bandara telah sejalan dengan visi perusahaan yaitu “Menjadi Penghubung Dunia yang Lebih dari Sekadar Operator Bandar Udara dengan Keunggulan Layanan yang Menampilkan Keramah-tamahan Khas Indonesia”.

Sesuai dengan Undang-Undang No. 1 Tahun 2009 tentang Penerbangan, PT Angkasa Pura I menerapkan prinsip 3S+1C yaitu *safety, security, and service through compliance*. Kebijakan dan penerapan prinsip 3S+1C mengacu pada sejumlah standar, antara lain ISO 14001:2015 tentang Sistem Manajemen Lingkungan, ISO 9001:2015 tentang Sistem Manajemen Mutu, ISO 45001:2018 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja, dan ISO 31000 tentang Manajemen Risiko.

Implementasi Sistem Manajemen Keselamatan Kerja (SMK3) di lingkungan PT Angkasa Pura I juga telah mematuhi Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. PT Angkasa Pura I konsisten meningkatkan kualitas sistem pengelolaan bandara dan mengundang praktisi-praktisi terkemuka dunia melalui kegiatan Airport Excellence (APEX) in *Safety* dan *Airport Excellence* (APEX) in *Security*.

Implementasi prinsip 3S+1C di bandara yang dikelola PT Angkasa Pura I dimulai dari pintu gerbang dan tempat parkir hingga tempat umum yang ada di bandara, yang dilaksanakan dengan melampaui ketentuan yang disyaratkan regulasi (*beyond regulation*). Tugas dari fungsi manajemen yang terlibat dalam implementasi prinsip 3S+1C, adalah sebagai berikut:

1. Corporate Planning and Transformation:
Bertugas untuk memastikan pengelolaan seluruh aspek perencanaan strategis perusahaan, kegiatan transformasi yang berkaitan dengan kegiatan *merger, holding, restrukturisasi*, dan akuisisi perusahaan, pemantauan (*monitoring*) dan evaluasi *Business Process Management* (BPM) dan kinerja perusahaan guna memastikan keberlangsungan perusahaan yang sesuai dengan aspirasi pemegang saham berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.
2. Risk Management:
Bertugas memastikan pengelolaan risiko perusahaan melalui identifikasi, penentuan profil, register risiko (*risk register*), penilaian, dan mitigasi atas potensi risiko serta melalui perumusan, pengembangan, dan penyempurnaan tata kelola manajemen risiko di perusahaan guna mendukung tercapainya sasaran perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

Security and the protection of assets and service users are critical aspects of the airport sector that must be managed by the company. PT Angkasa Pura I's endeavors to ensure that all management of security and the protection of flight service activities and airport service users is consistent with the company's vision of becoming a world-class airport operator.

The company implements safety, security, and service through compliance (3S+1C) in compliance with Law No. 1 of 2009 on Aviation. The policies and execution of the 3S+1C concept adhere to a number of standards, including ISO 14001:2015 Environmental Management System, ISO 9001:2015 Quality Management System, ISO 45001:2018 Occupational Health and Safety Management System, and ISO 31000 Risk Management.

The execution of Occupational Health and Safety Management System (OHSMS) within PT Angkasa Pura I also complied with Government Regulation No. 50 of 2012 on Implementation of Occupational Safety and Health Management System. PT Angkasa Pura I consistently improves the quality of its airport management systems and engages world-renowned practitioners through initiatives, such as Airport Excellence (APEX) in *Safety* and Airport Excellence (APEX) in *Security*.

3S+1C has been implemented beyond regulations, from the airport's entrance and parking lot to public areas. The company involved several management functions in the implementation of 3S+1C, with the following duties and functions:

1. Corporate Planning and Transformation:
Responsible to ensure the supervision of all aspects of corporate strategic planning, transformation programs related to the company's merger, holding, restructuring and acquisition activities, as well as monitoring and evaluation of Business Process Management (BPM) and Company performance to ensure the company's sustainability in accordance with shareholder aspirations based on the company's Long Term Plan (RJPP), Company Work Plan and Budget (CWPB), as well as compliance with laws and regulations and the company's internal regulations, and carrying out risk management processes in the work unit.
2. Risk Management:
Responsible to ensure the supervision of the company's business risk through identification, profiling, risk register, assessment and mitigation of potential risks, as well as formulation, development, and improvement of risk management governance in the company to support the achievement of the company's goals based on the Company's Work Plan and Budget (CWPB), and comply with the laws and regulations and the company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.



3. Airport Operation and Services:

Bertugas memastikan pembinaan seluruh aspek operasional bandara yang dikelola perusahaan dapat berjalan dengan selamat, aman, lancar, nyaman, dan efisien sesuai dengan standar layanan dan peraturan yang berlaku dengan berlandaskan prinsip *safety, security, service and compliance* (3S+1C), memastikan pembinaan pelayanan bandara terkait dengan implementasi dalam proses operasi bandara guna tercapainya target peningkatan *Customer Satisfaction Index* (CSI) seluruh bandara berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

4. Airport Planning and Project Development:

Bertugas memastikan pembinaan seluruh aspek perencanaan bandara guna menyelaraskan tujuan dan sasaran strategis perusahaan ke dalam perencanaan pengembangan bandara, pengelolaan lingkungan berdasarkan kebijakan dan peraturan yang telah ditetapkan oleh regulator, memastikan pengelolaan seluruh aspek proyek pengembangan dan/atau pembangunan bandara dapat berjalan efisien berdasarkan kontrak manajemen yang telah disepakati, melaksanakan kepatuhan sesuai dengan peraturan perundang undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

5. Airport Commercial and Service:

Bertugas memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan nonaeronautika, memberikan kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *aeronautical business and cargo development, airport commercial and business development, customer experience, dan technology and innovation* guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

6. Airport Security:

Bertugas memastikan pembinaan dan penetapan security level dan pengelolaan keamanan operasional bandara melalui pemeriksaan keamanan (*security screening*), perlindungan keamanan (*security protection*), dan desain dan pengembangan keamanan (*security design and development*) dengan berpedoman pada standar dan peraturan yang berlaku berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

7. Airport Safety:

Bertugas memastikan pembinaan seluruh aspek sistem manajemen keselamatan dan mutu operasional bandara guna menjamin bandara yang dikelola perusahaan dapat beroperasi dengan selamat, sehat, aman, lancar, nyaman, dan efisien sesuai dengan standar layanan dan peraturan

3. Airport Operation and Services:

Responsible to ensure that all operational aspects of the company's airports operate in a safe, secure, smooth, comfortable, and efficient manner in accordance with service standards and applicable regulations based on safety, security, service, and compliance (3S+1C), and ensure the supervision of airport services related to the implementation of airport operation in order to achieve an increase in the Customer Satisfaction Index (CSI) score of all airports based on the Company's Work Plan and Budget (CWPB), and comply with laws and regulations, internal company regulations, as well as carry out risk management processes and internal control system in the work units.

4. Airport Planning and Project Development:

Responsible to ensure the supervision of all aspects of airport planning to align the company's strategic goals and objectives into airport development planning, environmental management based on policies and regulations set by regulators and ensure that the management of all aspects of airport development and/or construction projects can run efficiently based on agreed management contracts, and comply with laws and regulations, the company's internal regulations and carry out risk management processes, and internal control system in the work unit.

5. Airport Commercial and Service:

Responsible to ensure the achievement of increase in Customer Satisfaction Index (CSI) score, an increase in aeronautical and non-aeronautical revenue, and contribution to the environment through the establishment of policies and strategies in aeronautical business and cargo development, airport commercial and business development, customer experience, and technology and innovation to support the achievement of the company's vision and mission based on the Articles of Association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

6. Airport Security:

Responsible to ensure supervision, determination of security level and management of airport operational security through security screening, security protection and security design and development with reference to applicable standards and regulations based on the Company's Work Plan and Budget (CWPB), and comply with laws and regulations, and the company's internal regulations as well as carry out risk management processes and internal control system in the work unit.

7. Airport Safety:

Responsible to ensure the supervision of all aspects of the safety management system and the quality of airport operations, in order to ensure that airports managed by the company can operate in a secure, healthy, safe, smooth, comfortable, and efficient manner in accordance with



KEAMANAN DAN PERLINDUNGAN
Security and Safety

yang berlaku dengan berlandaskan prinsip *safety, security, service, and compliance* (3S+1C) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

8. **Airport Facilities Management:**
Bertugas memastikan pembinaan seluruh aspek fasilitas bandara untuk menjamin kesiapan seluruh fasilitas bandara dapat beroperasi dengan aman, nyaman, dan efisien berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.
9. **Airport Equipment Management:**
Bertugas memastikan pembinaan seluruh aspek peralatan (*equipment*) bandara untuk menjamin kesiapan seluruh peralatan bandara dapat beroperasi dengan aman, nyaman, dan efisien berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, serta melaksanakan proses manajemen risiko dan sistem pengendalian internal di unit kerjanya.

PT Angkasa Pura I mengadakan penilaian kinerja pelayanan oleh pengguna jasa bandara melalui program pengukuran kepuasan pelanggan Airport Service Quality (ASQ) dan Customer Satisfaction Index (CSI). Pada periode pelayanan tahun 2023 rata-rata skor ASQ adalah 5,00 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,75 untuk 8 bandara yakni Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Skor CSI adalah 4,75 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,50 untuk 15 bandara.

service standards and comply with applicable regulations, systems and standards based on safety, security, service and compliance (3S + 1C), and based on the Company's Work Plan and Budget (CWPB) and comply with laws and regulations, the company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

8. **Airport Facilities Management:**
Responsible to ensure the supervision of all aspects of airport facilities to ensure the readiness of all airport facilities to operate in a safe, comfortable, and efficient manner based on the company's Work Plan and Budget and comply with laws and regulations and the company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.
9. **Airport Equipment Management:**
Responsible to ensure the supervision of all airport equipment aspects to ensure the readiness of all airport equipment to operate in a safe, comfortable, and efficient manner based on the company's Work Plan and Budget, and comply with laws and regulations, the company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

PT Angkasa Pura I conducted a service performance assessment by airport service users using Airport Service Quality (ASQ) and Customer Satisfaction Index (CSI) measurement programs. During the 2023 Service Period, the average ASQ score is 5.00 on a scale of 1-5, indicating that airport service users were very satisfied with PT Angkasa Pura I services. This achievement exceeded the target index of 4.75 for 8 airports, namely I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, and Pattimura Airport Ambon. The CSI score is 4.75 on a scale of 1-5, indicating that airport service users were very satisfied with PT Angkasa Pura I services. This achievement exceeded the target index of 4.50 for 15 airports.

Indikator Capaian
Achievement Indicator

Airport Service Quality (ASQ)



Customer Satisfaction Index (CSI)





Hasil Survei Tahun 2023 Survey Results in 2023

Indikator Pencapaian Achievement Indicator	2023	2022	2021
Pengukuran Airport Service Quality (ASQ) oleh Airports Council International (ACI) di 8 bandara pada 2023 Airport Service Quality (ASQ) assessment by Airports Council International (ACI) at 8 airports in 2023	5,00	5,00	4,96
Pengukuran Customer Satisfaction Index (CSI) oleh Indonesia National Air Carriers Association (INACA) di 15 bandara pada 2022 Customer Satisfaction Index (CSI) assessment by Indonesia National Air Carriers Association (INACA) at 15 airports in 2022	4,75	4,70	4,67



INOVASI DAN KEWIRAUSAHAAN Innovation and Entrepreneurship

Sepanjang 2023, PT Angkasa Pura I terus melakukan inovasi dengan tujuan meningkatkan efisiensi, efektivitas, dan keamanan layanan di seluruh bandara. Inovasi-inovasi yang telah dikembangkan PT Angkasa Pura I dan telah diterapkan di bandara, yaitu:

1. AIRPORT COLLABORATIVE DECISION MAKING (A-CDM)

Sistem A-CDM yang dikembangkan oleh PT Angkasa Pura I ditujukan untuk mendukung proses bisnis di bandara, di mana A-CDM sendiri merupakan paket kegiatan berbagi informasi dan melibatkan peran serta sejumlah instansi *stakeholder* di bandara, seperti AirNav Indonesia, maskapai penerbangan, *ground handling*, dan PT Angkasa Pura I selaku pengelola bandara.

Melalui implementasi sistem A-CDM, diharapkan dapat saling membangun kepercayaan antar instansi, penyediaan data yang akurat, menghindari kesalahan data, perencanaan operasional yang dapat diprediksi, serta meningkatkan kinerja *workflow*. Dalam implementasinya, sistem A-CDM dapat menampilkan seluruh data penerbangan yang bersumber dari dan ke seluruh *stakeholder*, di mana setiap *stakeholder* dapat melakukan pemantauan, serta input dan/atau pembaharuan data penerbangan sesuai dengan lingkup ruang kerja masing-masing *stakeholder*. Hingga saat ini, sistem A-CDM telah diimplementasikan di 2 (dua) bandara yang dikelola PT Angkasa Pura I, yakni di Bandara I Gusti Ngurah Rai Bali dan di Bandara Juanda Surabaya.

2. AIRPORT OPERATION DATA SHARING (AODS)

Airport Operation Data Sharing (AODS) merupakan suatu media yang digunakan sebagai sarana pertukaran informasi dan sarana rekonsiliasi data operasional penerbangan yang dibutuhkan oleh PT Angkasa Pura I selaku pengelola bandara dengan *stakeholder* terkait. Adapun data dan informasi operasional penerbangan tersebut meliputi informasi perkiraan waktu kedatangan atau *estimated time of arrival* (ETA), lokasi *parking stand*, *check-in counter*, *gate*, *conveyor belt*, jumlah penumpang, bagasi, dan kargo, serta informasi terkait kebutuhan bahan bakar pesawat atau *fuel* yang diperlukan dalam satu penerbangan.

Throughout 2023, PT Angkasa Pura I continued to innovate with the goal of improving the efficiency, effectiveness, and security of services at all airports. PT Angkasa Pura I has developed and implemented the following innovations at the airports:

1. AIRPORT COLLABORATIVE DECISION MAKING (A-CDM)

The A-CDM system developed by PT Angkasa Pura I is intended to support business processes at airports, where A-CDM itself is a package of information sharing activities and involves the participation of a number of stakeholder agencies at the airport, such as AirNav Indonesia, airlines, ground handling, and PT Angkasa Pura I as airport operator.

Through the implementation of the A-CDM system, it is hoped that mutual trust can be built between involving parties, provide accurate data, avoid data errors, predict operational planning, and improve workflow performance. In its implementation, the A-CDM system can display all flight data sourced from and to all stakeholders, where each stakeholder can carry out monitoring, as well as input and/or update flight data according to the scope of work of each stakeholder. To date, the A-CDM system has been implemented at 2 (two) airports managed by PT Angkasa Pura I, namely at I Gusti Ngurah Rai Airport Bali and at Juanda Airport Surabaya.

2. AIRPORT OPERATIONS DATA SHARING (AODS)

Airport Operation Data Sharing (AODS) is a medium used as a means of exchanging information and a means of reconciling flight operational data required by PT Angkasa Pura I as the airport operator with related stakeholders. The flight operational data and information includes information on estimated time of arrival or estimated time of arrival (ETA), location of parking stands, check-in counters, gates, conveyor belts, number of passengers, baggage and cargo, as well as information related to aircraft fuel requirements. or fuel required for one flight.



KEAMANAN DAN PERLINDUNGAN Security and Safety

Implementasi sistem AODS diharapkan dapat mendukung kinerja operasional di lingkungan bandara, sehingga dapat meningkatkan efisiensi waktu, efektivitas penyimpanan data, serta dapat mengurangi potensi terjadinya kehilangan pendapatan perusahaan (*lost revenue*).

The implementation of the AODS system is expected to support operational performance in the airport environment, thereby increasing time efficiency, effectiveness of data storage, and reducing the potential for lost revenue.

3. CARGO INTEGRATED SYSTEM (CIS) TAHAP 2

Cargo Integrated System (CIS) Tahap 2 merupakan sistem yang dipergunakan untuk mencatat produksi dan pendapatan Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di Terminal Kargo dan Pos di bandara-bandara yang dikelola PT Angkasa Pura I. Sistem yang merupakan pengganti dari Cargo Integrated System (CIS) Tahap 1 yang dipergunakan sebelumnya tersebut dikembangkan oleh unit Aeronautical Business and Cargo Development, serta telah sesuai dengan regulasi yang berlaku.

3. CARGO INTEGRATED SYSTEM (CIS) PHASE 2

Cargo Integrated System (CIS) Phase 2 is a system used to record production and revenue from Aircraft Cargo and Postal Services (PJKP2U) at Cargo and Post Terminals at airports managed by PT Angkasa Pura I. The system is a replacement for Cargo Integrated The System (CIS) Phase 1 was developed by the Aeronautical Business and Cargo Development unit, and is in accordance with applicable regulations.

Cargo Integrated System (CIS) Tahap 2 telah diimplementasikan di 14 bandara yang dikelola PT Angkasa Pura I dalam 3 (tiga) tahapan, yaitu:

Cargo Integrated System (CIS) Phase 2 has been implemented at 14 airports managed by PT Angkasa Pura I in 3 (three) stages, namely:

- Tahap I diimplementasikan mulai 1 Oktober 2023 di Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Hasanuddin Makassar, Bandara Syamsudin Noor Banjarmasin, dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan.
- Tahap II diimplementasikan mulai 1 Desember 2023 di Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara El Tari Kupang, Bandara Zainuddin Abdul Madjid Lombok, dan Bandara Sam Ratulangi Manado.
- Tahap III diimplementasikan mulai 1 Januari 2024 di Bandara Internasional Yogyakarta Kulon Progo, Bandara Adisutjipto Yogyakarta, Bandara Adi Soemarmo Solo, dan Bandara Jenderal Ahmad Yani Semarang.

- Phase I was implemented on October 1, 2023 at I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Hasanuddin Airport Makassar, Syamsudin Noor Airport Banjarmasin, and Sultan Aji Muhammad Sulaiman Airport Sepinggan Balikpapan.
- Phase II was implemented on December 1, 2023 at Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, El Tari Kupang Airport, Zainuddin Abdul Madjid Airport Lombok, and Sam Ratulangi Airport Manado.
- Phase III was implemented on January 1, 2024 at Yogyakarta International Airport Kulon Progo, Adisutjipto Airport Yogyakarta, Adi Soemarmo Airport Solo, and Jenderal Ahmad Yani Airport Semarang.

4. ROBOTIC PROCESS AUTOMATION (RPA)

Robotic Process Automation (RPA) merupakan sistem yang dipergunakan untuk proses verifikasi dokumen pembayaran atas tagihan internal maupun eksternal di lingkup PT Angkasa Pura I yang dilakukan menggunakan *e-payment system* bernama APPays. RPA membantu proses verifikasi dokumen pembayaran, di mana jumlah transaksi setiap bulannya mencapai lebih dari dua ribu transaksi, baik di kantor pusat maupun di 15 kantor cabang PT Angkasa Pura I.

4. ROBOTIC PROCESS AUTOMATION (RPA)

Robotic Process Automation (RPA) is a system used for the process of verifying payment documents for internal and external bills within PT Angkasa Pura I which is carried out using an e-payment system called APPays. RPA helps with the payment document verification process, where the number of transactions each month reaches more than two thousand transactions both at the head office and at 15 branch offices of PT Angkasa Pura I.

Implementasi sistem RPA yang didukung dengan *Intelligent Document Processing (IDP)* ini ditujukan untuk meningkatkan efisiensi dan efektivitas waktu dalam proses verifikasi dokumen pembayaran internal maupun eksternal di lingkungan PT Angkasa Pura I.

The implementation of the RPA system which is supported by Intelligent Document Processing (IDP) is aimed at increasing efficiency and time effectiveness in the internal and external payment document verification process within PT Angkasa Pura I.

Proses perencanaan pekerjaan sistem verifikasi dokumen pembayaran menggunakan RPA dan IDP mulai dilaksanakan pada tahun 2022, serta efektif diimplementasikan pada tahun 2023. Ruang lingkup implementasi RPA tersebut adalah proses verifikasi dokumen pembayaran yang diunggah oleh vendor/pelaksana pekerjaan pada aplikasi APPays. Selain proses verifikasi di APPays, RPA juga diimplementasikan pada sistem SAP PT Angkasa Pura I sebagai proses verifikasi dokumen secara otomatis, serta proses penerbitan jurnal.

The work planning process for payment document verification system using RPA and IDP was implemented in 2022, and was effectively implemented in 2023. The scope of RPA implementation is the process of verifying payment documents uploaded by vendors/work implementers on the APPays application. Apart from the verification process in APPays, RPA is also implemented in the PT Angkasa Pura I SAP system as an automatic document verification process, as well as a journal publishing process.



GOVERNANSI KORPORAT

Corporate
Governance





BAB 4





KERANGKA DAN STRUKTUR TATA KELOLA

Governance Framework and Structure

DASAR KEBIJAKAN PENERAPAN GCG

Dalam menerapkan tata kelola perusahaan yang baik atau *good corporate governance* (GCG), PT Angkasa Pura I mengacu pada prinsip GCG universal, ASEAN *Corporate Governance Scorecard* (ACGS), Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Signifikan Badan Usaha Milik Negara, Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tentang Tata Kelola Perusahaan Terbuka, dan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara.

PT Angkasa Pura I memiliki Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) yang menjelaskan mekanisme hubungan kerja organ utama perusahaan, yaitu RUPS, Direksi, dan Dewan Komisaris serta pegawai di lingkungan perusahaan dalam melaksanakan tugas sebagai upaya untuk mewujudkan sistem pengelolaan perusahaan secara profesional, transparan, dan efisien.

Untuk memperkuat GCG, PT Angkasa Pura I memperkuat kebijakan, struktur tata kelola, serta melakukan penilaian (*assessment*) terhadap penerapan GCG. Kebijakan dan pedoman yang mengatur perilaku, fungsi, dan tugas seluruh organ tata kelola dalam melaksanakan GCG di internal perusahaan, di antaranya:

- Pedoman *Corporate Governance*;
- Pedoman Etika Perusahaan;
- Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris;
- Piagam Komite Audit;
- Piagam Internal Audit;
- Piagam Komite Nominasi dan Remunerasi;
- Perjanjian Kerja Bersama Periode 2023-2025 antara PT Angkasa Pura I dengan Serikat Pekerja PT Angkasa Pura I dan Asosiasi Karyawan PT Angkasa Pura I Nomor SP.DU.29/HK.06/2023; Nomor SP.AP.I.01/PKB-07/III/2023; Nomor AKA.01/PKB-7/III/2023;
- Pedoman Pengendalian Gratifikasi;
- Pedoman *Whistleblowing System*;
- Pedoman Sistem Manajemen Anti Penyuapan;
- Pedoman Manajemen Risiko;
- Pedoman Tata Kelola Teknologi Informasi;
- Pedoman Kepatuhan;
- Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
- Kebijakan-kebijakan lainnya dan *standard operating procedure* (SOP) perusahaan.

POLICY BASIS FOR GCG IMPLEMENTATION

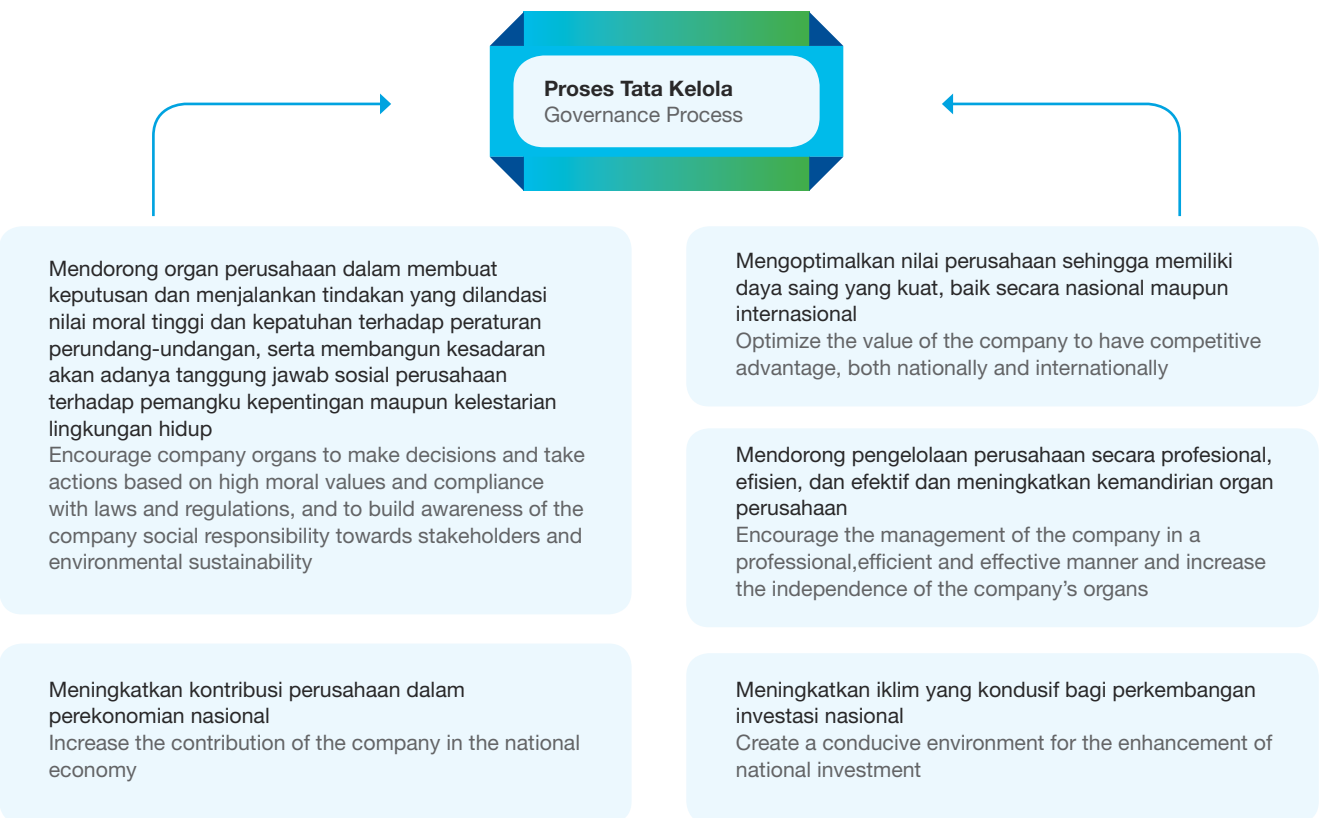
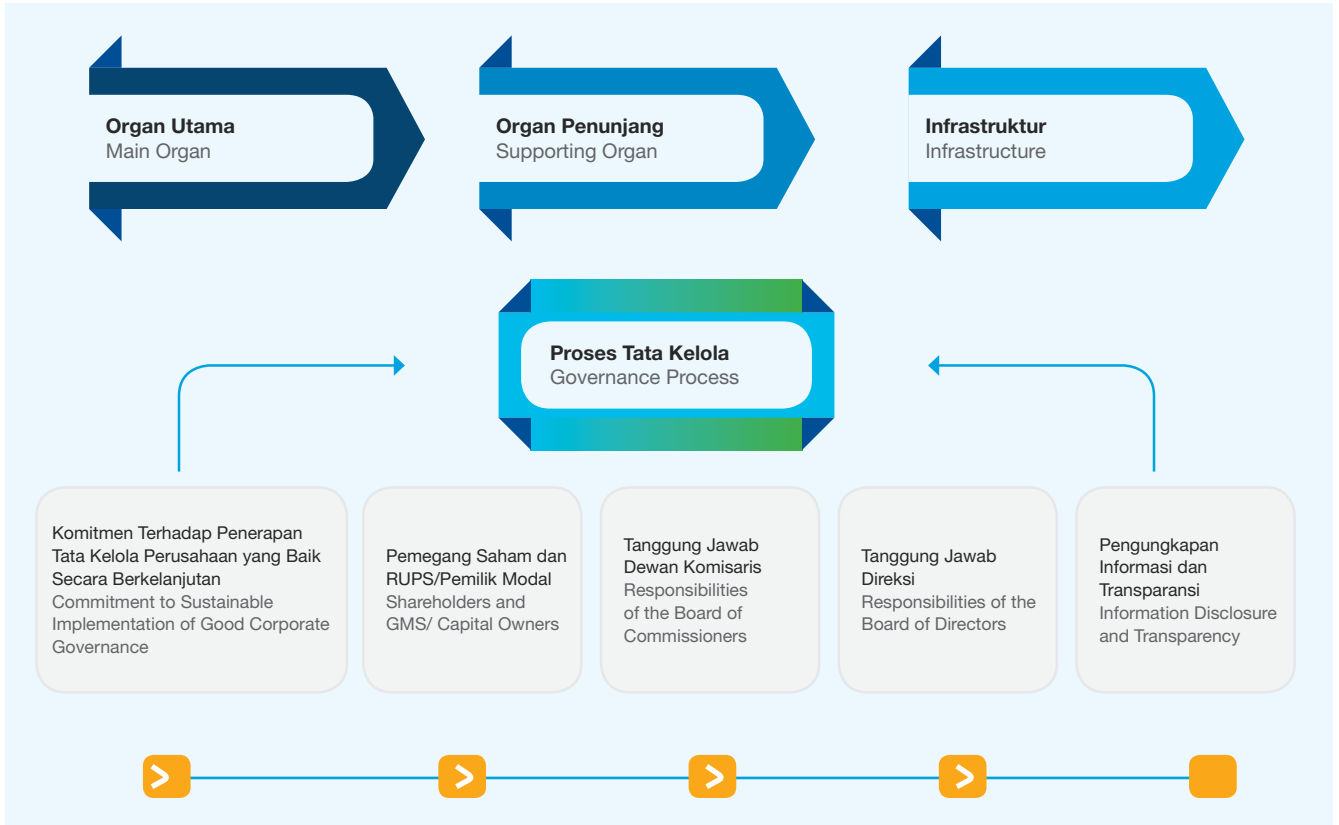
In implementing good corporate governance (GCG), PT Angkasa Pura I refers to universal GCG principles, ASEAN Corporate Governance Scorecard (ACGS), the Minister of SOEs Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance and its amendments, FSA Circular Number 32/SEOJK.04/2015 on Guidelines for Public Company Governance, and Decree of the Secretary of the Ministry of State-Owned Enterprises Number SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation on the Implementation of Good Corporate Governance in the State-Owned Enterprises Institutions.

The Company has a Code of Corporate Governance explaining the mechanism of working relations of the company's main organs, namely the GMS, the Board of Directors, and the Board of Commissioners in carrying out their duties as an effort to realize a professional, transparent and efficient company management system.

To strengthen GCG, the company strengthens policies, governance structures, and conducts GCG assessment. The policies and guidelines to regulate behavior, functions and duties of all governance organs in implementing GCG within the Company include:

- Code of Corporate Governance
- Code of Conduct
- Board Manual
- Audit Committee Charter
- Internal Audit Charter
- Nomination and Remuneration Committee Charter;
- Collective Labor Agreement for 2023-2025 Period between PT Angkasa Pura I with Labor Union of PT Angkasa Pura I and Employees Association of PT Angkasa Pura I No. SP.DU.29/HK.06/2023; No. SP.AP.I.01/PKB-07/III/2023; No. AKA.01/PKB-7/III/2023;
- Anti-gratification Guidelines;
- Whistleblowing System Guidelines;
- Anti-Bribery Management System Guidelines;
- Risk Management Guidelines;
- Information Technology Governance Guidelines;
- Compliance Guidelines;
- Report of State Official Assets (LHKPN) Guidelines;
- Other policies and standard operating procedures (SOP) of the company;

Kerangka Penerapan GCG GCG Implementation Framework





STRUKTUR DAN MEKANISME GCG

Struktur GCG terdiri dari organ utama dan organ penunjang beserta infrastruktur di dalamnya yang mendukung efektivitas penerapan GCG. Secara garis besar, struktur GCG PT Angkasa Pura I mengacu pada Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas, yang terdiri dari:

- Rapat Umum Pemegang Saham (RUPS) sebagai organ tertinggi perusahaan;
- Dewan Komisaris yang bertindak atas nama pemegang saham, berwenang untuk mengawasi dan memantau kinerja Dewan Direksi;
- Direksi selaku pemimpin yang memiliki tanggung jawab dalam memimpin perusahaan, mengelola karyawan, dan melaporkan kinerja perusahaan kepada pemegang saham dalam RUPS.

GCG STRUCTURE AND MECHANISM

GCG structure consists of main and supporting organs as well as infrastructure to support effective GCG implementation. In general, PT Angkasa Pura I's GCG structure is based on Law Number 40/2007 on Limited Liability Companies, consisting of:

- General Meeting of Shareholders (GMS) as the company's organ with the highest authority;
- Board of Commissioners, acting on behalf of the shareholders, has the authority to supervise and monitor the performance of the Board of Directors;
- Board of Directors as the company leader has duties to lead the company, manage employees, and report the company's performance to shareholders at GMS.





KERANGKA DAN STRUKTUR TATA KELOLA Governance Framework and Structure

Mekanisme penerapan GCG dilaksanakan dan didukung oleh berbagai organ mencakup Dewan Komisaris, Direksi, Sekretaris Perusahaan, Sekretaris Dewan Komisaris, Komite Audit, Komite Manajemen Risiko Usaha dan Good Corporate Governance, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, Internal Audit Unit, Corporate Planning and Transformation Unit, Risk Management Unit, Legal and Compliance Unit, serta seluruh unit kerja dan karyawan. Semua organ tata kelola wajib menjalankan prinsip-prinsip, kebijakan internal, maupun pedoman sebagai acuan dalam melaksanakan GCG.

The company's organs are required to implement and support GCG mechanism, including the Board of Commissioners, Board of Directors, Corporate Secretary, Secretary of the Board of Commissioners, Audit Committee, Business Risk Management and Good Corporate Governance Committee, Nomination and Remuneration Committee, Risk Management Committee, Internal Audit Unit, Corporate Planning and Transformation Unit, Risk Management Unit, Legal and Compliance Unit, as well as all work units and employees. All governance organs are required to implement the principles, internal policies, and guidelines as a reference in the GCG implementation.

PELAKSANAAN PENERAPAN ASPEK DAN PRINSIP TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OTORITAS JASA KEUANGAN

Untuk meningkatkan tata kelola perusahaan agar semakin baik, PT Angkasa Pura I telah menerapkan 8 prinsip pengelolaan perusahaan sesuai Pedoman Tata Kelola Perusahaan Terbuka berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka sebagai berikut:

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES AND ASPECTS ACCORDING TO FINANCIAL SERVICES AUTHORITY GUIDELINES

To improve corporate governance, PT Angkasa Pura I has implemented 8 (eight) principles of corporate management in accordance with the Guidelines for Public Company Governance based on the Financial Services Authority (FSA) Regulation Number 21/ POJK.04/2015 on the Implementation of Corporate Governance Guidelines of Public Companies as follows:

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
Prinsip 1 Principle 1			
Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). To Increase Value in Convening the General Meeting of Shareholders (GMS)	1. Cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Methods or procedures for voting technicalities, either open or closed, shall prioritize independence and the interests of shareholders.	PT Angkasa Pura I telah memiliki prosedur teknis pengumpulan suara yang terdapat dalam tata tertib Rapat Umum Pemegang Saham. PT Angkasa Pura I has a technical procedure for collecting votes as stated in the rules of the General Meeting of Shareholders.	<i>Comply</i>
	2. Anggota Direksi dan Dewan Komisaris Hadir dalam RUPS Tahunan. Members of the Board of Directors and Board of Commissioners shall attend the Annual GMS.	Seluruh Direksi dan Dewan Komisaris hadir dalam RUPS. All members of the Board of Directors and Board of Commissioners attended the GMS	<i>Comply</i>
	3. Ringkasan risalah RUPS tersedia dalam situs web paling sedikit 1 tahun. Summaries of GMS minutes shall be available on the official website for at least one year.	PT Angkasa Pura I menyediakan Ringkasan Risalah RUPS dalam website perusahaan dalam tautan https://ap1.co.id/id/hubungan-investor/rups . PT Angkasa Pura I has posted the Summary of GMS Minutes on the company website at https://ap1.co.id/id/hubungan-investor/rups .	<i>Comply</i>



Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
Prinsip 2 Principle 2			
Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan pemegang saham atau investor. To enhance the Communications Quality of Limited Liability Company with Shareholders or Investors	1. Memiliki kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor. The company shall have a communication policy between the company and shareholders or investors.	PT Angkasa Pura I memiliki kebijakan komunikasi kepada investor melalui investor gathering dan saat kegiatan <i>site visit</i> . PT Angkasa Pura I had a communications policy for Investors through investor gathering and site visits.	Comply
	2. Mengungkapkan kebijakan komunikasi Perusahaan Terbuka dalam situs <i>web</i> . The company shall disclose the communications policy on the official website.	Situs <i>website</i> PT Angkasa Pura I memuat informasi yang bertujuan untuk meningkatkan partisipasi dan peran pemegang saham dalam rangka menjalin komunikasi yang baik. The company's official website contains information aimed at increasing participation and the role of shareholders in establishing good communications	Comply
Prinsip 3 Principle 3			
Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. To Strengthen the Membership and Composition of the Board of Commissioners	1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan. Determination of the number of the Board of Commissioners members shall take into account the company's conditions.	Berdasarkan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara Bagian Ketiga Paragraf 2 komposisi Dewan Komisaris/Dewan Pengawas, Komposisi Dewan Komisaris/Dewan Pengawas paling sedikit 20% (dua puluh persen) merupakan anggota Dewan Komisaris/Dewan Pengawas independen yang ditetapkan dalam keputusan pengangkatannya. Based on Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises in Article 3 Paragraph 2 on the composition of the Board of Commissioners/Supervisory Board, the composition of the Board of Commissioners/Supervisory Board must consist of at least 20% (twenty percent) independent members of the Board of Commissioners/Supervisory Board as stipulated in their appointment decision.	Comply
	2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination of the composition of the Board of Commissioners members shall take into account the diversity of expertise, knowledge and experiences required.	PT Angkasa Pura I telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman komposisi Dewan Komisaris sesuai dengan ketentuan keberagaman komposisi Dewan Komisaris berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. PT Angkasa Pura I has prioritized the diversity of expertise, knowledge, and experience in the composition of the Board of Commissioners in accordance with the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.	Comply
Prinsip 4 Principle 4			
Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. To Enhance the Quality of the Board of Commissioners' Duties and Responsibilities Implementation	1. Dewan Komisaris mempunyai kebijakan penilaian sendiri untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	PT Angkasa Pura I memiliki kebijakan penilaian kinerja Dewan Komisaris yang menjadi pedoman untuk menilai kinerja perusahaan. Penilaian kinerja Dewan Komisaris dapat dilihat dalam laporan tahunan ini. The company has a performance evaluation policy for the Board of Commissioners serving as a guideline for assessing the company's performance. The performance evaluation of the Board of Commissioners can be found in this annual report.	Comply



KERANGKA DAN STRUKTUR TATA KELOLA
Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan. The self-assessment policy shall be disclosed in the Annual Report	Kebijakan penilaian kinerja Dewan Komisaris PT Angkasa Pura I telah dipublikasikan melalui Laporan Tahunan dan situs web PT Angkasa Pura I. PT Angkasa Pura I's Board of Commissioners performance assessment policy has been published in the Annual Report and the company's website.	Comply
	3. Dewan Komisaris mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan. The Board of Commissioners shall have a resignation policy in the event of involvement in financial crimes.	Alasan dan Tata Cara Pemberhentian Anggota Dewan Komisaris/Dewan Pengawas di PT Angkasa Pura I dilaksanakan berdasarkan Anggaran Dasar dan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Berdasarkan Peraturan tersebut, alasan pemberhentian Anggota Dewan Komisaris sewaktu-waktu berdasarkan keputusan RUPS/Menteri dengan menyebutkan alasannya. Salah satu alasan pemberhentian Anggota Dewan Komisaris yaitu apabila Anggota Dewan Komisaris terlibat dalam tindakan yang merugikan BUMN dan/atau keuangan Negara dan dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap. The Minister of State-Owned Enterprises' Regulation PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises and the Company's Articles of Association serve as the basis for the reasons and procedures for dismissing members of the Board of Commissioners/Supervisory Board at PT Angkasa Pura I. In accordance with the Regulation, the GMS/Minister shall make the decree to dismiss a member of the Board of Commissioners at any time and shall state the grounds for such action. A member of the Board of Commissioners may be dismissed from office for a variety of reasons, including involvement in activities that harm State finances and/or SOEs and conviction by a court decision with long-term legal implications.	Comply
	4. Dewan Komisaris atau KNR menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or nomination and remuneration Committee shall develop a succession policy during the nomination process for the Board of Directors members.	Dewan Komisaris PT Angkasa Pura I telah menyusun kebijakan terkait nominasi dan remunerasi. PT Angkasa Pura I's Board of Commissioners has prepared nomination and remuneration policy	Comply
Prinsip 5 Principle 5			
Memperkuat Keanggotaan dan Komposisi Direksi. To Strengthen the Membership and Composition of the Board of Directors	1. Penentuan Jumlah anggota Direksi mempertimbangkan Kondisi perusahaan serta efektivitas dalam pengambilan keputusan. Determination of the number of members of the Board of Directors shall take into account the company's conditions and its effectiveness in decision-making.	Penentuan jumlah Direksi perusahaan mengacu pada ketentuan Perundang-undangan yang berlaku dimana berdasarkan Pasal 2 ayat (1) dan ayat (2) Peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, paling kurang terdiri dari dua orang anggota Direksi, yang satu di antaranya diangkat menjadi Direktur Utama. Determination of the number of the company's Board of Directors is with reference to applicable laws and regulations based on Article 2 paragraph (1) and paragraph (2) of the Financial Services Authority (FSA) Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies, consisting of at least two members of the Board of Directors, one of whom is appointed as President Director.	Comply



Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	<p>2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>Determination of the composition of the Board of Directors members shall take into account the diversity of expertise, knowledge and experiences required</p>	<p>PT Angkasa Pura I telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman komposisi Direksi sesuai dengan ketentuan keberagaman komposisi Direksi berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.</p> <p>PT Angkasa Pura I has taken into account the diversity of expertise, knowledge, and experience of the Board of Directors in accordance with the provisions on the diversity of the Board of Directors composition based on Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 on Organization and Human Resources of State-Owned Enterprises.</p>	Comply
	<p>3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</p> <p>The Board of Directors members in charge of accounting or finance shall have accounting expertise and/or knowledge.</p>	<p>Direksi yang membawahi bidang akuntansi atau keuangan dalam perusahaan adalah Direktur Keuangan dan Manajemen Risiko yang memiliki pengetahuan dan pengalaman yang cukup di bidang akuntansi dan keuangan sebagaimana dapat dilihat dalam riwayat jabatan dan pendidikan Direksi pada bagian Profil Direksi.</p> <p>The Board of Directors overseeing the accounting or finance division in the company is the Finance and Risk Management Director, possessing sufficient knowledge and experience in accounting and finance, as can be seen from the career history and educational background of the Board of Directors in the Board of Directors Profile section.</p>	Comply
Prinsip 6 Principle 6			
<p>Meningkatkan Pelaksanaan Tugas dan Tanggung Jawab Direksi.</p> <p>To Enhance the Board of Directors' Duties and Responsibilities Implementation</p>	<p>1. Direksi mempunyai kebijakan penilaian sendiri untuk menilai kinerja Direksi.</p> <p>The Board of Directors shall have a self-assessment policy to assess the Board of Directors performance</p>	<p>Direksi telah memiliki kebijakan penilaian sendiri yang tercantum dalam bagian Penilaian Kinerja Dewan Komisaris dan Direksi.</p> <p>The Board of Directors has a self-assessment policy listed in the Performance Assessment of the Board of Commissioners and Board of Directors section.</p>	Comply
	<p>2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan.</p> <p>Self-assessment policy shall be disclosed in the Annual Report.</p>	<p>Hasil Penilaian Sendiri Direksi diungkapkan dalam Laporan Tahunan Perusahaan dalam bagian Tata Kelola Perusahaan.</p> <p>The results of the Board of Commissioners' Self-Assessment are disclosed in the company's Annual Report in the Corporate Governance section</p>	Comply
	<p>3. Direksi mempunyai kebijakan pengunduran diri apabila terlibat kejahatan keuangan.</p> <p>The Board of Directors shall have a policy of resignation in the event of involvement in financial crimes.</p>	<p>Berdasarkan Anggaran Dasar PT Angkasa Pura I jo. Peraturan OJK Nomor 33/POJK.04/2014, setiap Anggota Direksi yang tidak memenuhi syarat untuk menjadi Anggota Direksi yang disebutkan dalam Anggaran Dasar dan Peraturan OJK Nomor 33/ POJK.04/2014 termasuk di dalamnya adalah tidak terlibat kejahatan keuangan maka jabatannya sebagai Direksi akan batal demi hukum. Dalam hal Anggota Direksi tersebut mengundurkan diri maka akan diputuskan melalui mekanisme RUPS dengan memperhatikan ketentuan dalam Anggaran Dasar.</p> <p>Based on the Articles of Association of PT PT Angkasa Pura I jo. the Financial Services Authority (FSA) Regulation Number 33/POJK.04/2014, any member of the Board of Directors who does not meet the criteria for becoming a Director as set out in the Articles of Association and FSA Regulation, including those who are not involved in financial crimes, will have their position as Director revoked. If a member of the Board of Directors resigns, the resignation will be valid if it was decided through the GMS mechanism while taking the provisions of the Articles of Association into consideration.</p>	Comply



KERANGKA DAN STRUKTUR TATA KELOLA
Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
Prinsip 7 Principle 7			
Meningkatkan Aspek Tata Kelola Perusahaan Melalui Partisipasi Pemangku Kepentingan. To Improve Corporate Governance Aspects Through Stakeholder Participation	1. Memiliki Kebijakan untuk Mencegah Terjadinya <i>Insider Trading</i> . The company shall have Insider Trading prevention policy	Saham PT Angkasa Pura I dimiliki sepenuhnya oleh Pemerintah Republik Indonesia melalui PT Aviawi Pariwisata Indonesia (Persero) selaku pemegang saham. PT Angkasa Pura I belum menerbitkan saham sehingga bukan merupakan perusahaan terbuka dan tidak memiliki potensi adanya <i>insider trading</i> . The Government of the Republic of Indonesia owns all of the shares in PT Angkasa Pura I through PT Aviawi Pariwisata Indonesia (Persero) as a shareholder. The company does not issue shares. Thus, it is not a public company and does not have the potential for insider trading.	Comply
	2. Memiliki Kebijakan Antikorupsi dan <i>Anti-Fraud</i> . The company shall have an Anti-Corruption and Anti-Fraud Policy	Dalam rangka implementasi prinsip Tata Kelola Perusahaan yang Baik (<i>good corporate governance</i>), PT Angkasa Pura I memiliki beberapa kebijakan antikorupsi dan <i>anti-fraud</i> , melalui Pedoman Etika Perusahaan (<i>code of conduct</i>), <i>monitoring</i> atas Laporan Harta Kekayaan Pejabat Negara (LHKPN), Program Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuaapan (<i>Whistleblowing System</i>). PT Angkasa Pura I has several anti-corruption and anti-fraud policies to implement the principles of good corporate governance, including a code of conduct, monitoring of the State Officials Wealth Report (LHKPN), Gratification Control Program, ISO 37001: 2016 Anti-Bribery Management System, and Whistleblowing System.	Comply
	3. Memiliki Kebijakan tentang Seleksi dan Peningkatan Kemampuan Pemasok dan Vendor. The Company shall have Supplier and Vendor Selection and Capability Enhancement policy.	Salah satu prinsip di pengadaan barang/jasa di PT Angkasa Pura I merupakan transparan, sehingga semua ketentuan dan informasi, termasuk syarat administrasi, teknis, harga, tata cara evaluasi, serta tata cara penetapan pemenang pengadaan barang/jasa, sifatnya terbuka bagi semua penyedia barang/jasa yang berminat. Salah satu contohnya dapat dilihat dalam situs <i>electronic procurement</i> (APPro) PT Angkasa Pura I, yaitu https://eproc.ap1.co.id , di mana semua vendor dapat melihat pengumuman lelang. Selain itu, untuk vendor yang memiliki kualifikasi dan klasifikasi yang sesuai dengan pekerjaan yang dibutuhkan oleh PT Angkasa Pura I dan vendor tersebut telah secara aktif terdaftar dalam sistem PT Angkasa Pura I Procurement (APPro), maka secara otomatis vendor tersebut dapat terundang. Hal tersebut agar PT Angkasa Pura I dapat memperoleh barang/jasa yang diperlukan dengan harga kompetitif dan kualitas yang baik. Transparency is one of the principles in the procurement of goods/services at PT Angkasa Pura I. Thus, all provisions and information, including administrative, technical, and price requirements, procedures for evaluation, and procedures for determining the procurement winner, are open to all interested providers. Any vendor can view auction announcements on the company's electronic procurement website, https://eproc.ap1.co.id Furthermore, qualified and classified vendors according to the required work are registered in the Vendor Management System (VMS) and automatically participate in open tenders. As a result, the company can obtain the goods/services needed at competitive prices and good quality.	Comply



Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	<p>4. Memiliki Kebijakan Pemenuhan Hak-Hak Kreditor. The company shall have the fulfillment of creditor rights policy.</p>	<p>Dalam rangka memenuhi kebutuhan pendanaan, PT Angkasa Pura I telah meminjam kepada bank dan masyarakat melalui penerbitan Obligasi I dan Sukuk Ijarah I pada tahun 2016, serta Penawaran Umum Obligasi I Berkelanjutan dan Sukuk Ijarah I Berkelanjutan Tahun 2021. Kewajiban-kewajiban yang timbul dari peminjaman tersebut telah dipenuhi melalui pembayaran pokok dan bunga pinjaman secara tepat waktu. In order to meet its funding needs, PT Angkasa Pura I borrowed from banks and the general public through the issuance of Bond I and Sukuk Ijarah I 2016. The obligations arising from the loans have been met by timely payment of principal and interest on loans.</p>	Comply
	<p>5. Memiliki Kebijakan Sistem <i>Whistleblowing</i>. The company shall have whistleblowing system policy</p>	<p>PT Angkasa Pura I telah memiliki Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) yang berfungsi sebagai sarana dalam pencegahan serta pengungkapan pelanggaran dan/atau tindak kecurangan yang terjadi di lingkungan perusahaan dan telah dituangkan dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) sebagaimana telah diubah dengan Keputusan Direksi PT Angkasa Pura I Nomor KEP.212/HK.01.01/2019 tentang Perubahan Keputusan Direksi PT Angkasa Pura I Nomor KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) PT Angkasa Pura I.</p> <ul style="list-style-type: none"> Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) dapat diakses melalui <i>website</i> (www.wbs.ap1.co.id), <i>e-mail</i> (pengaduan.pelanggaran@ap1.co.id) atau melalui pesan singkat/telepon/WhatsApp melalui Nomor 0811 1787 975, sehingga mempermudah karyawan maupun pemangku kepentingan PT Angkasa Pura I dalam melaporkan dugaan pelanggaran yang terjadi di lingkungan perusahaan. <p>PT Angkasa Pura I has a Whistleblowing System that serves as a means of preventing and disclosing violations or fraud in the company, as outlined in PT Angkasa Pura I's Board of Directors Decree No. KEP.69/ PG.01/2018 on Guidelines for the Whistleblowing System. The Whistleblowing System as amended by PT Angkasa Pura I's Board of Directors Decree No. KEP.212/ HK.01.01/2019 on Amendment to AP I's Board of Directors Decree No. KEP.69/PG.01/2018 on Guidelines for the Whistleblowing System in PT Angkasa Pura I.</p> <ul style="list-style-type: none"> Whistleblowing System is accessible via <i>website</i> (www.wbs.ap1.co.id), <i>e-mail</i> (pengaduan.pelanggaran@ap1.co.id) or SMS/phone/WhatsApp: 0811 1787 975, to facilitate PT Angkasa Pura I's employees and stakeholders in reporting alleged violations that occur within the company 	Comply



KERANGKA DAN STRUKTUR TATA KELOLA
Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	6. Memiliki Kebijakan Pemberian Insentif Jangka Panjang Direksi dan Karyawan. The company shall have a policy to provide longterm incentives to the Board of Directors and Employees	PT Angkasa Pura I memiliki kebijakan remunerasi berdasarkan Peraturan Menteri Badan Usaha Milik Negara. PT Angkasa Pura I has a remuneration policy based on the Minister of State-Owned Enterprises Regulation.	Comply
Prinsip 8 Principle 8			
Meningkatkan Keterbukaan Informasi. To Enhance Information Disclosure	1. Memanfaatkan Penggunaan Teknologi Informasi Secara Lebih Luas Selain Situs Web sebagai Media Keterbukaan Informasi. In addition to the website, the company shall make greater use of information technology as a medium for information disclosure.	PT Angkasa Pura I aktif dalam berbagai media sosial sebagai media keterbukaan informasi dan promosi produk. PT Angkasa Pura I juga secara aktif menjalankan program-program keterbukaan informasi yang ditandai dengan adanya Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU. 0034/HM.13/2022 tentang Pedoman Pelayanan Informasi Publik PT Angkasa Pura I dan pembentukan tim Pejabat Pengelola Informasi dan Dokumentasi (PPID) di lingkungan PT Angkasa Pura I. Pengajuan informasi dapat diakses publik melalui <i>e-mail</i> ppid@ap1.co.id serta permohonan informasi secara langsung. PT Angkasa Pura I has used social media as a platform for information dissemination and product promotion. PT Angkasa Pura I's Board of Directors Decree No. KEP.DU. 0034/HM.13/2022 on Guidelines for Public Information Services of PT Angkasa Pura I and the formation of a team of Information and Documentation Management Officers (PPID) within PT Angkasa Pura I also mark the active implementation of information disclosure programs. The public can submit information by e-mailing ppid@ap1.co.id or by making direct information requests. Public information is accessible to the public via e-mail: ppid@ap1.co.id and direct information requests.	Comply
	2. Laporan Tahunan Perusahaan Terbuka Mengungkapkan Pemilik Manfaat Akhir dalam Kepemilikan Saham Perusahaan, Paling Sedikit 5% Selain Pemegang Saham Utama dan Pengendali. The company's Annual Report shall disclose the beneficiaries of the company's share ownership of at a minimum 5% other than the Main and Controlling Shareholders.	PT Angkasa Pura I saat ini belum menerbitkan saham, sehingga Laporan Tahunan PT Angkasa Pura I tidak perlu mengungkapkan informasi mengenai pemegang saham dimaksud. PT Angkasa Pura I has not issued shares, thus the company's Annual Report does not include information about such shareholders.	Comply



PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Assessment of Good Corporate Governance Implementation



KRITERIA PENILAIAN

Indikator penilaian GCG *assessment* diatur dalam Keputusan Sekretaris Kementerian BUMN Nomor SK- 16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*good corporate governance*) pada BUMN. Kriteria tersebut antara lain:

- Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan;
- Pemegang Saham dan RUPS/Pemilik Modal;
- Dewan Komisaris/Dewan Pengawas;
- Direksi;
- Pengungkapan informasi dan transparansi; dan
- Aspek lainnya.

PIHAK YANG MELAKUKAN PENILAIAN

Berdasarkan Pasal 44 ayat (1) Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*good corporate governance*) pada Badan Usaha Milik Negara, kewajiban BUMN untuk melakukan penilaian (*assessment*) penerapan GCG adalah berkala setiap 2 tahun, dan evaluasi (*review*) dilakukan pada tahun berikutnya yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan. Pada tahun 2023, PT Angkasa Pura I telah melakukan penilaian GCG oleh PT RSM Indonesia Konsultan untuk tahun buku 2021. Selanjutnya untuk tahun buku 2023, PT Angkasa Pura I telah melakukan *self-assessment* atas tindak lanjut hasil temuan dan rekomendasi *assessment* GCG tahun buku 2022.

ASSESSMENT CRITERIA

GCG assessment criteria or indicators are stipulated in the Secretary of Ministry of SOE Decree Number SK16/S. MBU/2012 dated June 6, 2012, on Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance in SOEs. The criteria and indicators include the following aspects:

- Commitment to the implementation of good corporate governance on an ongoing basis;
- Shareholders and GMS/Capital Owners;
- Board of Commissioners/Supervisory Board;
- Board of Directors;
- Disclosure of information and transparency; and
- Other aspects.

ASSESSOR

Based on Article 44 paragraph (1) of the Minister of SOEs Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, SOE is required to carry out a periodic assessment of GCG implementation every 2 years, and an evaluation (*review*) is carried out in the following year, including evaluation of the assessment results and follow-up on recommendations for improvement. PT Angkasa Pura I has hired PT RSM Indonesia Konsultan to conduct a GCG assessment for the 2021 fiscal year. Furthermore, for the 2023 fiscal year, the company conducted a self-assessment on the follow-up of the findings and recommendations of the GCG assessment for the 2022 fiscal year.



HASIL PENILAIAN GCG

Penilaian terhadap penerapan Tata Kelola Perusahaan yang Baik (GCG) Periode Tahun Buku 2023 oleh Konsultan Eksternal PT Dinamika Pasifik Solusindo dengan hasil skor sebesar 95,83% (predikat sangat baik). PT Angkasa Pura I senantiasa terus meningkatkan penerapan GCG setiap tahunnya.

GCG ASSESSMENT RESULTS

The assessment of the implementation of Good Corporate Governance (GCG) for the 2023 Fiscal Year by the external consultant PT Dinamika Pasifik Solusindo resulted in a score of 95.83% (excellent predicate). PT Angkasa Pura I continuously strives to improve GCG implementation every year.

Hasil Penilaian GCG PT Angkasa Pura I pada 5 Tahun Terakhir GCG Assessment Results of PT Angkasa Pura I in the Last 5 Years

Tahun Pelaksanaan Penilaian GCG GCG Assessment Year	Skor GCG Assessment GCG Assessment Score	Kategori Category	Pelaksana Assessor
2023	95,83	Sangat Baik Excellent	PT Dinamika Pasifik Solusindo Consulting
2022	96,21	Sangat Baik Excellent	Self-Assessment
2021	95,23	Sangat Baik Excellent	PT RSM Indonesia Konsultan
2020	92,59	Sangat Baik Excellent	Self-Assessment
2019	91,58	Sangat Baik Excellent	PT Sierra Bisnis Konsulting

Ringkasan Hasil Penilaian GCG PT Angkasa Pura I GCG Assessment Results of PT Angkasa Pura I

No.	Kriteria Criteria	Bobot Weight	Skor Score	Capaian (%) Achievement (%)
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan; Commitment to Sustainable Implementation of Good Corporate Governance;	7,00	6,82	97,37
2	Pemegang Saham dan RUPS/Pemilik Modal; Shareholders and GMS/Capital Owners;	9,00	8,34	92,66
3	Dewan Komisaris/Dewan Pengawas; Board of Commissioners;	35,00	34,25	97,78
4	Direksi; Board of Directors;	35,00	33,19	94,83
5	Pengungkapan Informasi dan Transparansi; Disclosure of Information and Transparency;	9,00	8,24	91,53
6	Aspek Lainnya. Other Aspect.	5,00	5,00	100
Skor Keseluruhan Total Score		100,00	95,83	95,83
Peringkat Kualitas Penerapan GCG GCG Implementation Quality Rating		Sangat Baik Excellent		



REKOMENDASI DAN TINDAK LANJUT

Hasil yang baik dalam GCG *assessment* mendorong PT Angkasa Pura I untuk terus berupaya menyempurnakan pelaksanaan GCG. Oleh karena itu, rekomendasi yang diberikan dari penilai GCG untuk perbaikan manajemen diterima PT Angkasa Pura I agar ditindaklanjuti.

RECOMMENDATIONS AND FOLLOW-UPS

Good GCG assessment results encourage PT Angkasa Pura I to keep striving to improve GCG implementation. Therefore, PT Angkasa Pura I has accepted and will follow up on the GCG assessor's recommendations for management improvement.

Temuan dan Rekomendasi Hasil *Assessment* GCG Recommendation of GCG Assessment Results

No.	Temuan Findings	Rekomendasi Recommendation
1	Pedoman COCG belum ditandatangani oleh seluruh anggota Dewan Komisaris dan Direksi lainnya. The COCG has not been signed by All Members of the Board of Commissioners and other Directors.	Perusahaan diharapkan memastikan pedoman tata kelola perusahaan yang baik (GCG Code) ditandatangani oleh Organ BUMN atau dikukuhkan RUPS. The company should ensure that the Code of Corporate Governance (COCG) is signed by the SOE's Organs or ratified by the GMS.
2	Pedoman Perilaku (<i>Code of Conduct</i>) belum ditandatangani oleh anggota Dewan Komisaris dan Direksi lainnya. The Code of Conduct has not been signed by Members of the Board of Commissioners and other Directors.	Perusahaan diharapkan memastikan Pedoman Perilaku (<i>Code of Conduct</i>) ditandatangani oleh seluruh Dewan Komisaris dan Direksi. The company should ensure that the Code of Conduct is signed by all Directors and Board of Commissioners.
3	Belum terdapat survei tingkat pemahaman dengan hasil yang memadai terhadap Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perilaku oleh Dewan Komisaris dan organ pendukungnya, Direksi dan karyawan perusahaan. The company currently lacks an adequate survey to assess the level of understanding of the Good Corporate Governance Guidelines and Code of Conduct among the Board of Commissioners, its Supporting Organs, the Directors, and Employees of the Company.	Perusahaan diharapkan dapat meningkatkan survei tingkat pemahaman dengan hasil yang memadai terhadap Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perilaku oleh Dewan Komisaris dan organ pendukungnya, direksi dan karyawan perusahaan. The company should enhance the survey on the level of understanding with adequate results on the Good Corporate Governance Guidelines and Code of Conduct by the Board of Commissioners and its Supporting Organs, the Directors, and Employees of the Company.
4	Belum terdapat survei tingkat pemahaman dengan hasil yang memadai terhadap kebijakan pengendalian Gratifikasi untuk Dewan Komisaris dan organ pendukungnya, Direksi dan karyawan perusahaan. The company currently lacks an adequate survey to assess the level of understanding of the Gratification Control Policy among the Board of Commissioners and its Supporting Organs, the Directors, and the Employees.	Perusahaan diharapkan dapat meningkatkan survei tingkat pemahaman dengan hasil yang memadai terhadap kebijakan pengendalian gratifikasi untuk Dewan Komisaris dan organ pendukungnya, Direksi dan karyawan perusahaan. The company should enhance the survey on the gratification control policy for the Board of Commissioners and its Supporting Organs, Directors, and Company Employees.
5	Belum terdapat dokumen pendukung atas penetapan tim yang dibentuk untuk melaksanakan uji kelayakan dan kepatuhan. Supporting document on the establishment of the team for conducting the fit and proper test is not yet available.	Pemegang Saham diharapkan dapat menetapkan Tim Uji Kelayakan dan Kepatuhan untuk menilai semua kriteria penilaian Direksi yang ditetapkan dalam ketentuan perundang-undangan. The Shareholders should establish a Fit and Proper Test Team to assess all the criteria for the Board of Directors as stipulated in the laws and regulations.
6	Jumlah Dewan Komisaris melebihi jumlah anggota Direksi. The number of Board of Commissioners exceeds the number of Board of Directors members.	Pemegang Saham diharapkan dapat menetapkan jumlah anggota Dewan Komisaris maksimal sama dengan jumlah anggota Direksi. The Shareholders should determine the maximum number of members of the Board of Commissioners to be equal to the number of members of the Board of Directors.



PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK
Assessment of Good Corporate Governance Implementation

No.	Temuan Findings	Rekomendasi Recommendation
7	Belum terdapat keputusan Pemegang Saham yang mengatur dan menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang anggota Dewan Komisaris. Shareholders' decision regulating and determining the maximum number of concurrent positions in the Board of Commissioners that can be held by a Member of the Board of Commissioners is not yet established.	Pemegang Saham diharapkan dapat menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang anggota Dewan Komisaris. The Shareholders should determine the maximum number of concurrent positions in the Board of Commissioners that can be held by a Member of the Board of Commissioners.
8	Pemegang Saham belum memberikan pengesahan/persetujuan rancangan RKAP secara tepat waktu paling lambat pada akhir tahun sebelum tahun anggaran berjalan. The Shareholders have not provided ratification/approval of the CWPB draft in a timely manner, no later than the end of the year prior to the current fiscal year.	Pemegang Saham diharapkan dapat memberikan pengesahan/persetujuan rancangan RKAP tepat waktu paling lambat pada akhir tahun sebelum tahun anggaran berjalan. The Shareholders should provide ratification/approval of the CWPB draft in a timely manner, no later than the end of the year prior to the current fiscal year.
9	Belum terdapat dokumen atas pembahasan dan evaluasi atas pelaksanaan tata kelola perusahaan yang baik pada perusahaan. The company currently lacks documentation on the discussions and evaluations of the implementation of Good Corporate Governance (GCG).	Pemegang Saham diharapkan dapat melaksanakan pembahasan dan evaluasi pelaksanaan tata kelola perusahaan yang baik. The Shareholders should carry out discussions and evaluations of the Implementation of Good Corporate Governance.
10	Pemegang Saham belum melakukan upaya-upaya menindaklanjuti <i>area of improvement</i> yang dihasilkan dari <i>assessment</i> atas pelaksanaan tata kelola perusahaan yang baik pada perusahaan yang bersangkutan. The Shareholders have not made efforts to follow up on the areas of improvement resulting from the Assessment of the implementation of Good Corporate Governance in the Company.	Pemegang Saham diharapkan dapat melakukan upaya-upaya menindaklanjuti <i>area of improvement</i> yang dihasilkan dari <i>assessment</i> atas pelaksanaan tata kelola perusahaan yang baik. The Shareholders should make efforts to follow up on the areas of improvement resulting from the Assessment of the implementation of Good Corporate Governance.
11	Belum terdapat bukti adanya tanggapan atas rancangan RKAP oleh Dewan Komisaris diberikan dalam jangka waktu sebagaimana diatur dalam <i>Board Manual</i> . The Board of Commissioners has not yet provided feedback on the draft CWPB within the timeframe specified in the Board Manual.	Dewan Komisaris diharapkan memastikan adanya tanggapan atas rancangan RKAP oleh Dewan Komisaris dilakukan tepat waktu. The Board of Commissioners should ensure that their feedback on the draft CWPB is submitted in a timely manner.
12	Belum terdapat bukti adanya penetapan tertulis terhadap proses pengangkatan Dewan Komisaris dan Direksi Anak Perusahaan/Perusahaan Patungan paling lambat 15 (lima belas) hari kalender terhitung sejak tanggal diterimanya calon Dewan Komisaris dan Direksi anak perusahaan/perusahaan patungan. No written determination has been issued for the appointment process of the Board of Directors and Board of Commissioners of the Subsidiaries/Joint Ventures no later than 15 (fifteen) calendar days from the date of receiving the candidates for the Board of Directors and Board of Commissioners of Subsidiaries/Joint Ventures	Dewan Komisaris diharapkan dapat memastikan penetapan tertulis terhadap proses pengangkatan Dewan Komisaris dan Direksi pada seluruh anak perusahaan/perusahaan patungan paling lambat 15 (lima belas) hari kalender terhitung sejak tanggal diterimanya calon Dewan Komisaris dan Direksi anak perusahaan/perusahaan patungan. The Board of Commissioners should ensure a written determination on the process of appointing Board of Directors and Board of Commissioners of all Subsidiaries/Joint Ventures no later than 15 (fifteen) calendar days from the date of receiving the candidates for Board of Directors and Board of Commissioners of Subsidiaries/Joint Ventures
13	Belum terdapat evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah rapat Dewan Komisaris. A performance evaluation of each member of the Board of Commissioners has not been conducted and documented within the Minutes of the Board of Commissioners Meeting.	Dewan Komisaris diharapkan memastikan melakukan evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris. The Board of Commissioners should ensure a performance evaluation of each member of the Board of Commissioners.



No.	Temuan Findings	Rekomendasi Recommendation
14	Belum terdapat bukti adanya pedoman/tata tertib rapat Dewan Komisaris, antara lain mengatur Etika Rapat. No Guidelines/Regulations for the Board of Commissioners' Meeting have been found, including regulating Meeting Ethics.	Dewan Komisaris diharapkan memastikan pedoman/tata tertib rapat Dewan Komisaris mengatur Etika Rapat. The Board of Commissioners should ensure that the Guidelines/Regulations for the Board of Commissioners' Meetings regulate Meeting Ethics.
15	Belum terdapat bukti adanya muatan <i>self-assessment</i> kinerja Komite Audit dan komite lainnya. No Self-Assessment Performance reports have been uploaded for the Audit Committee and other Committees.	Dewan Komisaris diharapkan memastikan Komite Audit dan komite lainnya menyusun program kerja yang memuat <i>self-assessment</i> . The Board of Commissioners should ensure that the Audit Committee and other Committees prepare a work program, incorporating a Self-Assessment.
16	Belum terdapat materi yang minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya dalam laporan triwulan dan tahunan komite kepada Dewan Komisaris. The Quarterly and Annual Reports of the Committees to the Board of Commissioners did not contain the minimum required content, which should include a comparison of the realization of activities with the annual work program, as well as the substance of the results of activities and recommendations.	Dewan Komisaris memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dari rekomendasinya. The Board of Commissioners should include a comparison of the realization of activities with the annual work program as well as the substance of the results of activities and recommendations.
17	Belum direalisasikan pelatihan bagi anggota Direksi berdasarkan rencana kerja Direksi karena belum adanya rencana (tema) pelatihan yang dianggarkan. Training for members of the Board of Directors has not been realized based on the Board of Directors work plan due to the absence of a planned (theme) budget for training.	Pelatihan bagi anggota Direksi diharapkan dapat direalisasikan sesuai dengan rencana kerja yang ditetapkan. Training for members of the Board of Directors should be realized in accordance with the established work plan.
18	Laporan pelaksanaan hasil pelatihan yang telah dijalani anggota Direksi belum sesuai dengan Pedoman GCG bahwa setelah dilaksanakan peningkatan kapabilitas (salah satunya dengan pelatihan), Direksi melaksanakan <i>sharing knowledge</i> dan Sekretaris Perusahaan melaporkan pelaksanaan Pelatihan tersebut. The report on the implementation of the training results undertaken by members of the Board of Directors did not comply with the GCG Guidelines, stating that after carrying out the capacity-building activity (including through training), the Board of Directors must conduct Knowledge Sharing and the Corporate Secretary reports must report on the implementation of the Training.	Laporan pelaksanaan pelatihan diharapkan dapat sesuai dengan Pedoman GCG. Training Implementation Report should be in accordance with the GCG Guidelines.
19	Belum terdapat standar waktu tingkat kesegeraan pengambilan keputusan Direksi, melalui rapat Direksi dan di luar rapat yang diatur dalam mekanisme pengambilan Keputusan. Standar waktu tersebut ditetapkan sejak usulan tindakan beserta dokumen pendukung dan informasi lainnya yang lengkap disampaikan dalam rapat Direksi atau secara tertulis untuk keputusan sirkuler. The Board of Directors has not yet established standard timeframes for decision-making, both during and outside of Board of Directors meetings. These timeframes are determined from the time the proposed action, along with complete supporting documents and other information, to be submitted to the Board of Directors or in writing for a circular decision.	Diharapkan terdapat penetapan atas tingkat kesegeraan pengambilan keputusan. A determination of the urgency level for decision-making should be established.



PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK
Assessment of Good Corporate Governance Implementation

No.	Temuan Findings	Rekomendasi Recommendation
20	Penyampaian RKAP Tahun 2022 tidak tepat waktu. The 2022 CWPB was submitted late.	Penyampaian RKAP diharapkan dapat sesuai dengan ketentuan yang berlaku dan yang telah ditetapkan oleh perusahaan. The submission of the CWPB should be in accordance with the applicable regulations and those stipulated by the Company.
21	Direksi belum sepenuhnya mensosialisasikan RKAP kepada seluruh karyawan. The Board of Directors has not fully disseminated the CWPB to all employees.	Sosialisasi RKAP diharapkan dapat dilaksanakan kepada seluruh karyawan. Dissemination of the CWPB should be conducted for all employees.
22	Masih terdapat formasi jabatan yang kosong atau tidak terisi lama. Several job openings have been vacant for an extended period.	Diharapkan agar perusahaan dapat melakukan evaluasi atas formasi jabatan yang kosong atau tidak terisi lama. The company should conduct an evaluation of unfulfilled or vacant positions.
23	Belum terdapat laporan pelaksanaan sistem teknologi informasi (TI) secara tertulis (khusus) yang disampaikan kepada Dewan Komisaris, baik diminta maupun tidak diminta, terkait pelaksanaan ITMP dan ITDP. No written (specific) reports on the implementation of IT systems have been submitted to the Board of Commissioners, either requested or unsolicited, regarding the implementation of ITMP and ITDP.	Direksi diharapkan memastikan adanya laporan kinerja TI yang disampaikan kepada Dewan Komisaris, baik diminta maupun tidak. The Board of Directors should ensure that an IT Performance Report is submitted to the Board of Commissioners, whether requested or not.
24	Belum terdapat laporan kinerja TI yang memuat laporan hasil audit TI dan disampaikan kepada Dewan Komisaris. IT performance report incorporating the findings of the IT audit has not been available and submitted to the Board of Commissioners.	Hasil audit TI diharapkan dapat dilaporkan dan menjadi muatan atas laporan kinerja TI. The results of the IT Audit should be reported and included in the IT performance report.
25	Sistem pengendalian mutu belum diterapkan secara konsisten, ditandai dengan keluhan pelanggan atas mutu produk/jasa meningkat. The Quality Control System has not been implemented consistently, as indicated by an increase in customer complaints about product/service quality.	Direksi diharapkan dapat memastikan sistem pengendalian mutu diterapkan secara konsisten, ditandai dengan keluhan pelanggan atas mutu jasa menurun. The Board of Directors should ensure that the quality control system is implemented consistently, as evidenced by a decline in customer complaints about the quality of services.
26	Belum terdapat pengukuran secara khusus kepada pemasok untuk tingkat transparansi dalam pengadaan barang dan jasa. Namun, PT Angkasa Pura I telah mengukur sisi kemudahan mendapatkan dokumen Pengadaan Barang dan/atau Jasa dengan hasil survei sebesar 80,7%. PT Angkasa Pura I currently lacks a specific measurement of supplier transparency in its procurement of goods and services. However, the Company measured the ease of obtaining Procurement of Goods and/or Services documents with a survey result of 80.7%.	Direksi diharapkan memastikan adanya pengukuran atas transparansi dalam pengadaan barang dan jasa yang diukur melalui survei pemasok dan dapat mencapai angka >85%. The Board of Directors should ensure that the transparency of procurement of goods and services is measured through a supplier survey and can achieve a score of >85%.



No.	Temuan Findings	Rekomendasi Recommendation
27	<p>Belum terdapat program pengembangan SDM (<i>coaching</i>) yang dilaksanakan secara efektif sesuai pedoman/sistem yang ditetapkan.</p> <p>No HR development (<i>coaching</i>) program has been effectively implemented in accordance with the established guidelines/ system.</p>	<p>Pelaksanaan <i>coaching</i> yang merupakan program pengembangan Sumber Daya Manusia diharapkan dapat dilaksanakan secara konsisten.</p> <p>The <i>coaching</i> program, an HR development program, should be executed in a consistent manner.</p>
28	<p>Belum terdapat pengaturan mengenai gaji/honorarium, tunjangan dan fasilitas Dewan Komisaris dan Direksi anak perusahaan yang meliputi di antaranya: (1) formula perhitungan gaji/honorarium; (2) formula perhitungan gaji/honorarium, tunjangan dan fasilitas tersebut memperhatikan pendapatan, aktiva, tingkat inflasi, serta mempertimbangkan sektor industri sejenis yang terukur (<i>benchmark</i>), kondisi persaingan usaha (<i>competitiveness</i>) atau kompleksitas usaha, dan kelangkaan Sumber Daya Manusia.</p> <p>No regulations exist for the salaries, honoraria, allowances, and facilities for the Board of Directors and Board of Commissioners of Subsidiaries, including: (1) salary/honorarium calculation formula; (2) the calculation formula for salaries/honoraria, allowances, and facilities taking into account income, assets, inflation rates, industry benchmarks, competitiveness, business complexity, and human resource scarcity.</p>	<p>Direksi diharapkan dapat memastikan <i>subsidiary governance</i> memuat pengaturan mengenai penetapan gaji/honorarium, tunjangan dan fasilitas bagi Dewan Komisaris dan Direksi Anak Perusahaan.</p> <p>The Board of Directors should ensure that <i>subsidiary governance</i> includes provisions on the determination of salaries/honoraria, allowances, and facilities for the Board of Commissioners and Board of Directors of Subsidiaries.</p>
29	<p>Realisasi kinerja anak perusahaan/perusahaan patungan belum sepenuhnya mendukung kinerja perusahaan dengan ketercapaian target kinerja berdasarkan realisasi RKAP yang telah ditetapkan.</p> <p>The performance realization of subsidiaries/joint venture companies has not fully supported the company's performance with the achievement of performance targets based on the realization of CWPB that has been set.</p>	<p>Direksi diharapkan dapat memastikan realisasi kinerja seluruh anak perusahaan/perusahaan patungan dapat mendukung kinerja perusahaan dengan ketercapaian target kinerja.</p> <p>The Board of Directors should ensure that the performance realization of all subsidiaries/joint ventures contributes to the company's performance through the achievement of performance targets.</p>
30	<p>Belum terdapat rancangan sistem pengendalian intern yang mengatur kerangka (<i>framework</i>) pengendalian internal antara lain dengan pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi dan pemantauan, pelaksanaan, dan pelaporannya.</p> <p>The company lacks an internal control system design to govern the internal control framework, including the elements of control environment, risk management, control activities, information and communication systems, and monitoring, implementation, and reporting.</p>	<p>Direksi diharapkan menetapkan rancangan sistem pengendalian intern yang mengatur kerangka (<i>framework</i>) pengendalian intern antara lain dengan pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi dan pemantauan, pelaksanaan, dan pelaporannya.</p> <p>The Board of Directors should establish an internal control system design to govern the internal control framework, including the elements of control environment, risk management, control activities, information and communication systems, and monitoring, implementation, and reporting.</p>
31	<p>Belum sepenuhnya terdapat perusahaan menerbitkan <i>Internal Control Report</i> yang mencakup: a) suatu pernyataan bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian internal dan prosedur pelaporan keuangan yang memadai; b) suatu penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku perusahaan.</p> <p>The company has not fully issued an Internal Control Report, including: a) a statement that management is responsible for establishing and maintaining an adequate internal control structure and financial reporting procedures; b) an assessment of the effectiveness of the internal control structure and financial reporting procedures at the end of the company's fiscal year.</p>	<p>Direksi diharapkan memastikan perusahaan menerbitkan <i>Internal Control Report</i> yang memuat pernyataan : a) bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian internal dan prosedur pelaporan keuangan yang memadai; b) suatu penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku perusahaan.</p> <p>The Board of Directors should ensure that the company issues an Internal Control Report containing statements: a) that management is responsible for establishing and maintaining an adequate internal control structure and financial reporting procedures; b) an assessment of the effectiveness of the internal control structure and financial reporting procedures at the end of the company's fiscal year.</p>



PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK
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No.	Temuan Findings	Rekomendasi Recommendation
32	<p>Progres (tingkat penyelesaian) pelaksanaan tindak lanjut dari rekomendasi auditor eksternal belum sepenuhnya telah ditindaklanjuti semuanya. Persentase tingkat penyelesaian yaitu sebesar 78%.</p> <p>The progress (completion rate) of follow-up actions arising from external auditor recommendations has not been fully completed, with a completion percentage of 78%.</p>	<p>Direksi diharapkan memastikan progres (tingkat penyelesaian) pelaksanaan tindak lanjut dari auditor eksternal dapat mencapai >85%.</p> <p>The Board of Directors should ensure that the progress (completion rate) of follow-up actions arising from external auditor recommendations achieves a rate of > 85%.</p>
33	<p>Hasil survei tingkat kepuasan pemasok terhadap <i>fairness</i> dan transparansi pelaksanaan sistem dan prosedur pengadaan belum sepenuhnya dapat diukur kesesuaiannya. Namun, PT Angkasa Pura I telah mengukur sisi kemudahan mendapatkan dokumen Pengadaan Barang dan/atau Jasa dengan hasil survei sebesar 80,7%.</p> <p>The results of the supplier satisfaction survey on the fairness and transparency of the procurement system and procedures implementation cannot be fully measured. However, PT Angkasa Pura I has measured the ease of obtaining Goods and/or Services Procurement documents with a survey result of 80.7%.</p>	<p>Direksi diharapkan memastikan adanya pengukuran atas tingkat kepuasan pemasok terhadap <i>fairness</i> dan transparansi dalam pengadaan barang dan hasil survei dapat mencapai >85%.</p> <p>The Board of Directors should establish a mechanism to measure supplier satisfaction rate with fairness and transparency in procurement, and the survey results should achieve a score of > 85%.</p>
34	<p>Perusahaan belum mampu meningkatkan kinerja perusahaan (sesuai KPI) yang ditetapkan dari tahun-tahun sebelumnya. Terjadi penurunan kinerja berdasarkan perbandingan capaian kontrak manajemen selama 3 (tiga) tahun terakhir.</p> <p>The company has not been able to improve its performance (according to the set KPIs) from previous years. A comparison of management contract achievements over the last 3 (three) years reveals a decline in performance.</p>	<p>Direksi diharapkan dapat memastikan perusahaan mampu meningkatkan kinerja perusahaan (sesuai KPI yang ditetapkan) dari tahun-tahun sebelumnya.</p> <p>The Board of Directors should ensure that the company can improve its performance (according to the set KPIs) from previous years.</p>
35	<p>Masih terdapat tunggakan pengembalian dana kemitraan yang dipinjamkan. Realisasi kolektibilitas per Desember 2022 sebesar 47,45% masih di bawah target kolektibilitas RKA tahun 2022 sebesar 55,40% serta di bawah pencapaian 2021 sebesar 58,63%.</p> <p>Partnership loan repayments remain outstanding. As of December 2022, the collectibility realization was 47.45%, below the Work Plan and Budget (WPB) collectibility target of 55.40% for 2022 and below the 2021 achievement of 58.63%.</p>	<p>Direksi diharapkan dapat memastikan tingkat kolektibilitas kemitraan dapat mencapai angka >85%.</p> <p>The Board of Directors should ensure that the partnership collectibility rate exceeds 85%.</p>
36	<p>Penyampaian laporan manajemen (triwulanan dan tahunan) dan laporan tahunan kepada Dewan Komisaris belum disampaikan tepat waktu.</p> <p>The submission of management reports (quarterly and annual) and annual reports to the Board of Commissioners has not been timely.</p>	<p>Penyampaian laporan manajemen (triwulanan dan tahunan) kepada Dewan Komisaris diharapkan disampaikan sebelum batas waktu penyampaian kepada Pemegang Saham.</p> <p>The submission of management reports (quarterly and annual) to the Board of Commissioners should be made before the deadline for submission to the Shareholders.</p>
37	<p>Laporan manajemen triwulanan yang belum ditandatangani seluruh anggota Direksi.</p> <p>The quarterly management reports have not been signed by all members of the Board of Directors.</p>	<p>Laporan manajemen triwulanan diharapkan dapat ditandatangani seluruh anggota Direksi sesuai SK 16 dan Pedoman GCG PT Angkasa Pura I.</p> <p>The quarterly management reports should be signed by all members of the Board of Directors in accordance with Decree No. 16 and the GCG Guidelines of PT Angkasa Pura I.</p>



No.	Temuan Findings	Rekomendasi Recommendation
38	<p>Pedoman/tata tertib rapat Direksi belum mengatur mengenai:</p> <p>a. Etika Rapat</p> <p>b. Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya.</p> <p>The Board of Directors Meeting Guidelines/Regulations do not cover:</p> <p>a. Meeting Etiquette</p> <p>b. Implementation of follow-up evaluation of the previous meeting outcomes.</p>	<p>Direksi diharapkan memastikan terdapat pedoman/tata tertib rapat Direksi yang mengatur: a) Etika Rapat; b) Pelaksanaan Evaluasi tindak lanjut hasil rapat sebelumnya.</p> <p>The Board of Directors should establish Board Meeting Guidelines/Regulations that cover: a) Meeting Etiquette; b) Implementation of Follow-up Evaluation of Previous Meeting Outcomes.</p>
39	<p>Pimpinan fungsi Audit Internal belum memiliki keahlian yang diakui dalam profesi auditor internal dengan mendapatkan sertifikasi profesi yang tepat (<i>Certified Internal Auditor/Qualified Internal Auditor</i>).</p> <p>The Head of Internal Audit function does not have recognized expertise in the internal auditor profession by obtaining the appropriate professional certification (<i>Certified Internal Auditor/Qualified Internal Auditor</i>).</p>	<p>Pimpinan fungsi Audit Internal diharapkan dapat memiliki keahlian yang diakui dalam profesi auditor internal dengan mendapatkan sertifikasi profesi yang tepat (<i>Certified Internal Auditor/Qualified Internal Auditor</i>).</p> <p>The head of the Internal Audit function should have recognized expertise in the internal auditor profession by obtaining the appropriate professional certification (<i>Certified Internal Auditor/Qualified Internal Auditor</i>).</p>
40	<p>Jumlah tenaga auditor belum sepenuhnya mencukupi kebutuhan perusahaan berdasarkan analisis beban kerja yang dilakukan oleh SPI dan/atau Divisi SDM.</p> <p>The number of auditors is inadequate to meet the Company's requirements based on the workload analysis conducted by the SPI and/or HR Division.</p>	<p>SPI/fungsi Audit Internal diharapkan memastikan terkait kecukupan tenaga auditor yang sudah dihasilkan dari analisis beban kerja.</p> <p>Internal Control Unit/Internal Audit Function should ensure the adequacy of auditors based on the workload analysis.</p>
41	<p>Kepala SPI/fungsi Audit Internal belum melaksanakan program jaminan kualitas yang mencakup seluruh aspek dari aktivitas fungsi pengawasan internal.</p> <p>The head of the Internal Control Unit/Internal Audit Function has not implemented a quality assurance program to cover all aspects of internal oversight function activities.</p>	<p>Kepala SPI/fungsi Audit Internal diharapkan dapat melaksanakan program jaminan kualitas yang mencakup seluruh aspek dari aktivitas fungsi pengawasan internal.</p> <p>The head of the Internal Control Unit/Internal Audit Function should implement a quality assurance program to cover all aspects of internal oversight function activities.</p>
42	<p>Penanggung jawab fungsi Audit Internal belum memiliki pedoman untuk memantau tindak lanjut hasil rekomendasi hasil pengawasan eksternal (BPK, KAP, dll).</p> <p>The person in charge of the Internal Audit Function does not have guidelines to monitor the follow-up of recommendations from external audit reports (BPK, PAF, etc.).</p>	<p>SPI diharapkan dapat memiliki pedoman untuk memantau tindak lanjut hasil rekomendasi hasil pengawasan eksternal (BPK, KAP, dll).</p> <p>Internal Control Unit should have guidelines to monitor the follow-up of recommendations from external audit reports (BPK, PAF, etc.).</p>



PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK
Assessment of Good Corporate Governance Implementation

No.	Temuan Findings	Rekomendasi Recommendation
43	<p>Sekretaris Perusahaan belum memiliki pengalaman profesional dan kompetensi yang dimiliki mencakup hukum, pasar modal, dan manajemen keuangan.</p> <p>The Corporate Secretary lacks professional experience and does not possess necessary competencies in law, capital markets, and financial management.</p>	<p>Sekretaris Perusahaan diharapkan dapat memiliki pengalaman profesional dan kompetensi yang dimiliki mencakup hukum, pasar modal dan manajemen keuangan.</p> <p>The Corporate Secretary should have professional experience and possess the necessary competencies in law, capital markets, and financial management.</p>
44	<p>Perusahaan belum melakukan penyampaian laporan manajemen triwulanan dan laporan manajemen tahunan tepat waktu.</p> <p>The company has not submitted the Quarterly Management Report and Annual Management Report in a timely manner.</p>	<p>Sekretaris Perusahaan atau Fungsi yang mengoordinasikan penyusunan laporan manajemen triwulan dan laporan manajemen tahunan diharapkan menyampaikan laporan manajemen triwulanan kepada Dewan Komisaris tepat waktu yaitu sebelum penyampaian kepada Pemegang Saham.</p> <p>The Corporate Secretary or function responsible for coordinating the preparation of Quarterly Management Reports and Annual Management Reports should submit the quarterly management report to the Board of Commissioners in a timely manner, before submission to the shareholders.</p>
45	<p>RUPS/keputusan Pemegang Saham untuk mengesahkan/persetujuan RKAP belum dilaksanakan sesuai dengan Anggaran Dasar PT Angkasa Pura I yaitu 30 (tiga puluh) hari setelah tahun anggaran berjalan.</p> <p>The GMS/Shareholders' Resolution to ratify/approve the CWPB has not been convened in accordance with the Articles of Association of PT Angkasa Pura I, which is within 30 (thirty) days after the fiscal year commences.</p>	<p>Direksi diharapkan memastikan RUPS untuk pengesahan/persetujuan RKAP dilaksanakan paling lambat pada akhir tahun sebelum tahun anggaran berjalan atau 30 (tiga puluh) hari setelah tahun anggaran berjalan sesuai dengan Anggaran Dasar Perusahaan.</p> <p>The Board of Directors should ensure that the GMS to ratify/approve of the CWPB is convened no later than the end of the year before the current fiscal year or 30 (thirty) days after the current fiscal year commences, in accordance with the company's Articles of Association.</p>
46	<p>Belum terdapat tingkat kepatuhan perusahaan yang memadai terhadap kebijakan pengendalian informasi perusahaan.</p> <p>The company's compliance rate with the information control policy is inadequate.</p>	<p>Perusahaan diharapkan dapat meningkatkan hasil survei terhadap kebijakan pengendalian informasi perusahaan.</p> <p>The company should enhance the survey results on the company's information control policy.</p>
47	<p>Belum terdapat bukti adanya perusahaan ikut serta dan menang dalam <i>Annual Report Award</i> (ARA).</p> <p>No evidence has been found that the company participated in and won the Annual Report Award (ARA).</p>	<p>Perusahaan diharapkan dapat memenangkan dan mendapatkan penghargaan <i>Annual Report Award</i> pada kesempatan berikutnya.</p> <p>The company should win and receive the Annual Report Award in the upcoming event.</p>
48	<p>Belum terdapat bukti adanya perusahaan ikut serta dan menang dalam <i>Annual Report Award</i> (ARA).</p> <p>No evidence has been found that the company participated in and won the Annual Report Award (ARA).</p>	<p>Perusahaan dapat memuat keterangan mengenai kejuaraan <i>Annual Report Award</i> pada laporan tahunan.</p> <p>The company may include information on the Annual Report Award Competition in the Annual Report.</p>



RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders



Pada struktur tata kelola, Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi yang memiliki wewenang untuk menentukan keputusan terkait kegiatan operasional dan keberlangsungan bisnis. Penyelenggaraan RUPS mengacu pada Peraturan OJK Nomor 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Publik. RUPS yang dilaksanakan setiap tahunnya terdiri dari RUPS Pembahasan Rencana Kerja dan Anggaran Perusahaan (RUPS RKAP), RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan, serta Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) jika diperlukan.

RUPS RKAP TAHUN BUKU 2023

Pada 2023, PT Angkasa Pura I menyelenggarakan RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2023 pada 27 Januari 2023 yang dilaksanakan pada pukul 10.30 WIB di Ruang Rapat Mandalika, Kantor InJourney, Gedung Sarinah Lantai 14, Jalan MH Thamrin No. 11 Jakarta.

KEHADIRAN DEWAN KOMISARIS DAN DIREKSI DALAM RUPS RKAP TAHUN 2023

RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2023 dihadiri oleh Pemegang Saham dan seluruh anggota Dewan Komisaris dan Direksi yang menjabat saat pelaksanaan RUPS berlangsung. Berikut adalah kehadiran anggota Dewan Komisaris dan Direksi pada pelaksanaan RUPS:

In the governance structure, the General Meeting of Shareholders (GMS) is the highest organ, which has the authority to determine resolutions related to operational activities and business continuity. The convening of the GMS refers to Financial Services Authority (FSA) Regulation No. 32/POJK.04/2014 on Plans and Implementation of General Meeting of Shareholders of Public Companies. PT Angkasa Pura I convenes the Annual General Meeting of Shareholders (AGMS) annually, consisting of GMS for discussion of the Company Work Plan and Budget (GMS CWPB), GMS for approval of Annual Report and Ratification of the Company's Financial Statements, and Extraordinary General Meeting of Shareholders (EGMS), if necessary.

GMS ON COMPANY WORK PLAN AND BUDGET FOR FISCAL YEAR 2023

In 2023, PT Angkasa Pura I convened a GMS on Ratification of the Company Work Plan and Budget (CWPB) and the 2024 Corporate Social Responsibility Work Plan and Budget (WPB-CSR) on January 27 2023 which took place at 10.30 WIB in the Mandalika Meeting Room, InJourney Office, Sarinah Building, 14th Floor, MH Thamrin Street No. 11 Jakarta.

ATTENDANCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AT THE GMS ON THE CWPB FOR 2023

The GMS for the ratification of the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for the Social and Environmental Responsibility Program (WPB-CSR) for 2023 was attended by Shareholders and all members of the Board of Commissioners and Board of Directors. The following members of the Board of Commissioners and Board of Directors attended the GMS:



Nama Name	Jabatan Position
Dewan Komisaris Board of Commissioners	
Djoko Sasono ^a	Komisaris Utama President Commissioner
Erwan Agus Purwanto ^d	Komisaris Independen Independent Commissioner
Irfan Wahid ^c	Komisaris Independen Independent Commissioner
Tri Budi Satriyo	Komisaris Independen Independent Commissioner
Danang Parikesit ^b	Komisaris Commissioner
Hidayat Amir	Komisaris Commissioner
Elen Setiadi	Komisaris Commissioner
Direksi Board of Directors	
Faik Fahmi ^e	Direktur Utama President Director
Dendi T. Danianto ^f	Direktur Komersial dan Pelayanan Commercial and Services Director
Wendo Asrul Rose	Direktur Operasi Operation Director
Israwadi	Direktur Human Capital Human Capital Director
Lukman F. Laisa	Direktur Teknik Technical Director
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Financial and Risk Management Director

Keterangan:

- Sesuai dengan Surat Kuasa Khusus Nomor SK.02/DK.AP.I/2023 memberikan surat kuasa kepada Sdr. Tri Budi Satriyo.
- Sesuai dengan Surat Kuasa Khusus Nomor SK.03/DK.AP.I/2023 memberikan surat kuasa kepada Sdr. Elen Setiadi.
- Sesuai dengan Surat Kuasa Khusus Nomor SK.04/DK.AP.I/2023 memberikan surat kuasa kepada Sdr. Hidayat Amir.
- Sesuai dengan Surat Kuasa Khusus Nomor SK.05/DK.AP.I/2023 memberikan surat kuasa kepada Sdr. Elen Setiadi.
- Sesuai dengan Surat Kuasa Khusus Nomor SKK.DU.5/RT.01/2023 memberikan kuasa kepada Sdr. Israwadi.
- Sesuai dengan Surat Kuasa Khusus Nomor SKK.DU.6/RT.01/2023 memberikan kuasa kepada Sdr. Lukman F. Laisa.

Notes:

- In accordance with Special Power of Attorney Number SK.02/DK.AP.I/2023, a power of attorney is granted to Mr. Tri Budi Satriyo.
- In accordance with Special Power of Attorney Number SK.03/DK.AP.I/2023, a power of attorney is granted to Mr. Elen Setiadi.
- In accordance with Special Power of Attorney Number SK.04/DK.AP.I/2023, a power of attorney is granted to Mr. Hidayat Amir.
- In accordance with Special Power of Attorney Number SK.05/DK.AP.I/2023, a power of attorney is granted to Mr. Elen Setiadi.
- In accordance with Special Power of Attorney Number SKK.DU.5/RT.01/2023, a power of attorney is granted to Mr. Israwadi.
- In accordance with Special Power of Attorney Number SKK.DU.6/RT.01/2023, a power of attorney is granted to Mr. Lukman F. Laisa.

AGENDA DAN KEPUTUSAN RUPS RKAP TAHUN 2023

RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2023 memutuskan beberapa agenda terkait kegiatan bisnis perusahaan yang keputusannya tercantum dalam Risalah RUPS PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2023 Nomor AP.I.612/RT.01/2023/DU-B. Berikut adalah agenda dan keputusan RUPS Pengesahan RKAP dan RKA-TJSL Tahun 2023:

AGENDA AND RESOLUTION OF GMS TO APPROVE COMPANY WORK PLAN AND BUDGET (CWPB) FOR 2023

GMS to Ratify the Company Work Plan and Budget (CWPB) and Work Plan and Budget of Corporate Social Responsibility (WPB-CSR) for 2023 decided several agendas related to the company's business activities whose decisions were listed in the GMS Minutes of PT Angkasa Pura I on Ratification of the Company Work Plan and Budget (CWPB) and the Work Plan and Budget of Corporate Social Responsibility (WPB-CSR) for 2023 Number AP.I.612/RT.01/2023/DU-B. The following are the agenda and resolutions of the GMS to ratify the 2023 CWPB and WPB-CSR:



1. Agenda Pertama

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2023 dan Termasuk Klasifikasi Risiko.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2023 termasuk Penetapan Klasifikasi Risiko Sistemik A, dengan pokok-pokok sebagai berikut:

- 1.1 Asumsi-Asumsi Pokok:
 - a. Pertumbuhan Ekonomi: 5,3%
 - b. Tingkat Inflasi: 3,6%
 - c. Nilai Tukar (Rp/USD) 1 USD: Rp14.800
 - d. Suku Bunga Perbendaharaan (SPN): 7,9%
- 1.2 Laporan Laba Rugi Konsolidasian
Laporan (rugi) setelah pajak tahun 2023 ditargetkan laba sebesar Rp118 miliar dengan rincian sebagai berikut:
Pendapatan Usaha: Rp8.739 miliar
Beban Usaha: Rp6.761 miliar
Laba (Rugi) Usaha: Rp1.978 miliar
Laba (Rugi) Sebelum Pajak: Rp148 miliar
Laba (Rugi) Bersih Tahun Berjalan: Rp118 miliar
- 1.3 Laporan Posisi Keuangan Konsolidasian
Laporan Posisi Keuangan Konsolidasian tahun 2023 dianggarkan dengan Total Aset sebesar Rp42.239 miliar dengan rincian sebagai berikut:
Aset
Aset Lancar: Rp3.956 miliar
Aset Tidak Lancar: Rp38.283 miliar
Jumlah Aset: Rp42.239 miliar
Liabilitas dan Ekuitas
Liabilitas Jangka Pendek: Rp4.088 miliar
Liabilitas Jangka Panjang: Rp29.747 miliar
Ekuitas: Rp8.405 miliar
Jumlah Liabilitas dan Ekuitas: Rp42.239 miliar
- 1.4 Investasi
Investasi tahun 2023 dianggarkan sebesar Rp1.373 miliar dengan rincian sebagai berikut:
Rutin: Rp507 miliar
Pengembangan: Rp865 miliar
Total: Rp 1.373 miliar

2. Agenda Kedua

Pengesahan Rencana Kerja dan Anggaran Program tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023, sesuai dengan Risalah Rapat Pembahasan RKA TJSL Tahun 2023 PT Aviassi Pariwisata Indonesia (Persero) nomor: RIS-37/DSI.MBU.B/1/2023 tanggal 10 Januari 2023, dengan pokok-pokok alokasi penggunaan dana sebagai berikut:

- a. Program Pendanaan UMK: Rp14,6 miliar
- b. Program Pendanaan Non-UMK: Rp18,1 miliar

1. Agenda Item 1

Ratification of the Company Work Plan and Budget (CWPB) for 2023, including the Board of Commissioners' Work Plan and Budget for 2023, and the Determination of Risk Classification.

Resolution:

To ratify the 2023 Company Work Plan and Budget (CWPB), including the 2023 Board of Commissioners' Work Plan and Budget, and the Determination of Systemic Risk Classification A, with the following key points:

- 1.1 Key Assumptions:
 - a. Economic Growth: 5.3%
 - b. Inflation Rate: 3.6%
 - c. Exchange Rate (IDR/USD) 1 USD: Rp14,800
 - d. Treasury Rate: 7.9%
- 1.2 Consolidated Profit and Loss Statement
Profit (loss) after tax in 2023 is targeted to be a loss of Rp118 billion with the following details:

Operating Revenues: Rp8,739 billion
Operating Expenses: Rp6,761 billion
Operating Profit (Loss): Rp1,978 billion
Profit (Loss) Before Tax: Rp148 billion
Net Profit (Loss) for the Year: Rp118 billion
- 1.3 Consolidated Statement of Financial Position
The Consolidated Statement of Financial Position for 2023 is budgeted with Total Assets of Rp42,239 billion, with the following details:
Assets
Current Assets: Rp3,956 billion
Non-Current Assets: Rp38,283 billion
Total Assets: Rp42,239 billion
Liabilities and Equity
Current Liabilities: Rp4,088 billion
Non-Current Liabilities: Rp29,747 billion
Equity: Rp8,405 billion
Total Liabilities and Equity: Rp42,239 billion
- 1.4 Investment
Investments for 2023 are budgeted at Rp1,373 billion, with the following details:
Routine: Rp507 billion
Development: Rp865 billion
Total: Rp1,373 billion

2. Agenda Item 2

Ratification of the Work Plan and Budget for Corporate Social Responsibility (WPB-CSR) for 2023

Resolution:

To ratify the 2023 Work Plan and Budget for Corporate Social Responsibility (WPB-CSR), in accordance with the Minutes of the 2023 WPB-CSR Discussion Meeting of PT Aviassi Pariwisata Indonesia (Persero) Number: RIS-37/DSI.MBU.B/1/2023 dated January 10, 2023, with the following key points on the allocation of funds:

- a. MSE Funding Program: Rp14.6 billion
- b. Non-MSE Funding Program: Rp18.1 billion



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3. Agenda Ketiga

Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicators) antara Dewan Komisaris dan Direksi dengan Pemegang Saham Tahun 2023

Keputusan:

Menyetujui dan mengesahkan Kontrak Manajemen (Key Performance Indicators) antara Dewan Komisaris dan Direksi dengan Pemegang Saham Tahun 2023, sebagaimana tersebut dalam Lampiran I Risalah Rapat ini.

4. Agenda Keempat

Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicators) antara Dewan Komisaris dengan Pemegang Saham Tahun 2023

Keputusan:

Menyetujui dan mengesahkan Kontrak Manajemen (Key Performance Indicators) antara Dewan Komisaris dengan Pemegang Saham Tahun 2023, sebagaimana tersebut dalam Lampiran II Risalah Rapat ini.

5. Agenda Kelima

Penetapan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan Perusahaan Tahun 2023

Keputusan:

Menetapkan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan Perusahaan Tahun 2023, sebagai berikut:

3. Agenda Item 3

Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Commissioners and the Board of Directors with the Shareholders for 2023

Resolution:

To approve and ratify the Management Contract (Key Performance Indicators) between the Board of Commissioners and the Board of Directors with the Shareholders for 2023, as outlined in Appendix I of the Minutes of this Meeting.

4. Agenda Item 4

Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Commissioners and the Shareholders for 2023

Resolution:

To approve and ratify the Management Contract (Key Performance Indicators) between the Board of Commissioners and the Shareholders for 2023, as outlined in Appendix II of the Minutes of this Meeting.

5. Agenda Item 5

Determination of Operational Aspect Indicators for the Company's Soundness Level Assessment in 2023

Resolution:

To determine the Operational Aspect Indicators for the Company's Soundness Level Assessment in 2023, as follows:

No	Indikator Indicator	Bobot Data Points	Satuan Unit	Target Target	
				Nilai Value	Skor Score
B. ASPEK OPERASIONAL					
OPERATIONAL ASPECT					
1.	Customer Satisfaction Index (CSI)	15	Skala Likert (1-5)	4,75	15,00
2.	Tingkat Pelayanan Service Level		Likert Scale (1-5)		
a.	Pemeriksaan Security di Terminal Security Inspection at the Terminal				
I.	Kondisi Normal Normal Conditions	2,5	Menit Minutes	0:03:00	2,50
II.	Kondisi Khusus Specific Conditions	2,5	Menit Minutes	0:08:00	2,50
b.	Fasilitas Umum Public Facility				
I.	Kebersihan Bandara Airport Cleanliness	2,5	Skala Likert (1-5) Likert Scale (1-5)	4,69	2,50
II.	Tingkat Kesejukan Ruangan Room Temperature Level	2,5	%	95,00	2,50
3.	Pengembangan Fasilitas dan Investasi Facility Development and Investment				
a.	Pencapaian Tingkat Daya Serap Program Achievement Rate of Absorptive Capacity of the Program	5	%	100,00	5,00
b.	Pencapaian Fisik Investasi Physical achievement of investment	5	%	60,00	5,00
JUMLAH TOTAL		35			35,00



6. Agenda Keenam

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

Keputusan:

Menetapkan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

Arahan RUPS RKAP Tahun Buku 2023

Dalam melaksanakan RKAP dan RKA-TJSL tahun 2023 tersebut, Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

6. Agenda Item 6

Approval on the delegation of authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the investment budget allocation with a maximum value of 10% of the value of each investment program as long as they do not change the total investment value.

Resolution:

To approve the delegation of the authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the investment budget allocation with a maximum value of 10% of the value of each investment program as long as they do not change the total investment value.

GMS Directives on The Company Work Plan and Budget for Fiscal Year 2023

In carrying out the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2023, the Board of Commissioners and the Board of Directors shall take into account the following issues:

No.	Arahan Directions	Tindak Lanjut Follow-Ups
1	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023 yang telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini.</p> <p>The Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Social and Environmental Responsibility (WPB-CSR) for 2023, as approved by the GMS, shall be included in the minutes of the GMS resolutions.</p>	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023 yang telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini.</p> <p>The Company Work Plan and Budget (CWPB) and Social for Social and Environmental Responsibility (WPB-CSR) for 2023 which have been approved by the GMS are an inseparable part of the Minutes of Decision of this GMS.</p>
2	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2023 yang disahkan merupakan pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Dewan Komisaris dan Direksi diminta untuk menyampaikan laporan berkala kepada Pemegang Saham secara tepat waktu atas pelaksanaan RKAP Tahun 2023, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company Work Plan and Budget (CWPB) for fiscal year 2023 serves as a work guideline for the Board of Directors' management of the Company, as well as monitoring and supervision tool for the Board of Commissioners. Furthermore, the Board of Commissioners and the Board of Directors must report on the implementation of the CWPB 2023 in a timely manner, which includes quarterly reports, semester reports, and other periodic reports in accordance with applicable regulations.</p>	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2023 yang disahkan telah digunakan sebagai pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Dewan Komisaris dan Direksi telah menyampaikan laporan berkala kepada Pemegang Saham secara tepat waktu atas pelaksanaan RKAP Tahun 2023, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company Work Plan and Budget (CWPB) for fiscal year 2023 serves as a work guideline for the Board of Directors' management of the Company, as well as monitoring and supervision tool for the Board of Commissioners. Furthermore, the Board of Commissioners and the Board of Directors must report on the implementation of the CWPB 2023 in a timely manner, which includes quarterly reports, semester reports, and other periodic reports in accordance with applicable regulations.</p>
3	<p>Direksi dengan pengawasan Dewan Komisaris diminta untuk menyiapkan strategi jangka pendek, menengah, dan panjang guna memperbaiki struktur dan kinerja keuangan antara lain imbal hasil kepada pemegang saham (<i>Return on Equity</i>) sesuai standar <i>benchmark</i> Perusahaan konglomerasi internasional terkemuka.</p> <p>The Board of Directors, with the supervision of the Board of Commissioners, is asked to prepare short, medium and long term strategies to improve financial structure and performance, including returns to shareholders (<i>Return on Equity</i>) according to the benchmark standards of leading international conglomerate companies.</p>	<p>PT Angkasa Pura I melaksanakan berbagai inisiatif percepatan pemulihan tingkat kesehatan perusahaan melalui program transformasi perusahaan, dengan berfokus pada 4 pilar utama. Sesuai dengan dokumen RJPP PT Aviata Pariwisata Indonesia tahun 2022-2026, PT Angkasa Pura I telah melakukan penyalarsan strategi dan program kerja strategis perusahaan yang mengacu pada 5 pilar dan 5 <i>key enabler</i>.</p> <p>PT Angkasa Pura I is implementing various initiatives to accelerate the recovery of the company's health level through a company transformation program, focusing on 4 main pillars. In accordance with the PT Aviata Wisata Indonesia Long Term Corporate Plan (RJPP) document for 2022-2026, PT Angkasa Pura I has aligned the company's strategy and strategic work program which refers to 5 pillars and 5 key enablers.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
4	<p>Dalam rangkaantisipasi rencana kebijakan Pemerintah untuk pemberian Golden Visa bagi para WNA, maka Direksi diminta untuk memanfaatkan potensi tersebut dengan menyiapkan produk yang menarik bagi wisatawan tersebut untuk menggunakan jasa perusahaan atau berinvestasi di aset dan proyek-proyek InJourney Group.</p> <p>In anticipation of the Government's policy plan to grant Golden Visas for foreigners, the Board of Directors is asked to exploit this potential by preparing attractive products for tourists to use the company's services or invest in InJourney Group assets and projects.</p>	<p>PT Angkasa Pura I telah melaksanakan strategi sebagai berikut:</p> <ol style="list-style-type: none"> 1. Mempersiapkan aset komersial, baik di dalam maupun di luar area bandara, dengan pola kerja sama yang saling menguntungkan bagi brand internasional untuk bekerja sama dengan PT Angkasa Pura I; 2. Melaksanakan <i>strategic meeting</i> dengan Taman Wisata Candi (TWC) untuk menjajaki kerja sama dalam rangka mendukung Candi Borobudur sebagai Destinasi Super Prioritas yang memiliki potensi <i>pilgrimage tourism</i>; 3. Melaksanakan <i>strategic meeting</i> bersama Kemnparekraf & Emirates Airline untuk menunjang pengembangan konektivitas dan rute di Bandara Internasional Yogyakarta Kulon Progo; 4. Pembuatan materi promosi antara lain untuk majalah ALFI/ILFA dan kedatangan Airbus A380 Emirates, video <i>airport profile</i> Bandara Internasional Yogyakarta Kulon Progo dalam rangka <i>event World Route 2023</i>; 5. Mengadakan <i>Customer Loyalty Program 2023</i>. <p>PT Angkasa Pura I has implemented the following strategy:</p> <ol style="list-style-type: none"> 1. Preparing commercial assets both inside and outside the airport area with a mutually beneficial cooperation pattern for international brands to collaborate with PT Angkasa Pura I; 2. Carrying out a strategic meeting with the Taman Wisata Candi (TWC) to explore cooperation in order to support Borobudur Temple as a Super Priority Destination which has pilgrimage tourism potential; 3. Carrying out strategic meetings with the Ministry of Tourism and Creative Economy & Emirates Airline to support the development of connectivity and routes at Yogyakarta International Airport Kulon Progo; 4. Making promotional materials, including for ALFI/ILFA magazine and the arrival of the Emirates Airbus A380, Yogyakarta International Airport Kulon Progo airport profile video for the World Route 2023 event; 5. Holding a 2023 Customer Loyalty Program.
5	<p>Memperhatikan semakin berkurangnya penyebaran COVID-19 dan pulihnya perjalanan antarnegara, Direksi diminta memanfaatkan kondisi tersebut untuk meningkatkan kinerja perusahaan antara lain melalui: menjadikan bandara-bandara strategis menjadi hub perjalanan pariwisata bagi turis mancanegara dan menjalin koordinasi dengan maskapai penerbangan untuk menyediakan <i>direct flight</i> dari <i>potential market</i> luar negeri ke destinasi pariwisata Indonesia.</p> <p>Taking into account the decreasing spread of COVID-19 and the recovery of travel between countries, the Board of Directors is asked to take advantage of these conditions to improve the company's performance, including through: making strategic airports into tourism travel hubs for foreign travelers and establishing coordination with airlines to provide direct flights from potential markets abroad to Indonesian tourism destinations.</p>	<p>PT Angkasa Pura I telah merealisasikan strategi sebagai berikut:</p> <ol style="list-style-type: none"> 1. <i>Direct marketing</i> melalui kunjungan ke kantor pusat perusahaan maskapai, <i>strategic meeting</i> dengan <i>key airline</i>, dan <i>airline gathering</i>; 2. Menghadiri <i>international conference (Routes Asia & Routes World)</i> untuk membangun kembali jaringan rute untuk mendorong pertumbuhan industri aviasi; 3. Melakukan <i>strategic meeting</i> dengan Taman Wisata Candi (TWC) untuk menjajaki kerja sama dalam rangka mendukung Candi Borobudur sebagai Destinasi Super Prioritas yang memiliki potensi <i>pilgrimage tourism</i>; 4. Merealisasikan 19 rute penerbangan internasional baru pada 2023 di bandara yang dikelola oleh PT Angkasa Pura I. <p>PT Angkasa Pura I has realized the following strategy:</p> <ol style="list-style-type: none"> 1. Undertaking a direct marketing through visits to airline company headquarters, strategic meetings with key airlines, and airline gatherings; 2. Attending international conferences (Routes Asia & Routes World) to rebuild the route network to encourage growth in the aviation industry; 3. Conducting a strategic meeting with the Taman Wisata Candi (TWC) to explore cooperation in order to support Borobudur Temple as a Super Priority Destination which has pilgrimage tourism potential; 4. Realising 19 new international flight routes in 2023 at airports managed by PT Angkasa Pura I.
6	<p>Dalam rangka peningkatan trafik pariwisata, Direksi diminta melakukan upaya peningkatan kapasitas bisnis perusahaan melalui orkestrasi ekosistem pariwisata secara holistik, inklusif, dan kolaboratif dan pengembangan strategi pemasaran pariwisata melalui program <i>branding</i>, <i>pengembangan events & promotions</i>, dan <i>joint marketing program</i>.</p> <p>In order to increase tourism traffic, the Board of Directors is asked to make efforts to increase the company's business capacity through orchestrating the tourism ecosystem in a holistic, inclusive and collaborative manner and developing tourism marketing strategies through branding programs, developing events & promotions, and joint marketing programs.</p>	<ol style="list-style-type: none"> 1. Bekerja sama dengan Wardah dalam rangka <i>event Ramadhan Festive 2023</i>, serta Masterkidz untuk perbaikan area <i>Kids Zone</i> di Bandara Jenderal Ahmad Yani Semarang dan Bandara Juanda Surabaya; 2. <i>Campaign partnership</i> dengan UNICEF dalam rangka Hari Anak Nasional 2023, serta INFIA Corp dalam rangka mempromosikan pariwisata Yogyakarta dengan <i>tagline PartyWisata</i>; 3. Pembuatan konten promosi pariwisata Bandara Zainuddin Abdul Madjid Lombok dalam rangka menyambut <i>event WSBK dan MotoGP 2023</i> serta promosi <i>cultural event Tiliir Art and Culture Festival</i>; 4. Memfasilitasi kegiatan-kegiatan <i>branding</i> serta <i>marketing</i> yang bertujuan untuk meningkatkan <i>value</i> perusahaan dan berdampak peningkatan pendapatan. <ol style="list-style-type: none"> 1. Collaborating with Wardah for the Ramadhan Festive 2023 event, as well as Masterkidz to improve the Kids Zone area at Jenderal Ahmad Yani Airport Semarang and Juanda Airport Surabaya; 2. Undertaking a campaign partnership with UNICEF for National Children's Day 2023, and INFIA Corp to promote Yogyakarta tourism with the tagline PartyWisata; 3. Creating tourism promotional content for Zainuddin Abdul Madjid Airport Lombok in order to welcome the 2023 WSBK and MotoGP events as well as promoting the Tiliir Art and Culture Festival cultural event; 4. Facilitating the branding and marketing activities aimed at increasing company value and resulting in increased revenue.



No.	Arahan Directions	Tindak Lanjut Follow-Ups
7	<p>Selaras dengan pembentukan <i>holding</i> pariwisata dan pendukung, Direksi bersama member diminta untuk secara proaktif mengaktivasi perannya menjadi Indonesia <i>tourism board</i> dan utilisasi <i>tourism collaborative platform</i> yang sedang dikembangkan agar dapat menghasilkan <i>return</i> yang positif bagi perusahaan.</p> <p>In line with the formation of the tourism and supporting holding, the Board of Directors and members are asked to proactively activate their role as an Indonesian tourism board and utilize the tourism collaborative platform that is being developed in order to generate positive returns for the company.</p>	<p>PT Angkasa Pura I di bawah InJourney <i>Group</i> telah melakukan kegiatan <i>marketing</i> bersama untuk meningkatkan pariwisata di setiap daerah, misalnya Pilgrimage MotoGP.</p> <p>PT Angkasa Pura I under the InJourney Group has carried out joint marketing activities to increase tourism in each region, for example Pilgrimage MotoGP.</p>
8	<p>Direksi agar melakukan implementasi transformasi pelayanan, bisnis dan operasi secara menyeluruh dan terukur untuk meningkatkan layanan dan operasi bandara, serta memaksimalkan kegiatan operasional dapat berjalan dengan baik dengan melakukan sinergi dan kolaborasi operasional bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II melalui implementasi manajemen berbasis trafik, yaitu dengan melakukan standardisasi pelayanan dan operasional di bandara serta menerapkan konsep Airport Collaborative Decision Making (ACDM) untuk mewujudkan <i>operational excellence</i>, <i>operational efficiency</i> dan menciptakan <i>value creation</i> dengan mengedepankan aspek <i>safety</i>, <i>security</i>, <i>service</i> dan <i>compliance</i> (3S1+C).</p> <p>The Board of Directors must implement a comprehensive and measurable transformation of services, business and operations in order to improve airport services and operations and maximize operational activities that can run well by synergizing and collaborating on airport operations managed by PT Angkasa Pura I and PT Angkasa Pura II through management implementation traffic-based by standardizing services and operations at airports and implementing the Airport Collaborative Decision Making (ACDM) concept to realize operational excellence, operational efficiency and create value creation by prioritizing aspects of safety, security, service and compliance (3S1+C).</p>	<p>PT Angkasa Pura I menerapkan beberapa sistem dan manajemen bandara sebagai berikut:</p> <ol style="list-style-type: none"> 1. Manajemen Operasi Berbasis Trafik (MOT) yang ditetapkan sebagai tindak lanjut dari restrukturisasi operasional melalui <i>business turnaround</i> dan merupakan perangkat metetakan skema operasional melalui konfigurasi data untuk menentukan kebutuhan operasi dari total sumber daya yang dimiliki sesuai dengan regulasi yang berlaku. 2. Penerapan pola operasional berbasis kolaboratif atau Airport Collaborative Decision Making (ACDM) yang bertujuan untuk meningkatkan prediksi, <i>on-time performance</i> (OTP), dan efisiensi dalam pengaturan kapasitas di suatu bandara. 3. Audit Keamanan Penerbangan internal di 7 bandara pada 2023 yang bertujuan untuk mengevaluasi kepatuhan serta pelaksanaan regulasi keamanan penerbangan nasional dan mengetahui kendala di bandara kelolaan. Audit dilaksanakan minimal 1 kali dalam 2 (dua) tahun. 4. Kegiatan latihan Penanggulangan Keadaan Darurat (PKD) Skala Penuh (<i>Full Scale Exercise</i>) di seluruh bandara kelolaan untuk menguji kesiapan bandara dalam keadaan darurat; 5. <i>Integrated - People Access System</i> (I-Pas) sebagai salah satu sistem pengelolaan pas bandara bagi bandara yang pengelolaannya dilakukan oleh BUBU. Sistem ini akan diimplementasikan di bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II, dalam rangka mengintegrasikan sistem penerbitan pas bandara yang berbasis digital untuk peningkatan sistem keamanan serta kemudahan pelayanan bandara. 6. <i>Airport Security Data and Reporting System</i> (Adres) yang merupakan <i>platform</i> digital seluruh proses bisnis pada bidang keamanan penerbangan yang berfungsi mempersiapkan, mengumpulkan, mengolah, menganalisis, menyimpan, menampilkan, mengumumkan, mengirimkan, dan/atau menyebarkan informasi elektronik sebagai pemenuhan ketentuan regulasi keamanan penerbangan dan Sistem informasi pelaporan yang terintegrasi, dan <i>monitoring</i> secara <i>real-time</i>, meningkatkan efisiensi operasional, mengurangi kesalahan manusia, dan mengoptimalkan penggunaan sumber daya. Sistem ini diimplementasikan di bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II.



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
		<p>7. Audit Keselamatan internal yang disebut dengan <i>Airport Excellence in Safety Method for Safety Performance</i> bertujuan untuk mengevaluasi kepatuhan dan efektivitas pelaksanaan <i>Safety Management System</i> di seluruh kantor cabang, dilakukan minimal 1 (satu) kali dalam 1 (satu) tahun yang pelaksanaan audit keselamatan bersama dengan unit-unit terkait.</p> <p>8. PT Angkasa Pura I secara rutin melaksanakan Peringatan Bulan K3 Nasional. Pada 2023 perusahaan mengadakan donor darah, webinar dengan tema <i>Upgrade Value with Interpersonal Skill</i>, lomba fotografi, <i>Safety Trivia Quiz</i>, dan penandatanganan Integrasi Komitmen Keselamatan PT Angkasa Pura I dan PT Angkasa Pura II.</p> <p>PT Angkasa Pura I implements several airport management and systems as follows:</p> <ol style="list-style-type: none"> 1. Traffic-Based Operations Management (MOT) which was established as a follow-up to operational restructuring through business turnaround and is a tool for mapping operational schemes through data configuration to determine operational needs from the total resources owned in accordance with applicable regulations. 2. Implementation of a collaborative-based operational pattern or Airport Collaborative Decision Making (ACDM) which aims to improve predictions, on-time performance (OTP) and efficiency in managing capacity at an airport. 3. Internal Aviation Security Audit at 7 airports in 2023 which aims to evaluate compliance and implementation of national aviation security regulations and identify obstacles at managed airports. Audits are carried out at least once every 2 (two) years. 4. Full Scale Emergency Management Exercise (PKD) activities at all managed airports to test airport readiness in an emergency; 5. Integrated - People Access System (I-Pas) as one of the Airport Pass management systems for airports whose management is carried out by BUBU. This system will be implemented at airports managed by PT Angkasa Pura I and PT Angkasa Pura II, in order to integrate the digital-based Airport Pass issuance system to improve the security system and facilitate airport services. 6. Airport Security Data and Reporting System (ADRES), which is a digital platform for all business processes in the field of aviation security which functions to prepare, collect, process, analyze, store, display, announce, send and/or disseminate electronic information to fulfill security regulatory provisions. Integrated aviation and reporting information systems, and real-time monitoring, increase operational efficiency, reduce human error, and streamline resource use. This system is implemented at airports managed by PT Angkasa Pura I and PT Angkasa Pura II. 7. An internal safety audit called the Airport Excellence in Safety Method for Safety Performance aims to evaluate compliance and effectiveness of the implementation of the Safety Management System in all branch offices, carried out at least 1 (one) time in 1 (one) year and carrying out a safety audit together with related units. 8. PT Angkasa Pura I routinely carries out National HSE Month Commemorations. In 2023 the company held a blood donation, a webinar with the theme Upgrading Value with Interpersonal Skill, a photography competition, a Safety Trivia Quiz, and the signing of the Integration of PT Angkasa Pura I and PT Angkasa Pura II Safety Commitments.
9	<p>Direksi agar melakukan penyalarsan dan standarisasi kebijakan komersial pengelolaan bisnis di bandara PT Angkasa Pura I dan PT Angkasa Pura II dengan mempertimbangkan aspek penciptaan nilai (<i>revenue growth</i>), kemudahan dalam implementasi (<i>easy to execute</i>), dan nilai risiko yang terkecil.</p> <p>The Board of Directors should align and standardize commercial policies for business management at PT Angkasa Pura I and PT Angkasa Pura II airports by considering aspects of value creation (<i>revenue growth</i>), ease of implementation (<i>easy to execute</i>), and the smallest risk value.</p>	<p>PT Angkasa Pura I sedang dalam proses pembahasan pedoman komersial bersama PT Angkasa Pura II dengan konsep pola kerja sama yang fleksibel dengan tetap memperhatikan aturan-aturan yang berlaku untuk diimplementasikan di bandara PT Angkasa Pura Indonesia.</p> <p>PT Angkasa Pura I is in the process of discussing commercial guidelines with PT Angkasa Pura II with the concept of a flexible cooperation pattern while still paying attention to the applicable regulations to be implemented at PT Angkasa Pura Indonesia airport.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
10	<p>Direksi agar menyusun kajian kesiapan perseroan dalam menjalankan peran sebagai mitra pengelola aset-aset milik pemerintah pusat, pemerintah daerah, atau BUMN. Setiap kerja sama pengelolaan agar memberikan manfaat bagi perusahaan, adanya kepastian pengembalian investasi yang dikeluarkan, dan didasari payung hukum serta dikawal pelaksanaannya dengan memperhatikan <i>good corporate governance</i> (GCG).</p> <p>The Board of Directors should prepare a review of the company's readiness to carry out its role as a partner in managing assets belonging to the central government, regional government or SOEs. Every management collaboration is to provide benefits for the Company, there is certainty of return on investments made, and is based on a legal umbrella and its implementation is monitored by paying attention to good corporate governance.</p>	<p>PT Angkasa Pura I berkolaborasi dengan Incheon International Airport Corporation (Incheon Airport) dan PT Wijaya Karya (Persero) mendirikan PT Bandara Internasional Batam (BIB) untuk mengelola Bandara Internasional Hang Nadim Batam terhitung operasional sejak 2021. BIB memiliki visi <i>Transform Hang Nadim Airport to the Next Level and Provide a Pleasant Experience for Passengers</i>.</p> <p>PT Angkasa Pura I collaborated with Incheon International Airport Corporation (Incheon Airport) and PT Wijaya Karya (Persero) to establish PT Bandara Internasional Batam (BIB) to manage Hang Nadim Batam International Airport starting operations from 2021. BIB has a vision of Transform Hang Nadim Airport to the Next Level and Provide a Pleasant Experience for Passengers.</p>
11	<p>Seluruh pelaksanaan atas belanja modal (<i>capex</i>) perseroan harus memperhatikan kemampuan finansial, mitigasi risiko serta tidak mengganggu kegiatan utama perseroan yang berlangsung dengan tetap memperhatikan ketentuan dan peraturan perundang-undangan, Anggaran Dasar, dan/atau <i>best practice</i> yang berlaku. Untuk <i>capex</i> yang bersifat investasi strategis, agar diusulkan sesuai kriteria yang telah ditetapkan dalam Pedoman Investasi Strategis untuk ditinjau kembali oleh Komite Investasi yang telah ditetapkan <i>Holding</i> dalam rangka mendapatkan rekomendasi atau keputusan lebih lanjut atas pelaksanaan usulan investasi tersebut.</p> <p>All implementation of the company's capex must pay attention to financial capabilities, risk mitigation and not disrupt the company's ongoing main activities while still paying attention to applicable statutory provisions and regulations, Articles of Association, and/or best practices. For capex that is a strategic investment, it must be proposed according to the criteria set out in the Strategic Investment Guidelines to be reviewed by the Investment Committee that has been appointed by the Holding in order to obtain further recommendations or decisions regarding the implementation of the investment proposal.</p>	<p>Pelaksanaan <i>capex</i> sudah memperhatikan kemampuan finansial dan mitigasi risiko pada saat perencanaan sampai dengan pelaksanaannya. Terkait <i>capex</i> yang bersifat investasi strategis, terdapat 3 program yang sudah dievaluasi dan ditetapkan oleh <i>Holding</i> yaitu <i>Overlay Runway 09-27</i> (Bandara I Gusti Ngurah Rai Bali), <i>Overlay Taxiway</i> (Bandara Juanda Surabaya), Beautifikasi Gedung Terminal dan Gedung Parkir (Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan).</p> <p>Pelaksanaan usulan <i>capex</i> melibatkan unit-unit terkait termasuk dari finance yang memberikan masukan untuk tetap memperhatikan kemampuan keuangan dan likuiditas perusahaan dengan tetap memperhatikan ketentuan dan peraturan perundang-undangan, Anggaran Dasar, dan/atau <i>best practice</i> yang berlaku.</p> <p>The implementation of capex has taken into account financial capabilities and risk mitigation from planning to implementation. Regarding capex which is a strategic investment, there are 3 programs that have been evaluated and determined by Holding, namely <i>Overlay Runway 09-27</i> (I Gusti Ngurah Rai Airport Bali), <i>Overlay Taxiway</i> (Juanda Airport Surabaya), Beautification of the Terminal Building and Parking Building (Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan).</p> <p>The implementation of the capex proposal involves related units, including from finance, who provide input to continue to pay attention to the company's financial capacity and liquidity while still paying attention to applicable statutory provisions and regulations, the Articles of Association, and/or best practices.</p>
12	<p>Direksi agar melakukan pengendalian biaya secara optimal melalui <i>monitoring</i> intensif atas penerapan unit <i>cost</i> di seluruh bandara dan segmen bisnis lainnya untuk memastikan keberlangsungan keuangan perusahaan dan mengoptimalkan pengelolaan <i>cash flow</i> perusahaan untuk menjaga kemampuan membayar dan meningkatkan penerimaan atas tagihan piutang usaha serta mencari <i>New Financing Model</i> dan <i>Innovative Funding</i> serta melakukan analisis manfaat dan risiko bagi perusahaan.</p> <p>The Board of Directors should carry out optimal cost control through intensive monitoring of the implementation of unit costs at all airports and other business segments to ensure the company's financial sustainability and optimize the company's cash flow management to maintain the ability to pay and increase revenue from accounts receivable bills as well as looking for New and Innovative Financing Models Funding and analyzing benefits and risks for the company.</p>	<p>Dalam rangka mendukung strategi jangka panjang, optimalisasi, dan stabilitas kinerja perusahaan sebagai bagian dari rencana transformasi, dan mengoptimalkan pengelolaan <i>cash flow</i> perusahaan, PT Angkasa Pura I telah melakukan beberapa inisiatif, antara lain:</p> <ol style="list-style-type: none"> 1. Fasilitas <i>non-cash loan</i> sebagai alternatif penyelesaian kewajiban perusahaan kepada penyedia barang dan/atau jasa; 2. Penandatanganan perjanjian penerbitan Sukuk Wakalah Bi Al-Istitsmar jangka panjang yang dilakukan tanpa melalui penawaran umum PT Angkasa Pura I Tahun 2023 dengan rencana penggunaan dana untuk <i>refinancing</i> obligasi dan/atau sukuk eksisting; 3. Optimalisasi pengelolaan kas melalui manajemen <i>term of payment</i> menjadi 120 hari; 4. Optimalisasi penagihan piutang dengan <i>monitoring</i> realisasi pembayaran piutang mitra usaha bersama tim kantor cabang. Kantor Pusat PT Angkasa Pura I mengelola piutang dan kewajiban PSC yang sudah jatuh tempo melalui penagihan kolektif dan bekerja sama dengan Jaka Agung Muda Perdata dan Tata Usaha Negara. <p>In order to support the long-term strategy, optimization and stability of the Company's performance as part of the transformation plan, and optimize the management of the company's cash flow, PT Angkasa Pura I has carried out several initiatives, including:</p> <ol style="list-style-type: none"> 1. Non-cash loan facility as an alternative to settle company obligations to providers of goods and/or services; 2. Signing of the agreement for the issuance of Long Term Sukuk Wakalah Bi Al-Istitsmar which will be carried out without going through a Public Offering of PT Angkasa Pura I in 2023 with a plan to use the funds for refinancing existing bonds and/or sukuk; 3. Optimizing cash management through term of payment management to 120 days; 4. Optimizing receivables collection by monitoring the realization of receivables payments from business partners together with the branch office team. PT Angkasa Pura I Head Office manages PSC receivables and liabilities that are due through collective billing and in collaboration with Jaka Agung Muda Civil and State Administration.



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13	<p>Memperhatikan kontribusi biaya penyusutan dan biaya bunga yang signifikan dalam struktur kinerja perusahaan, maka Direksi dengan pengawasan Dewan Komisaris diminta mencari terobosan untuk menurunkan biaya-biaya tersebut, antara lain melalui program <i>unlock value</i> dan <i>unlock property</i> baik di level korporasi maupun aset.</p> <p>Taking into account the significant contribution of depreciation costs and interest costs to the company's performance structure, the Board of Directors, with the supervision of the Board of Commissioners, was asked to find a breakthrough to reduce these costs, including through unlock value and unlock property programs at both the corporate and asset levels.</p>	<p>PT Angkasa Pura I memiliki kebijakan dalam penentuan umur ekonomis aset, di mana telah menjadi program strategi holding (InJourney) untuk melakukan standardisasi kebijakan akuntansi. Saat ini peluang yang mungkin dapat dilakukan adalah melakukan evaluasi umur ekonomis landasan dan perlengkapan bandara.</p> <p>Perusahaan melaksanakan evaluasi terkait umur ekonomis yang diselenggarakan antara PT Angkasa Pura I dan PT Angkasa Pura II. Saat ini sedang dilakukan perhitungan atas umur ekonomis yang paling efisien yang sudah berjalan sebagai data awal yang akan dikaji oleh konsultan teknis untuk menilai umur manfaat aset tetap secara teknis. Hal ini sejalan dengan program <i>value capture mid term</i> PT Angkasa Pura Indonesia Sub Work Stream-Asset Management yaitu "Penyelarasan Umur Ekonomis dan Kelompok Aset Tetap".</p> <p>PT Angkasa Pura I has a policy in determining the economic life of assets, which has become a holding (InJourney) strategy program to standardize accounting policies. Currently, an opportunity that might be implemented is to evaluate the economic life of airport runways and equipment.</p> <p>The company carries out evaluations related to economic life which is harmonized between PT Angkasa Pura I and PT Angkasa Pura II. Currently, calculations are being carried out on the most efficient economic life which has been running as initial data which will be reviewed by technical consultants to assess the technical useful life of fixed assets. This is in line with PT Angkasa Pura Indonesia Sub Work Stream-Asset Management's mid-term value capture program, namely "Alignment of Economic Age and Fixed Asset Groups".</p>
14	<p>Dewan Komisaris dan Direksi perlu mendorong peningkatan peran dan keterlibatan SPI induk sebagai auditor internal, sehingga dapat ikut aktif mengawasi dan memonitor proyek strategis yang dijalankan oleh perseroan dan anak perusahaan.</p> <p>The Board of Commissioners and the Board of Directors need to encourage increasing the role and involvement of the parent SPI as an internal auditor, so that it can actively participate in supervising and monitoring strategic projects carried out by the company and its subsidiaries.</p>	<p>PT Angkasa Pura I telah melaksanakan audit di beberapa proyek pengembangan bandara, antara lain proyek pengembangan Bandara Internasional Yogyakarta Kulon Progo, proyek pengembangan Bandara Sultan Hasanuddin Makassar, serta proyek pengembangan Bandara Sam Ratulangi Manado pada periode tahun 2021 dan anak perusahaan pada tahun 2020 sesuai permintaan Direksi.</p> <p>PT Angkasa Pura I has carried out audits on several airport development projects, including the Yogyakarta International Airport Kulon Progo airport development project, the Sultan Hasanuddin Airport Makassar development project, the Sam Ratulangi Airport Manado development project in the 2021 period and its subsidiaries in 2020 at the request of the Board of Directors.</p>
15	<p>Direksi melaksanakan <i>best effort</i> menjaga komitmen penyelesaian restrukturisasi keuangan dan atas rencana <i>refinancing</i> agar tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i> dan <i>pricing</i> untuk menghasilkan skema terbaik untuk memastikan <i>going concern</i> perusahaan.</p> <p>The Board of Directors is carrying out best efforts to maintain the commitment to complete the financial restructuring and for the refinancing plan to continue to consider aspects of timing, sizing and pricing in order to produce the best scheme to ensure the company's going concern.</p>	<p>PT Angkasa Pura I telah melaksanakan penyelesaian restrukturisasi utang perusahaan pada 2022, sampai dengan saat ini Direksi mengupayakan tetap menjaga komitmen kewajiban sebagaimana tertuang dalam Perjanjian Restrukturisasi Induk sebagai perikatan dalam restrukturisasi utang, serta atas rencana <i>refinancing</i>, Direksi tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i>, dan <i>pricing</i> untuk menghasilkan skema dan proses yang terbaik untuk memastikan <i>going concern</i> perusahaan. Kondisi perusahaan pasca restrukturisasi utang menunjukkan kinerja yang lebih baik dengan peningkatan pemeringkatan perusahaan dari Fitch Ratings menjadi AA (idn) <i>Outlook Positive</i>.</p> <p>PT Angkasa Pura I has carried out the completion of the company's debt restructuring in 2022, until now the Board of Directors is trying to maintain its commitment to obligations as stated in the Master Restructuring Agreement as an agreement in debt restructuring, and regarding the refinancing plan, the Board of Directors continues to consider the timing, sizing and pricing aspects to produce the best schemes and processes to ensure the company's going concern. The company's condition after debt restructuring showed better performance with an increase in the company's rating from Fitch Ratings to AA (idn) Outlook Positive.</p>
16	<p>Penerbitan <i>Hybrid</i> Sukuk dengan Nilai Perolehan Dana (<i>Proceed</i>), sebesar-besarnya Rp3.722 miliar agar dilaksanakan oleh PT Angkasa Pura I sesuai dengan tata cara pelaksanaan aksi korporasi sebagaimana diatur dalam Anggaran Dasar Perseroan & ketentuan Perundang-undangan di luar Rapat Umum Pemegang Saham Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Anggaran Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun 2023.</p> <p>Issuance of Hybrid Sukuk with a Proceed Value of IDR 3,722 Billion to be carried out by PT Angkasa Pura I in accordance with the procedures for carrying out corporate actions as regulated in the Company's Articles of Association & statutory provisions outside the General Meeting of Shareholders Ratifying Company Work Plan and Budget (CWPB) and Social & Environmental Responsibility Program Budget (CSR) for 2023.</p>	<p>PT Angkasa Pura I telah melaksanakan penandatanganan perjanjian penerbitan Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang yang Dilakukan Tanpa Melalui Penawaran Umum PT Angkasa Pura I Tahun 2023 pada 27 Desember 2023 dan dana diterima pada 29 Desember 2023 sebesar Rp1.460 miliar sesuai dengan tata cara pelaksanaan aksi korporasi sebagaimana diatur dalam Anggaran Dasar Perseroan & ketentuan Perundang-undangan di luar Rapat Umum Pemegang Saham Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Anggaran Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun 2023.</p> <p>PT Angkasa Pura I has signed an agreement for the issuance of Long Term Sukuk Wakalah Bi Al-Istitsmar which was carried out without going through a 2023 PT Angkasa Pura I Public Offering on December 27 2023 and the funds were received on December 29 2023 amounting to IDR 1,460 billion in accordance with the procedures how to carry out corporate actions as regulated in the Company's Articles of Association & statutory provisions outside the General Meeting of Shareholders Ratifying the Company's Work Plan and Budget (CWPB) and the 2023 Social & Environmental Responsibility Program Budget (CSR).</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
17	<p>Direksi dengan pengawasan Dewan Komisaris agar senantiasa berusaha meningkatkan sistem tata kelola internal melalui review dan perbaikan pedoman dan prosedur secara periodik dengan mengedepankan pengambilan keputusan secara <i>four eyes principle</i> serta mengimplementasikan perbaikan tata kelola manajemen risiko sesuai Peraturan Menteri BUMN Nomor PER-5/MBU/09/2022.</p> <p>The Board of Directors, with the supervision of the Board of Commissioners, should always strive to improve the internal governance system through periodic reviews and improvements to guidelines and procedures by prioritizing four eyes principle decision making and implementing improvements to risk management governance in accordance with SOEs Ministerial Regulation Number PER-5/MBU/09/ 2022.</p>	<p>PT Angkasa Pura I telah melaksanakan tinjauan kembali dan evaluasi terkait pedoman tata kelola internal agar sesuai dengan ketentuan dengan memastikan kesesuaian dalam pengelolaan risiko dan proses manajemen.</p> <p>Direksi telah menerapkan prinsip “four eyes” dalam pengambilan keputusan strategis dengan memastikan bahwa setiap keputusan diambil telah memperhatikan aspek risiko yang diidentifikasi oleh unit pemrakarsa bersama-sama dengan unit Risk Management dan Unit Legal dan Kepatuhan, serta Unit lain yang terkait.</p> <p>PT Angkasa Pura I has carried out a review and evaluation regarding internal governance guidelines so that they comply with regulations by ensuring conformity in risk management and management processes.</p> <p>The Board of Directors has implemented the “four eyes” principle in making strategic decisions by ensuring that every decision taken has taken into account the risk aspects identified by the initiating unit together with the Risk Management unit and the Legal and Compliance Unit, as well as other related units.</p>
18	<p>Dalam rangka optimalisasi program <i>shared service</i>, Direksi diminta untuk menyelesaikan <i>data integration</i> dan utilisasi sistem informasi teknologi pada induk dan anak perusahaan, sehingga mampu meningkatkan pelayanan, efisiensi penggunaan sumber daya Perusahaan, peningkatan/ perluasan basis pelanggan, dan inovasi produk/bisnis.</p> <p>In order to optimize the shared service program, the Board of Directors is asked to complete data integration and utilization of technology information systems at the parent and subsidiary companies, so as to improve service, efficient use of company resources, increase/expand customer base, and product/business innovation.</p>	<p>Seluruh anak perusahaan telah menggunakan SAP sebagai aplikasi untuk mengintegrasikan seluruh sumber daya perusahaan sehingga dapat mendukung pelaksanaan konsolidasian di induk perusahaan.</p> <p>All subsidiaries have used SAP as an application to integrate all company resources so that they can support the implementation of consolidation at the parent company.</p>
19	<p>Direksi dengan pengawasan Dewan Komisaris wajib secara tepat waktu melakukan pengisian, pemutakhiran, dan penyampaian data melalui portal-portal Kementerian BUMN sesuai ketentuan yang berlaku.</p> <p>The Board of Directors, with the supervision of the Board of Commissioners, is obliged to fill in, update and submit data in a timely manner through the portals of the Ministry of SOEs in accordance with applicable regulations.</p>	<p>Data realisasi program TJSL PUMK dan Non PUMK serta Laporan Manajemen TJSL telah rutin dilaporkan melalui portal TJSL Kementerian BUMN dan juga email Keasdepan TJSL Kementerian BUMN. Laporan Keuangan dan Laporan Manajemen juga telah dilaporkan dan disampaikan secara berkala melalui email dan portal-portal pemegang saham dan Kementerian BUMN sesuai ketentuan yang berlaku.</p> <p>Data on the realization of the Social and Environmental Responsibility and SMEs and Non-SMEs programs as well as TJSL Management Reports have been routinely reported via the CSR portal of the Ministry of SOEs and also the TJSL Futures email of the Ministry of SOEs. Financial Reports and Management Reports have also been reported and submitted regularly via email and through shareholder portals and the Ministry of SOEs in accordance with applicable regulations.</p>
20	<p>Direksi diminta untuk melaksanakan dan/atau melakukan pengawasan terhadap program strategis nasional dan/atau program unggulan Kementerian BUMN yang menjadi tugas perusahaan dan/atau anak perusahaan sehingga dapat terlaksana dengan baik.</p> <p>The Board of Directors is asked to implement and/or supervise national strategic programs and/or flagship programs of the Ministry of SOEs which are the duties of the company and/or subsidiaries so that they can be carried out well.</p>	<p>Realisasi progres pekerjaan proyek pengembangan Bandara Sultan Hasanuddin Makassar berdasarkan laporan bulanan proyek terhitung pada akhir 2023 sebagai berikut: Paket 1 (Terminal): 69.06% Paket 2 (Apron): 100% Paket 3 (<i>People Mover System</i>): 82.14% Paket 4 (Garbarata): 100% Paket 5 (<i>Baggage Handling System</i>): 0.067% Paket 6 (<i>Hold Baggage Screening</i>): 0%, menunggu kontrak (proses persetujuan RKAP 2024)</p> <p>Pengoperasian Bandara Sultan Hasanuddin Makassar ditargetkan pada Oktober 2024.</p> <p>The realization of the progress of the Sultan Hasanuddin Airport Makassar development project work based on the monthly project report as of the end of 2023 is as follows: - Package 1 (Terminal): 69.06% - Package 2 (Apron): 100% - Package 3 (People Mover System): 82.14% - Package 4 (Aviobridge): 100% - Package 5 (Baggage Handling System): 0.067% - Package 6 (Hold Baggage Screening): 0%, waiting for contract (2024 RKAP approval process)</p> <p>Operation of Sultan Hasanuddin Airport Makassar is targeted for October 2024.</p>



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21	<p>Direksi dengan pengawasan Dewan Komisaris diminta untuk menindaklanjuti dan menyelesaikan secara tuntas hasil temuan, catatan dan saran/rekomendasi dari auditor internal maupun auditor eksternal, dengan mengoptimalkan fungsi dan tugas SPI dalam melakukan evaluasi terhadap kecukupan dan efektivitas manajemen risiko, pengendalian internal dan tata kelola Perusahaan.</p> <p>The Board of Directors, with the supervision of the Board of Commissioners, is asked to follow up and completely resolve the findings, notes and suggestions/recommendations from the internal auditors and external auditors, by optimizing the functions and duties of SPI in evaluating the adequacy and effectiveness of risk management, internal control and corporate governance.</p>	<p>PT Angkasa Pura I telah melaksanakan pemantauan terhadap temuan audit eksternal secara triwulan dan setiap bulan untuk temuan audit internal. Perusahaan juga aktif melakukan pembahasan dengan <i>auditee</i> terkait kendala dalam penyelesaian temuan.</p> <p>PT Angkasa Pura I has carried out monitoring of external audit findings on a quarterly basis and every month for internal audit findings. The company is also actively discussing with auditees regarding obstacles in resolving findings.</p>
22	<p>Dalam rangka mendukung operasional dan pengembangan Perusahaan, Direksi diminta untuk terus meningkatkan kualitas SDM yang profesional, melakukan pengembangan talenta bersama dalam lingkup InJourney Group serta mengimplementasikan <i>knowledge management</i> dan <i>talent management</i> yang memadai. Direksi juga perlu mendorong integrasi sistem serta digitalisasi dalam pengelolaan SDM agar menjadi lebih efektif dan efisien.</p> <p>In order to support the Company's operations and development, the Board of Directors is asked to continue to improve the quality of professional human resources, develop joint talents within the InJourney Group and implement adequate knowledge management and talent management. Directors also need to encourage system integration and digitalization in HR management so that it becomes more effective and efficient.</p>	<p><i>Talent management</i> pada perusahaan sudah sesuai dengan peraturan InJourney seperti penerapan EQS. Digitalisasi <i>talent management</i> pun sudah terdigitalisasi dengan Rinjani dan Human Capital Information System (HCIS).</p> <p>Sepanjang 2023, perusahaan telah melaksanakan total 180 pelatihan dengan jumlah peserta total sebanyak 17.360 orang dalam rangka pemenuhan kompetensi, kapabilitas dan kapasitas SDM untuk meningkatkan daya saing. Penerapan <i>knowledge management</i> menerapkan model 9 kompetensi melalui <i>Learning Management System</i>, penerapan <i>Expert Locator</i>, rutin melakukan kegiatan <i>sharing knowledge</i> dengan melaksanakan kegiatan webinar dan <i>podcast</i>, dan membuat portal <i>Knowledge Management System</i>.</p> <p>Talent management at the company is in accordance with InJourney regulations such as the implementation of EQS. Digitalization of talent management has also been digitalized with Rinjani and the Human Capital Information System (HCIS).</p> <p>Throughout 2023, the company has carried out a total of 180 trainings with a total number of participants of 17,360 people in order to fulfill the competency, capability and capacity of human resources to increase competitiveness. The implementation of knowledge management applies the 9 competency model through the Learning Management System, implementing the Expert Locator, regularly carrying out knowledge sharing activities by carrying out webinars and podcasts, and creating a Knowledge Management System portal.</p>
23	<p>Direksi agar melakukan <i>Culture Intervention Program</i>, khususnya apabila masih ditemukan nilai-nilai AKHLAK yang masih perlu ditumbuhkembangkan.</p> <p>The Board of Directors should carry out a Culture Intervention Program, especially if AKHLAK values are still found that need to be developed.</p>	<p>Selama 2023, PT Angkasa Pura I sudah melaksanakan berbagai rangkaian program yang mendukung <i>culture intervention</i> antara lain:</p> <ol style="list-style-type: none"> 1. Workshop BOD Komitmen pada Februari 2023 di Wisma Bhima Cakti Cikopo; 2. Workshop Culture BOD-1 dengan tema <i>Shifting Leadership Mindset</i> pada Juni 2023 di Holiday Inn Kemayoran; 3. Pelaksanaan pembekalan Change Agent of Change BOD-2, BOD-3 dan Officer pada kegiatan Agent of Change Roadmap pada bulan Agustus-September 2023 di tiga klaster Jawa, Makassar, dan Bali; 4. Pelaksanaan <i>culture activity</i> program pada bulan Oktober-Desember 2023 di seluruh unit kerja kantor pusat dan kantor cabang. <p>During 2023 PT Angkasa Pura I has implemented various series of programs that support culture intervention, including:</p> <ol style="list-style-type: none"> 1. BOD Commitment Workshop in February 2023 at Wisma Bhima Cakti Cikopo; 2. BOD-1 Culture Workshop with the theme Shifting Leadership Mindset in June 2023 at Holiday Inn Kemayoran; 3. Implementation of Change Agent of Change BOD-2, BOD-3 and Officer debriefing on Agent of Change Roadmap activities in August-September 2023 in three clusters Java, Makassar and Bali; 4. Implementation of the culture activity program in October-December 2023 in all head office and branch office work units.



No.	Arahan Directions	Tindak Lanjut Follow-Ups
24	<p>Berkenaan dengan pengembangan talenta-talenta <i>holding</i> pariwisata & pendukung, Direksi agar melakukan evaluasi struktur organisasi dan mendukung proses implementasi penyusunan kebijakan terkait <i>Talent Development & Career Path System</i> di lingkup <i>holding/klaster</i>.</p> <p>With regard to developing the talents of the tourism & supporting holding, the Board of Directors should evaluate the organizational structure and support the implementation process of preparing policies related to the Talent Development & Career Path System within the holding/cluster scope.</p>	<p><i>Career Path</i> telah disusun agar koheren dan sesuai dengan peraturan pola karir PT Aviiasi Pariwisata Indonesia (Persero)/InJourney selaku pemegang saham PT Angkasa Pura I. Perusahaan telah melaksanakan penyesuaian kebijakan terkait pola pengembangan dan pelatihan pegawai serta implementasi program peningkatan kompetensi untuk pegawai talenta serta pejabat struktural di PT Angkasa Pura I yang selaras dengan program InJourney.</p> <p>The Career Path has been prepared to be coherent and in accordance with the career pattern regulations of PT Aviiasi Wisata Indonesia (Persero)/InJourney as the shareholder of PT Angkasa Pura I. The company has implemented policy adjustments regarding employee development and training patterns as well as implementing competency improvement programs for talented employees and officials. structural at PT Angkasa Pura I which is in line with the InJourney program.</p>
25	<p>Mengimplementasikan <i>Strategic Workforce Planning</i> dalam perencanaan kebutuhan SDM sesuai dengan dinamika bisnis secara grup dengan mempertimbangkan parameter industri masing-masing.</p> <p>Implementing Strategic Workforce Planning in planning HR needs in accordance with business dynamics as a group by considering the parameters of each industry.</p>	<p>Dalam penyusunan RKA jumlah SDM, PT Angkasa Pura I mengacu pada hasil kajian <i>Strategic Workforce Planning</i> baik yang dilaksanakan oleh internal PT Angkasa Pura I maupun yang dilaksanakan oleh Holding InJourney.</p> <p>In preparing the RKA for the number of human resources, PT Angkasa Pura I refers to the results of the Strategic Workforce Planning study both carried out internally by PT Angkasa Pura I and carried out by Holding InJourney.</p>
26	<p>Dalam rangka penguatan fungsi Teknologi Informasi agar perusahaan melakukan transformasi digital dengan memastikan kesiapan perusahaan dalam pelaksanaan INDI 4.0 dan Tingkat Kematangan Teknologi Informasi (<i>IT Maturity Level</i>).</p> <p>In order to strengthen the function of Information Technology so that the company carries out digital transformation by ensuring the company's readiness in implementing INDI 4.0 and the Information Technology Maturity Level (IT Maturity Level).</p>	<p>Merujuk pada Risalah Rapat PT Aviiasi Pariwisata Indonesia terkait Rapat Evaluasi Tindak Lanjut Aspirasi Pemegang Saham (APS) Bidang Teknologi dan Teknologi Informasi Tahun 2021 tanggal 27 Oktober 2021, anggota <i>holding</i> yang belum berproses dalam pelaksanaan Asesmen IT Maturity Level dan Asesmen INDI 4.0 sebaiknya menunda pelaksanaan INDI 4.0. Pekerjaan akan dilaksanakan secara bersamaan dengan pelaksanaan IT Maturity Level dan <i>Assesment</i> INDI 4.0 yang akan dilakukan oleh InJourney di Desember 2022.</p> <p>Sampai dengan Desember 2022 belum dilakukan pengukuran oleh InJourney. Pelaksanaan pengukuran Asesmen INDI 4.0 Tahun 2024 menunggu kebijakan PT Angkasa Pura Indonesia. PT Angkasa Pura I telah melaksanakan pengukuran Tingkat Kematangan Teknologi Informasi (<i>IT Maturity Level</i>) untuk kantor pusat dan 15 kantor cabang pada Desember 2023-Januari 2024. Hasil dari pengukuran <i>IT Maturity Level</i> pada periode tahun 2023 adalah sebesar 3.45 skala likert.</p> <p>Referring to the Minutes of PT Aviiasi Wisata Indonesia's Meeting regarding the 2021 Technology and Information Technology Follow-Up Evaluation Meeting of Shareholders' Aspirations (APS) dated October 27, 2021, holding members who have not yet proceeded with the implementation of the IT Maturity Level Assessment and INDI 4.0 Assessment should postpone the implementation of INDI 4.0. The work will be carried out simultaneously with the implementation of the IT Maturity Level and INDI 4.0 Assessment which will be carried out by InJourney in December 2022.</p> <p>As of December 2022, InJourney has not yet carried out measurements. Implementation of INDI 4.0 Assessment measurements in 2024 awaits PT Angkasa Pura Indonesia's policy. PT Angkasa Pura I has carried out Information Technology Maturity Level measurements (IT Maturity Level) for the head office and 15 branch offices in December 2023-January 2024. The results of the IT Maturity Level measurements in the 2023 period are 3.45 on the Likert scale.</p>



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27	<p>Direksi agar meninjau kembali keselarasan strategi risiko dengan Peraturan Menteri BUMN Nomor: PER-5/MBU/09/2022 tanggal 1 September 2022 tentang Penerapan Manajemen Risiko pada Badan Usaha Milik Negara dan melakukan monitoring atas pengelolaan risiko Tahun 2023 dan menyampaikan tindak lanjut perkembangan risiko setiap bulannya kepada Pemegang Saham.</p> <p>The Board of Directors should review the alignment of the risk strategy with the Minister of State-Owned Enterprises Regulation Number: PER-5/MBU/09/2022 dated 1 September 2022 concerning the Implementation of Risk Management in State-Owned Enterprises and monitor risk management in 2023 and provide follow-up on risk developments every month to Shareholders.</p>	<p>Direksi telah menetapkan strategi risiko tahun 2023 yang menjadi acuan dalam pengambilan keputusan manajemen, termasuk menentukan target risiko residual dari masing-masing risiko yang diidentifikasi.</p> <p>PT Angkasa Pura I telah melaksanakan <i>monitoring</i> secara berkala atas pengelolaan risiko tahun 2023. Laporan atas tindak lanjut perkembangan risiko (<i>top risk</i>) telah dicantumkan dalam laporan manajemen perusahaan setiap bulannya, dan dilaporkan secara berjenjang sampai ke pemegang saham (InJourney).</p> <p>The Board of Directors has determined a risk strategy for 2023 which will serve as a reference for management decision making, including determining the residual risk target for each identified risk.</p> <p>PT Angkasa Pura I has carried out regular monitoring of risk management in 2023. Reports on follow-up on risk developments (top risks) have been included in the company management report every month, and are reported in stages to shareholders (InJourney).</p>
28	<p>Terhadap RKAP Tahun 2023 yang telah disusun, Direksi agar dapat melakukan <i>breakdown</i> menjadi RKAP triwulanan bahkan bulanan yang berisi strategi dan kebijakan perusahaan yang lebih rinci sebagai <i>milestone</i> pencapaian target RKAP dalam 1 (satu) tahun. Target-target RKAP dan KPI agar dilakukan <i>cascading</i> ke pejabat/karyawan sampai level bawah, seluruh unit kerja dan anak perusahaan, serta dilakukan pemantauan dan evaluasi kinerja bulanan secara komprehensif, terutama terhadap lini bisnis/unit kerja yang belum dapat mencapai target atau yang berkinerja rendah.</p> <p>Regarding the 2023 CWPB that has been prepared, the Board of Directors should be able to breakdown it into quarterly or even monthly CWPB which contains more detailed company strategies and policies as a milestone for achieving the RKAP target in 1 (one) year. CWPB and KPI targets should be carried out cascading to officials/employees down to the lower level, all work units and subsidiaries, as well as comprehensive monitoring and evaluation of monthly performance, especially for business lines/work units that have not been able to achieve targets or have low performance. .</p>	<p>PT Angkasa Pura I telah melakukan <i>breakdown</i> terkait target-target RKAP dalam RKAP triwulanan dan bulanan yang pada pelaksanaannya terus dilakukan <i>monitoring</i> dan evaluasi kinerja secara berkala, triwulanan, dan bulanan, untuk memastikan target yang ditetapkan dapat tercapai.</p> <p>PT Angkasa Pura I has carried out a breakdown regarding CWPB targets in the quarterly and monthly CWPB, which in its implementation continues to carry out performance monitoring and evaluation periodically, quarterly and monthly, to ensure that the targets set can be achieved.</p>
29	<p>Dalam rangka pelaksanaan Program TJSL, Direksi diminta agar memperhatikan Risalah Rapat Pembahasan RKA TJSL Tahun 2023 PT Aviassi Pariwisata Indonesia (Persero) Nomor: RIS-37/DSI.MBU.B/1/2023 tanggal 10 Januari 2023.</p> <p>In order to implement the CSR Program, the Board of Directors is asked to pay attention to the Minutes of the 2023 WPB-CSR Discussion Meeting of PT Aviassi Wisata Indonesia (Persero) Number: RIS-37/DSI.MBU.B/1/2023 dated January 10, 2023.</p>	<p>Pelaksanaan Program TJSL PT Angkasa Pura I telah sesuai dengan rencana program yang tertuang dalam risalah rapat RKA TJSL Tahun 2023 PT Aviassi Pariwisata Indonesia (Persero) Nomor: RIS-37/DSI.MBU.B/1/2023 tanggal 10 Januari 2023. Daya serap atas program TJSL Adalah sebesar 99,63% dari total RKA sebesar Rp32.732.000.000.</p> <p>The implementation of the PT Angkasa Pura I CSR Program is in accordance with the program plan contained in the minutes of the 2023 CWPB-CSR meeting of PT Aviassi Wisata Indonesia (Persero) Number: RIS-37/DSI.MBU.B/1/2023 dated January 10 2023. Absorptive capacity for the TJSL program is 99.63% of the total RKA of IDR 32,732,000,000.-.</p>
30	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor: 89/DK.API/2022 tanggal 15 Desember 2022 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP Tahun Buku 2023.</p> <p>All Shareholder directions contained in the minutes of ratification of this CWPB and the responses and input of the Board of Commissioners in accordance with the letter of the Board of Commissioners Number: 89/DK.API/2022 dated December 15, 2022 are an inseparable part of the implementation of the GMS Ratifying the CWPB for the 2023 Financial Year.</p>	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor: 89/DK.API/2022 tanggal 15 Desember 2022 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP Tahun Buku 2023.</p> <p>All Shareholder directions contained in the minutes of ratification of this CWPB and the responses and input of the Board of Commissioners in accordance with the letter of the Board of Commissioners Number: 89/DK.API/2022 dated December 15, 2022 are an inseparable part of the implementation of the GMS Ratifying the CWPB for the 2023 Financial Year.</p>



RUPS PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2022

Pada 2023, PT Angkasa Pura I juga melaksanakan Rapat Umum Pemegang Saham tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 pada tanggal 23 Juni 2023 yang dilangsungkan pada pukul 15.30 – selesai di Ruang Rapat Mandalika, Kantor In Journey, Gedung Sarinah lantai 14, Jalan MH Thamrin No. 11 Jakarta.

KEHADIRAN DEWAN KOMISARIS DAN DIREKSI DALAM RUPS PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2022

RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2022 dihadiri oleh Pemegang Saham dan seluruh anggota Dewan Komisaris serta Direksi yang menjabat saat pelaksanaan RUPS berlangsung.

GENERAL MEETING OF SHAREHOLDERS TO APPROVE THE ANNUAL REPORT AND RATIFY THE COMPANY'S FINANCIAL STATEMENT FOR FISCAL YEAR 2022

In 2023, PT Angkasa Pura I also held a General Meeting of Shareholders regarding Approval of the Annual Report and Ratification of the Financial Report of PT Angkasa Pura I for the 2022 Fiscal Year on June 23, 2023 which was held at 15.30 - finished in the Mandalika Meeting Room, InJourney Office, at the 14th floor of Sarinah Building, MH Thamrin Street No. 11 Jakarta.

ATTENDANCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AT GENERAL MEETING OF SHAREHOLDERS TO APPROVE THE ANNUAL REPORT AND RATIFY THE COMPANY'S FINANCIAL STATEMENT FOR FISCAL YEAR 2022

Shareholders and all members of the Board of Commissioners and Board of Directors were present at the GMS to approve the Annual Report and ratify the Financial Statement for Fiscal Year 2022.

Nama Name	Jabatan Position
Dewan Komisaris Board of Commissioners	
Djoko Sasono	Komisaris Utama President Commissioner
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner
Irfan Wahid	Komisaris Independen Independent Commissioner
Tri Budi Satriyo	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Commissioner
Hidayat Amir	Komisaris Commissioner
Elen Setiadi	Komisaris Commissioner
Direksi Board of Directors	
Faik Fahmi*	Direktur Utama President Director
MMA Indah Preastuty	Direktur Operasi Operation Director
Dendi Tegar Danianto	Direktur Komersial dan Pelayanan Commercial and Services Director
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director
Israwadi	Direktur Human Capital Human Capital Director
Lukman F. Laisa	Direktur Teknik Technical Director

Keterangan:

*Sesuai dengan Surat Kuasa Khusus Nomor: SKK.DU.070/RT.01/2023 memberikan kuasa kepada Lukman F. Laisa

Note:

As per the Special Power of Attorney Number SKK.DU.070/RT.01/2023, which authorises Lukman F. Laisa to be granted power of attorney.



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Agenda dan Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2022

1. Keputusan Agenda Kesatu

- a. Menyetujui Laporan Tahunan termasuk Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku 2022, Laporan Pelaksanaan Tanggung Jawab Sosial dan Lingkungan untuk Tahun Buku 2022 serta Pengesahan Laporan Keuangan Konsolidasian tahun Buku 2022 dan Penyajian Kembali (*Restatement*) Laporan Keuangan Tahunan yang Berakhir 31 Desember 2020 dan 31 Desember 2021, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro dan Surja (EY) sesuai laporannya Nomor: 00571/2.1032/AU. 1/06/0692-2/1/111/2023 tanggal 31 Maret 2023 dengan opini “wajar dalam semua hal yang material sesuai dengan Standar Akuntansi Keuangan di Indonesia”.

Adapun pokok-pokok laporan sebagai berikut:

- 1) Perhitungan Laba/Rugi
Rugi Bersih Tahun Buku 2022 sebesar Rp744.896 juta dengan rincian sebagai berikut:

Agenda and Resolutions of the GMS to Approve of Annual Report and Ratify Financial Statements for Fiscal Year 2022

1. Resolutions of Agenda Item 1

- a. To approve the Company's Annual Report, including the Board of Commissioners' Report on Supervisory Duties for the Fiscal Year 2022, the Report on the Implementation of Corporate Social Responsibility for Fiscal Year 2022, and Ratify the Consolidated Financial Statements for Fiscal Year 2022 and the Restatement of the Annual Financial Statements ending December 31, 2020, and December 31, 2021, as audited by the Public Accounting Firm (KAP) Purwanto, Sungkoro and Surja (EY) according to the report Number: 00571/2.1032/AU.1/06/0692-2/1/111/2023 dated March 31, 2023 with an opinion stating that it “presents fairly, in all material respects in accordance with Indonesian Financial Accounting Standards”.

The key points of the report are as follows:

- 1) Profit/Loss Calculation
Net Loss for Fiscal Year 2022 was Rp744,896 million with the following details:

Uraian Description	Juta Rupiah Million Rupiah
Pendapatan Aeronautika Aeronautical Revenue	3.288.236
Pendapatan Nonaeronautika Non-Aeronautical Revenue	2.674.618
Total Pendapatan Usaha Total Operating Revenue	5.962.854
Beban Pegawai Employee Expenses	(1.159.925)
Beban Operasional Bandara Airport Operating Expenses	(3.516.451)
Beban Umum dan Administrasi General and Administrative Expenses	(1.194.918)
Beban Pemasaran Marketing Expenses	(14.325)
Pendapatan Lain-lain Other Revenues	601.772
Beban Lain-lain Other Expenses	(95.945)
Lab a (Rugi) Usaha Operating Profit (Loss)	583.062
Penghasilan Keuangan Finance Income	357.109
Beban Keuangan Finance Expense	(1.637.532)



Uraian Description	Juta Rupiah Million Rupiah
Beban Rugi Entitas Asosiasi Share of Loss in Associate Entities	(23.471)
Laba (Rugi) Sebelum Pajak Final dan Pajak Penghasilan Badan Profit (Loss) Before Final Tax and Corporate Income Tax	(720.833)
Beban Pajak Final Final Tax Expense	(70.780)
Laba (Rugi) Sebelum Pajak Penghasilan Badan Profit (Loss) Before Corporate Income Tax	(791.614)
Manfaat Pajak Penghasilan Badan Corporate Income Tax Benefit	46.718
Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year	(744.896)

- 2) Laporan Posisi Keuangan
Total Aset atau Total Liabilitas dan Ekuitas Per 31 Desember 2022 terealisasi sebesar Rp41.135.341 juta dengan rincian sebagai berikut:

- 2) Statement of Financial Position
As of December 31, 2022, total assets or total liabilities and equity were realized at Rp41,135,341 million with the following details:

Uraian Description	Juta Rupiah Million Rupiah
Aset Assets	
Aset Lancar Current Assets	3.216.762
Aset Tidak Lancar Non-Current Assets	37.918.579
Total Aset Total Assets	41.135.341
Liabilitas dan Ekuitas Liabilities and Equity	
Liabilitas Jangka Pendek Current Liabilities	2.945.366
Liabilitas Jangka Panjang Non-Current Liabilities	28.826.912
Ekuitas Equity	9.363.063
Total Liabilitas dan Ekuitas Total Liabilities and Equity	41.135.341

- 3) Laporan Arus Kas
Saldo Kas Per 31 Desember 2022 sebesar Rp2.220.932 juta dengan rincian sebagai berikut:

- 3) Statement of Cash Flows
As of December 31, 2022, the cash balance was Rp2,220,932 million, with the following details:



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Uraian Description	Juta Rupiah Million Rupiah
Kas dari Aktivitas Operasi Cash Flow from Operating Activities	1.743.216
Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(675.528)
Kas dari Aktivitas Pendanaan Cash Flow from Funding Activities	(104.398)
Dampak dari Perubahan Kurs terhadap Kas dan Setara Kas Effect of Exchange Rate Changes on Cash and Cash Equivalents	(15.662)
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	947.628
Saldo Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents Balance at the Beginning of the Year	1.273.304
Saldo Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents Balance at the End of the Year	2.220.932

4) Kontrak Manajemen/*Key Performance Indicator*
Skor KPI Tahun 2022 tercapai sebesar 102,49
dengan rincian sebagai berikut:

4) Management Contract/*Key Performance Indicators*
The KPI Score for 2022 was 102.49, with the
following details:

No.	Perspektif/Parameter Perspective/Parameters	Bobot Weight	Skor Score
A	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	32,34
B	Inovasi Model Bisnis Business Model Innovation	20,00	20,70
C	Kepemimpinan Teknologi Technology Leadership	20,00	20,00
D	Peningkatan Investasi Investment Enhancement	20,00	18,95
E	Pengembangan Talenta Talent Development	10,00	10,50
	JUMLAH TOTAL	100,00	102,49

5) Realisasi Investasi
Investasi tahun 2022 terealisasi sebesar Rp372.069
juta dengan rincian sebagai berikut:

5) Investment Realization
Investment in 2022 was realized at Rp372,069
million, with the following details:

No.	Uraian Description	Juta Rupiah Million Rupiah
1	<i>Replacement/Rutin</i> Replacement/Routine	141.074
2	<i>Development/Pengembangan</i> Development	230.995
	JUMLAH TOTAL	372.069



- 6) Sumber Daya Manusia
Pada tahun 2022 sumber daya manusia sebanyak 7.281 karyawan dengan rincian sebagai berikut:

- 6) Human Capital
In 2022, the human capital was 7,281 employees with the following details:

No.	Uraian Description	Jumlah Total
1	Tetap Permanent Employee	3.174
2	Kontrak Contract Employee	4.107
	Jumlah Total	7.281

- 7) Tingkat Kesehatan Perusahaan
Penilaian Tingkat Kesehatan dilakukan berdasarkan Surat Keputusan Menteri BUMN Nomor: KEP-100/MBU/2002 tanggal 4 Juni 2002, dengan skor 71 termasuk dalam tingkatan A (Sehat):

- 7) The Company's Soundness Level
The Soundness Level Assessment was carried out in accordance with the Minister of SOEs Number: KEP-100/MBU/2002 dated June 4, 2002, with a score of 71, which falls under the A (Healthy) category:

Keterangan Description	Realisasi Skor Score Realization
Aspek Keuangan Financial Aspect	22
Aspek Operasional Operational Aspect	34
Aspek Administrasi Administrative Aspect	15
TOTAL SKOR TOTAL SCORE	71

- 8) Program Tanggung Jawab Sosial dan Lingkungan/
TJSL (Non-PUMK).

- 8) Social and Environmental Responsibility (CSR)
Program (Non-PUMK).

Uraian Description	Juta Rupiah Rupiah Million
Penggunaan Dana Berdasarkan Tujuan Pembangunan Berkelanjutan (TPB) Utilization of Funds Based on the Sustainable Development Goals (SDGs)	
- Pilar Sosial Social Pillar	9.168
- Pilar Ekonomi Economic Pillar	606
- Pilar Lingkungan Environmental Pillar	4.969
- Pilar Hukum dan Tata Kelola Legal and Governance Pillar	58
Total Penggunaan Dana Total Utilization of Funds	14.800



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- b. Menyetujui pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*voiledig acquit et de charge*) kepada segenap anggota anggota Dewan Komisaris dan Direksi atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2022, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam buku-buku laporan perusahaan.

- b. To approve the granting of full release and discharge (*voiledig acquit et de charge*) to all members of the Board of Commissioners and the Board of Directors for the management and supervisory actions taken during the 2022 Fiscal Year, as long as such actions do not constitute a criminal act and are reflected in the company's financial reports.

2. Keputusan Agenda Kedua:

- a. Mengesahkan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2022 yang berakhir pada tanggal 31 Desember 2022 yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja (EY) Nomor: 00569/2.1032/AU.2/06/0692-2/1/III/2023 tanggal 31 Maret 2023 dengan opini menyajikan secara "Wajar dalam semua hal yang material, posisi keuangan unit Tanggung Jawab Sosial dan Lingkungan tanggal 31 Desember 2022, serta Kinerja Keuangan dan Arus Kas untuk Tahun yang Berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik (SAK ETAP) di Indonesia".

2. Resolutions of Agenda Item 2:

- a. To ratify the Report on the Micro and Small Enterprise Funding Program (PUMK) for the Fiscal Year 2022 ending on December 31, 2022, which forms part of the Corporate Social Responsibility Report, which has been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro and Surja (EY) Number: 00569/2.1032/AU.2/06/0692-2/1/III/2023 dated March 31, 2023, with an opinion stating that it "presents fairly, in all material respects, the financial position of the Corporate Social Responsibility unit as of December 31, 2022, and the Financial Performance and Cash Flows for the Year Ended on that date, in accordance with the Indonesian Accounting Standards for Non-Public Accountability Entities(SAK ETAP)".

Adapun pokok-pokok laporan Program PUMK, sebagai berikut:

The key points of the PUMK Program report are as follows:

Uraian Description	Juta Rupiah Million Rupiah
Dana Tersedia Available Funds	
Saldo dana awal tahun Beginning-of-year balance	1.055
Pengembalian angsuran pokok pinjaman Loan principal repayments	17.279
Penerimaan lainnya Other revenues	1.247
Total dana tersedia Total available funds	19.581
Penggunaan Dana Fund Utilization	
Penyaluran pinjaman PUMK PUMK loan disbursement	10.162
Penyaluran pinjaman melalui Lembaga Penyalur Loan disbursement through channeling institutions	-
Kerjasama Program Pendanaan UMK MSE Fund Program Collaboration	8.450
Total Penggunaan Dana Total Fund Utilization	18.612
Sisa Dana yang Tersedia Sisa Dana yang Tersedia	969

- b. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*voiledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan perusahaan dan Dewan Komisaris atas tindakan pengawasan perusahaan pada program pendanaan

- b. To provide full release and discharge (*voiledig acquit et de charge*) to all members of the Board of Directors for the management actions of the company and the Board of Commissioners for the supervisory actions of the company on the Micro and Small Enterprise Funding



usaha mikro dan usaha kecil yang telah dijalankan dalam Tahun Buku 2022, sepanjang tindakan tersebut bukan merupakan tindak pidana dan telah tercermin dalam buku-buku laporan perusahaan.

program carried out in the fiscal year 2022, as long as such actions do not constitute a criminal act and are reflected in the company's financial reports.

3. Keputusan Agenda Ketiga:

Tidak ada penetapan penggunaan Laba Bersih Konsolidasian perusahaan karena perusahaan mengalami Laba Minus/Rugi Bersih Tahun Buku 2022.

4. Keputusan Agenda Keempat:

Memberikan wewenang dan kuasa kepada Pemegang Saham Seri B Terbanyak untuk menetapkan besarnya tantiem/insentif kinerja/insentif khusus atas kinerja tahun 2022, serta menetapkan gaji/honorarium, tunjangan, dan fasilitas bagi anggota Direksi dan anggota Dewan Komisaris untuk tahun buku 2023, setelah terlebih dahulu berkonsultasi kepada Pemegang Saham Seri A Dwiwarna.

5. Keputusan Agenda Kelima:

Penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2023 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2023 dilakukan secara tersendiri oleh PT Aviasi Pariwisata Indonesia (Persero) selaku Kuasa Pemegang Saham Seri A Dwiwarna dan Pemegang Saham Seri B Terbanyak (RUPS) pada PT Angkasa Pura I, berdasarkan usulan Dewan Komisaris.

6. Keputusan Agenda Keenam:

Pengukuhan Pemberlakuan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor:

- PER-1/MBU/03/2023 Tentang Penugasan Khusus Dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
- PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan

3. Resolution of Agenda Item 3:

There is no determination of the use of the company's Consolidated Net Profit because the company experienced a Minus/Net Loss for the Fiscal Year 2022.

4. Resolution of Agenda Item 4:

Granting authority and power to the Majority Series B Shareholders to determine the amount of performance bonuses/special incentives for the 2022 performance, as well as to determine the salaries/honorariums, benefits, and facilities for the members of the Board of Directors and the Board of Commissioners for the fiscal year 2023, following prior consultation with the Series A Dwiwarna Shareholders.

5. Resolution of Agenda Item 5

The separate appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements for the Fiscal Year 2023 and the Financial Statements of the Micro and Small Enterprise Funding Program (PUMK) for the Fiscal Year 2023 was undertaken by PT Aviasi Pariwisata Indonesia (Persero) as the Proxy for Series A Dwiwarna Share and the Majority Series B Share(GMS) at PT Angkasa Pura I, based on the recommendation of the Board of Commissioners.

6. Resolution Agenda Item 6:

Endorsement of the Enactment of the Regulations of the Minister of State-Owned Enterprises of the Republic of Indonesia Number:

- PER-1/MBU/03/2023 on Special Assignments and Corporate Social and Environmental Responsibility Programs of State-Owned Enterprises;
- PER-2/MBU/03/2023 on Guidelines for the Governance and Significant Corporate Activities of State-Owned Enterprises; and



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- c. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, secara keseluruhan pada perusahaan. Peraturan Menteri dimaksud mulai berlaku sejak tanggal Risalah RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 ini.

- c. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises, as a whole within the company. The aforementioned Ministerial Regulations shall come into force from the date of the Minutes of the GMS to Approve the Annual Report and Ratify Financial Statements of PT Angkasa Pura I for the Fiscal Year 2022.

Peraturan Direksi yang sudah ada sebelum berlakunya Peraturan Menteri dimaksud dinyatakan masih tetap berlaku sepanjang tidak bertentangan dengan atau belum disesuaikan berdasarkan Peraturan Menteri dimaksud.

The existing Board of Directors Regulations before the enactment of the aforementioned Ministerial Regulations are declared to still be valid as long as they do not conflict with or have not been adjusted based on the aforementioned Ministerial Regulations.

Perusahaan wajib menyesuaikan Peraturan Direksi dengan ketentuan Peraturan Menteri dimaksud terhitung sejak tanggal Risalah RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 ini sampai dengan tanggal sesuai jangka waktu yang ditetapkan dalam masing-masing Peraturan Menteri tersebut.

The Company is obliged to adjust the Board of Directors Regulations with the provisions of the aforementioned Ministerial Regulations from the date of the Minutes of the GMS to Approve the Annual Report and Ratify Financial Statements of PT Angkasa Pura I for the Fiscal Year 2022 until the date according to the time period stipulated in each of the aforementioned Ministerial Regulations.

ARAHAN RUPS PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2022

Dewan Komisaris, Direksi dan seluruh jajaran perusahaan diminta memperhatikan hal-hal sebagai berikut:

GMS DIRECTIVES TO APPROVE THE ANNUAL REPORT AND RATIFY FINANCIAL STATEMENTS FOR THE FISCAL YEAR 2022

The Board of Commissioners, the Board of Directors, and all levels of the company are asked to pay attention to the following matters:

No.	Arahan Directions	Tindak Lanjut Follow-Ups
1	<p>Dewan Komisaris dan Direksi diminta untuk segera menindaklanjuti temuan, catatan, dan saran/rekomendasi dari auditor baik internal maupun eksternal (KAP dan BPK-RI) pada tahun 2022 dan tahun-tahun sebelumnya yang belum selesai, termasuk memantau tindak lanjut temuan, catatan, dan saran/rekomendasi dari auditor di anak perusahaan, serta senantiasa mengusahakan agar tidak menjadi temuan yang berulang di periode berikutnya;</p> <p>The Board of Commissioners and Board of Directors are asked to immediately follow up on findings, notes and suggestions/recommendations from both internal and external Auditors (KAP and BPK-RI) in 2022 and previous years which have not yet been completed, including monitoring follow-up on findings, notes and suggestions/recommendations from auditors in subsidiaries, and always try to ensure that these findings do not become repeated in the following period;</p>	<p>PT Angkasa Pura I melaksanakan <i>monitoring</i> tindak lanjut atas temuan/rekomendasi yang telah dilakukan <i>auditee</i> dengan mengirimkan surat/nota dinas yang berisi saldo temuan/rekomendasi yang masih harus diselesaikan. Setiap akhir penugasan audit telah disampaikan surat arahan direktur utama kepada General Manager dan unit pembina kantor pusat terkait temuan/rekomendasi agar menjadi perhatian.</p> <p>PT Angkasa Pura I carries out follow-up monitoring of findings/recommendations that have been made by auditees by sending letters/official notes containing the balance of findings/recommendations that still need to be completed. At the end of each audit assignment, a letter of direction from the main director has been sent to the General Manager and the head office development unit regarding the findings/recommendations for attention.</p>
2	<p>Dalam penunjukan KAP agar Direksi berkoordinasi dengan PT Angkasa Pura II untuk penunjukan KAP melalui mekanisme <i>joint procurement</i> antara PT Angkasa Pura I, PT Angkasa Pura II dan PT Aviassi Pariwisata Indonesia (Persero) dengan memperhatikan prinsip kehati-hatian dan tata kelola perusahaan yang baik (<i>good corporate governance</i>);</p> <p>In appointing KAP, the Board of Directors must coordinate with PT Angkasa Pura II for the appointment of KAP through a joint procurement mechanism between PT Angkasa Pura I, PT Angkasa Pura II and PT Aviassi Wisata Indonesia (Persero) by paying attention to the principles of prudence and good corporate governance. corporate governance);</p>	<p>Penunjukan Kantor Akuntan Publik tahun 2023 yang sebelumnya dilakukan melalui mekanisme <i>joint procurement</i> menjadi penunjukan masing-masing anak perusahaan PT Aviassi Pariwisata Indonesia dengan memperhatikan prinsip kehati-hatian dan tata kelola perusahaan yang baik.</p> <p>The appointment of a Public Accounting Firm in 2023, which was previously carried out through a joint procurement mechanism, will be the appointment of each subsidiary of PT Aviassi Wisata Indonesia by paying attention to the principles of prudence and good corporate governance.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
3	<p>Direksi agar menyampaikan kepada Pemegang Saham Laporan Tahunan Perusahaan termasuk Laporan Keuangan, Laporan Hasil Evaluasi Kinerja, Laporan Kepatuhan dan <i>Key Performance Indicators</i> (KPI) Tahun Buku 2023 serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2023 yang telah diaudit oleh Kantor Akuntan Publik paling lambat tanggal 28 Februari 2024. Oleh karena itu, Dewan Komisaris dan Direksi diminta untuk mempersiapkan proses pemilihan KAP, laporan dan proses audit sedini mungkin, termasuk memastikan anak-anak perusahaan dapat menyelesaikan Laporan Keuangan <i>audited</i> secara tepat waktu;</p> <p>The Board of Directors should submit to Shareholders the Company's Annual Report including the Financial Report, Performance Evaluation Results Report, Compliance Report and Key Performance Indicators (KPI) for the 2023 Financial Year as well as the Financial Report and Implementation of the Micro and Small Business (SMEs) Funding Program for the 2023 Financial Year. audited by the Public Accounting Firm no later than February 28 2024. Therefore, the Board of Commissioners and the Board of Directors are asked to prepare the KAP selection process, report and audit process as early as possible, including ensuring that subsidiaries can complete audited Financial Reports in a timely manner;</p>	<p>Persusahaan telah menunjuk Kantor Akuntan Publik (KAP) untuk melakukan audit tahun buku 2023 pada 4 Desember 2023 dengan nomor kontrak JK-00004818 dan sesuai kontrak dengan Kantor Akuntan Publik yang mewajibkan Kantor Akuntan Publik menyerahkan hasil pekerjaannya yaitu laporan Keuangan Konsolidasian dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2023, Laporan Kepatuhan dan <i>key performance indicators</i> (KPI) Tahun Buku 2023 pada 27 Maret 2024. Penunjukan KAP untuk proses audit Laporan Keuangan anak-anak perusahaan telah dilaksanakan melalui penunjukan sebagai berikut:</p> <ol style="list-style-type: none"> 1. PT Angkasa Pura Logistik: Penunjukan KAP EY melalui surat Dewan Komisaris Nomor 46/DK.APL/2022-B tanggal 22 November 2023 perihal Usulan Imbalan Jasa Kantor Akuntan Publik (KAP) untuk pelaksanaan Audit Tahun Buku PT Angkasa Pura Logistik 2023; 2. PT Angkasa Pura Suport: Penunjukan KAP EY melalui surat Dewan Komisaris No.19.DK.APS/X/2023/KU-B tanggal 29 September 2023 perihal Penyampaian Kerangka Acuan Kerja Pengadaan Jasa KAP PT Angkasa Pura Suport tahun 2023; 3. PT Angkasa Pura Properti: Penunjukan KAP EY melalui surat Dewan Komisaris Nomor 48/DEKOM.APP/2023-B tanggal 23 November 2023 perihal Penetapan Nilai Imbalan Jasa Audit KAP EY 2023 dan Persyaratan Lainnya; 4. PT Angkasa Pura Hotel: Penunjukan KAP EY melalui surat Ketua Komite Dewan Komisaris Nomor 02/TU.03.05/2023/KA-B tanggal 21 November 2023 perihal Tanggapan atas Penyesuaian Dokumen Pekerjaan Pengadaan KAP PT Angkasa Pura Hotel dan laporan keuangan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2023 5. PT Angkasa Pura Retail: Penunjukan KAP EY melalui surat Dewan Komisaris Nomor 16-A/DK.APR/2023 tanggal 22 November 2023 perihal Tanggapan Penunjukan Kantor Akuntan Publik untuk audit Laporan Keuangan Perseroan Tahun 2023 <p>The company has appointed a Public Accounting Firm (PAF) to conduct an audit for the 2023 financial year on 04 Dec 2023 with contract number JK-00004818 and in accordance with the contract with the Public Accounting Firm which requires the Public Accounting Firm to submit the results of its work, namely the Consolidated Financial Report and Implementation of the Business Funding Program Micro and Small Enterprises (SMEs) for Fiscal Year 2023, Compliance Report and Key Performance Indicators (KPI) for Fiscal Year 2023 on March 27 2024. Appointment of PAF for the audit process of financial statements of subsidiaries has been carried out through the following appointments:</p> <ol style="list-style-type: none"> 1. PT Angkasa Pura Logistik: Appointment of PAF EY through letter from the Board of Commissioners Number 46/DK.APL/2022-B dated November 22, 2023 regarding Proposed Fees for the Services of a Public Accounting Firm (PAF) for the implementation of the Audit for the 2023 Financial Year of PT Angkasa Pura Logistik;



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		<ol style="list-style-type: none"> 2. PT Angkasa Pura Suport: Appointment of PAF EY through the Board of Commissioners letter No.19.DK.APS/X/2023/KU-B dated September 29, 2023 regarding Submission of Terms of Reference for Procurement of PAF Services for PT Angkasa Pura Suport in 2023; 3. PT Angkasa Pura Properti: Appointment of PAF EY through letter from the Board of Commissioners Number 48/DEKOM.APP/2023-B dated November 23, 2023 regarding Determination of the Fee Value for PAF EY's 2023 Audit Services and Other Requirements; 4. PT Angkasa Pura Hotel: Appointment of PAF EY through letter from the Chairman of the Board of Commissioners Committee Number 02/TU.03.05/2023/KA-B dated November 21, 2023 regarding Responses to Adjustments to PT Angkasa Pura Hotel PAF Procurement Work Documents and financial reports for the Financial Year which ends on December 31, 2023 5. PT Angkasa Pura Retail: Appointment of PAF EY via letter from the Board of Commissioners Number 16-A/DK.APR/2023 dated November 22, 2023 regarding Response to the Appointment of a Public Accounting Firm to audit the Company's 2023 Financial Report
4	<p>Direksi diminta untuk meningkatkan peran SPI sebagai fungsi kontrol dan pengawasan agar kegiatan korporasi dapat sejalan dengan prinsip-prinsip GCG, termasuk kontrol dan pengawasan kepada anak perusahaan;</p> <p>The Board of Directors are asked to increase the role of SPI as a control and supervision function so that corporate activities can be in line with GCG principles, including control and supervision of subsidiaries;</p>	<p>PT Angkasa Pura I telah meningkatkan peran Internal Audit sebagai fungsi kontrol dan pengawasan agar kegiatan korporasi dapat sejalan dengan prinsip-prinsip GCG, termasuk kontrol dan pengawasan kepada anak perusahaan melalui penyusunan program kerja audit tahunan tahun 2024.</p> <p>PT Angkasa Pura I has increased the role of Internal Audit as a control and supervision function so that corporate activities can be in line with GCG principles, including control and supervision of subsidiaries through the preparation of an annual audit work program for 2024.</p>
5	<p>Dewan Komisaris dan Direksi diminta untuk senantiasa menjadi panutan serta memastikan penerapan nilai-nilai AKHLAK BUMN pada setiap aspek oleh seluruh insan perusahaan. Pelaksanaan program <i>culture intervention</i> agar lebih fokus pada peningkatan kinerja perusahaan dan terbentuknya <i>service excellent</i>;</p> <p>The Board of Commissioners and the Board of Directors are asked to always be role models and ensure the implementation of BUMN AKHLAK values in every aspect by all company personnel. Implementation of the culture intervention program to focus more on improving company performance and creating excellent service;</p>	<p>Selama tahun 2023 PT Angkasa Pura I sudah melaksanakan berbagai rangkaian program yang mendukung culture intervention antara lain:</p> <ol style="list-style-type: none"> 1. Workshop BOD Komitmen pada Februari 2023 di Wisma Bhima Cakti Cikopo; 2. Workshop Culture BOD-1 dengan tema Shifting Leadership Mindset pada Juni 2023 di Holiday Inn Kemayoran; 3. Pelaksanaan pembekalan Change Agent of Change BOD-2, BOD-3 dan Officer pada kegiatan Agent of Change Roadmap pada bulan Agustus-September 2023 di tiga klaster Jawa, Makassar dan Bali; 4. Pelaksanaan culture activity program pada bulan Oktober-Desember 2024 di seluruh unit kerja kantor pusat dan kantor cabang. <p>During 2023 PT Angkasa Pura I has implemented various series of programs that support culture intervention, including:</p> <ol style="list-style-type: none"> 1. BOD Commitment Workshop in February 2023 at Wisma Bhima Cakti Cikopo; 2. BOD-1 Culture Workshop with the theme Shifting Leadership Mindset in June 2023 at Holiday Inn Kemayoran; 3. Implementation of Change Agent of Change BOD-2, BOD-3 and Officer debriefing on Agent of Change Roadmap activities in August-September 2023 in three clusters Java, Makassar and Bali; 4. Implementation of the culture activity program in October-December 2024 in all head office and branch office work units



No.	Arahan Directions	Tindak Lanjut Follow-Ups
6	<p>Mempertimbangkan meningkatnya wisatawan dan <i>traffic</i> penumpang dari tahun sebelumnya, kiranya Direksi dengan pengawasan Dewan Komisaris diminta untuk menjaga dan meningkatkan performa seluruh aspek sarana/prasarana dan memastikan kesiapan secara teknis dan operasional dalam rangka memberikan pelayanan optimal kepada pengguna jasa, serta menyusun upaya-upaya yang inovatif baik di Induk maupun anak perusahaan;</p> <p>Considering the increase in tourists and passenger traffic from the previous year, the Board of Directors, with the supervision of the Board of Commissioners, is asked to maintain and improve the performance of all aspects of facilities/infrastructure and ensure technical and operational readiness in order to provide optimal service to service users, as well as develop innovative efforts, both in the parent company and subsidiaries;</p>	<p>Komitmen untuk menjaga dan meningkatkan performa seluruh aspek sarana/prasarana serta kesiapan secara teknis dan operasional telah dilaksanakan melalui program kerja RKAP Investasi 2023 dan program RKAP Eksploitasi 2023.</p> <p>Pada tahun 2023 PT Angkasa Pura I telah menetapkan KPI Kolaborasi antara induk perusahaan dengan anak perusahaan pada masing-masing kantor cabang anak perusahaan dengan General Manager di setiap cabang, untuk menyelaraskan target peningkatan pendapatan maupun efisiensi biaya yang dapat berpengaruh kepada perusahaan secara konsolidasi. Pada tahun 2023 juga telah ditetapkan KPI inovasi model bisnis kepada anak perusahaan.</p> <p>The commitment to maintain and improve the performance of all aspects of facilities/infrastructure as well as technical and operational readiness has been implemented through the 2023 Investment CWPB work program and the 2023 Exploitation CWPB program.</p> <p>In 2023 PT Angkasa Pura I has established Collaboration KPIs between the parent company and subsidiaries at each subsidiary branch office with a General Manager at each branch, to align targets for increasing revenue and cost efficiency which can affect the company on a consolidated basis. In 2023, a KPI for business model innovation has also been set for subsidiaries.</p>
7	<p>Direksi diminta untuk mendorong pencapaian <i>revenue enhancement</i> dari seluruh lini bisnis melalui inovasi, peningkatan promosi, peningkatan dan realisasi <i>calendar of event</i>, serta potensi pendapatan baik secara organik maupun non organik;</p> <p>The Board of Directors is asked to encourage the achievement of revenue enhancement from all business lines through innovation, increased promotions, improvement and realization of the calendar of events, as well as revenue potential both organic and non-organic;</p>	<p>Perusahaan telah meningkatkan upaya promosi serta merealisasikan <i>calendar of event</i> sebagai berikut:</p> <ol style="list-style-type: none"> 1. Pelaksanaan <i>Festive Event: Lunar New Year 2023</i>, HUT ke-59 PT Angkasa Pura I, Ramadhan dan Idul Fitri 2023, hari kemerdekaan Indonesia, dan Natal Tahun Baru; 2. Pelaksanaan <i>thematic event</i> lainnya di masing-masing kantor cabang, di antaranya Valentine, Hari Kartini, Hari Pelanggan Nasional, Hari Batik Nasional, Hari Pahlawan, Hari Ibu, Halloween, dan <i>Thematic Event</i> lainnya; 3. Pelaksanaan <i>market sounding</i> dengan berbagai <i>brand</i> dalam rangka mengajak kerjasama usaha di bandara kelolaan; 4. <i>Direct marketing</i> melibatkan perusahaan maskapai domestik dan internasional terkait peluang yang ada di bandara-bandara kelolaan melalui kunjungan ke kantor pusat maskapai, <i>strategic meeting</i> dengan <i>key airline</i>, dan <i>airline gathering</i>; 5. Kunjungan ke bandara dan pelaksanaan <i>strategic meeting</i> dengan beberapa bandara internasional dalam rangka menjalin relasi dengan pengelola bandara di kawasan Asia Pasifik serta untuk memperluas konektivitas bandara dengan pembahasan perencanaan kerja sama yang saling menguntungkan; 6. Melaksanakan <i>strategic meeting</i> dengan Taman Wisata Candi (TWC) guna menjajaki kerja sama dalam rangka mendukung Candi Borobudur sebagai Destinasi Super Prioritas yang memiliki potensi <i>pilgrimage tourism</i>; 7. Melaksanakan <i>strategic meeting</i> bersama Kemenparekraf & Emirates Airline guna menunjang pengembangan konektivitas dan rute di Bandara Internasional Yogyakarta Kulon Progo;



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		<p>8. Pembuatan materi promosi antara lain untuk majalah ALFI/ILFA dan kedatangan Airbus A380 Emirates, video Airport Profile Bandara YIA dalam rangka event World Route 2023;</p> <p>9. Mengadakan <i>Customer Loyalty Program</i> 2023</p> <p>10. Penandatanganan MoU kerja sama dengan airline domestik dan internasional;</p> <p>11. Implementasi <i>Cargo Integrated System</i> secara bertahap di 14 bandara;</p> <p>12. Implementasi penetapan tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di seluruh bandara yang dikelola oleh PT Angkasa Pura I terhitung mulai 6 Februari 2023.</p> <p>The company has increased promotional efforts and implemented a calendar of events as follows:</p> <ol style="list-style-type: none"> 1. Implementation of Festive Events: Lunar New Year 2023, 59th Anniversary of PT Angkasa Pura I, Ramadhan and Eid al-Fitr 2023, Indonesian independence day, and Christmas New Year; 2. Implementation of other thematic events in each branch office, including Valentine's Day, Kartini Day, National Customer Day, National Batik Day, Heroes' Day, Mother's Day, Halloween and other thematic events; 3. Implementation of market sounding with various brands in order to invite business collaboration at managed airports; 4. Direct marketing involves domestic and international airline companies regarding opportunities at managed airports through visits to airline head offices, strategic meetings with key airlines, and airline gatherings; 5. Visits to airports and holding strategic meetings with several international airports in order to build relationships with airport managers in the Asia Pacific region and to expand airport connectivity by discussing plans for mutually beneficial cooperation; 6. Carrying out a strategic meeting with the Taman Wisata Candi (TWC) to explore cooperation in order to support Borobudur Temple as a Super Priority Destination which has pilgrimage tourism potential; 7. Carrying out strategic meetings with the Ministry of Tourism and Creative Economy & Emirates Airline to support the development of connectivity and routes at Yogyakarta International Airport Kulon Progo; 8. Making promotional materials including for ALFI/ILFA magazine and the arrival of the Emirates Airbus A380, YIA Airport Profile video for the World Route 2023 event; 9. Hold a 2023 Customer Loyalty Program 10. Signing of MoU on cooperation with domestic and international airlines; 11. Gradual implementation of the Cargo Integrated System at 14 airports; 12. Implementation of tariff determination for Aircraft Cargo and Postal Services (PJKP2U) at all airports managed by PT Angkasa Pura I starting from February 6 2023.



No.	Arahan Directions	Tindak Lanjut Follow-Ups
8	<p>Direksi diminta untuk menyusun strategi yang efektif untuk anak-anak perusahaan, termasuk strategi untuk memperkuat hubungan/<i>value chain</i> yang optimal antar kegiatan bisnis anak perusahaan sehingga secara keseluruhan anak perusahaan dapat memberikan kontribusi yang optimal dan mendukung kegiatan bisnis serta terciptanya nilai tambah bagi PT Angkasa Pura I secara konsolidasi;</p> <p>The Board of Directors is asked to develop effective strategies for subsidiaries, including strategies to strengthen optimal relationships/<i>value chains</i> between subsidiary business activities so that as a whole the subsidiaries can provide optimal contributions and support business activities and create added value for PT Angkasa Pura I on a consolidated basis;</p>	<p>Pada 2023 perusahaan telah menetapkan KPI Kolaborasi antara Induk Perusahaan dengan Anak Perusahaan antara pada masing-masing kantor cabang anak perusahaan dengan general manager di setiap cabang PT Angkasa Pura I, untuk menelaraskan target peningkatan pendapatan maupun efisiensi biaya yang dapat berpengaruh kepada PT Angkasa Pura I secara konsolidasi. PT Angkasa Pura I telah menetapkan target RKAP 2023 internal kepada anak perusahaan dengan proporsi pendapatan bisnis yang didapat dari luar perusahaan lebih tinggi. Selain itu, perusahaan melakukan strategi kolaborasi dalam mendukung kegiatan bisnis dengan anak-anak perusahaan untuk menciptakan nilai tambah bagi PT Angkasa Pura I secara konsolidasi.</p> <p>In 2023 the company has established Collaboration KPIs between the Parent Company and Subsidiaries between each subsidiary branch office and the general manager at each PT Angkasa Pura I branch offices, to align targets for increasing revenue and cost efficiency which can affect PT Angkasa Pura I on a consolidated basis. PT Angkasa Pura I has set an internal 2023 CWPB target for subsidiaries with a higher proportion of business income obtained from outside the company. Apart from that, the company is implementing a collaboration strategy to support business activities with its subsidiaries to create added value for PT Angkasa Pura I on a consolidated basis.</p>
9	<p>Direksi diminta untuk melanjutkan program <i>cost leadership</i>, baik di tingkat Induk maupun anak perusahaan, sehingga operasional perusahaan tetap berjalan sesuai dengan struktur biaya yang efisien dengan tetap memperhatikan pelayanan optimal kepada para pengguna jasa;</p> <p>The Board of Directors is asked to continue the cost leadership program, both at the parent and subsidiary levels, so that company operations continue to run in accordance with an efficient cost structure while still paying attention to optimal service to service users;</p>	<p>Program <i>cost leadership</i> masih terus dijalankan melalui pelaksanaan Manajemen Operasi Berbasis Trafik (MOT).</p> <p>The cost leadership program is still being implemented through the implementation of Traffic Based Operations Management (MOT).</p>
10	<p>Direksi diminta untuk memastikan penataan anak perusahaan dan cucu perusahaan dapat diimplementasikan dengan baik sesuai dengan target waktu yang telah ditetapkan, termasuk memastikan kompetensi dan keahlian yang dimiliki oleh masing-masing anak perusahaan telah terpetakan dengan baik, sehingga pengelolaannya mampu memberikan <i>value added</i> yang paling optimal bagi perusahaan;</p> <p>The Board of Directors is asked to ensure that the arrangement of subsidiaries and subsidiary companies can be implemented well in accordance with the time targets that have been set, including ensuring that the competencies and expertise possessed by each subsidiary have been well mapped, so that their management is able to provide the most optimal added value for company;</p>	<p>Dalam rangka mendukung upaya InJourney untuk mewujudkan ekosistem pariwisata di Indonesia, PT Angkasa Pura I melaksanakan penataan lini bisnis di masing-masing anak perusahaan termasuk menempatkan posisi anak perusahaan pada beberapa subklaster portofolio di InJourney. PT Angkasa Pura I juga melaksanakan pengalihan PT Angkasa Pura Logistik, PT Angkasa Pura Suport, dan PT Angkasa Pura Retail pada subklaster layanan penerbangan dan kargo sedangkan PT Angkasa Pura Hotel akan difokuskan pada bisnis airport hotel dan PT Angkasa Pura Properti difokuskan pada bisnis <i>property development</i>.</p> <p>In order to support InJourney's efforts to create a tourism ecosystem in Indonesia, PT Angkasa Pura I carried out business line structuring in each subsidiary, including placing subsidiary positions in several portfolio sub-clusters in InJourney. PT Angkasa Pura I is also carrying out the transfer of PT Angkasa Pura Logistik, PT Angkasa Pura Suport, and PT Angkasa Pura Retail to the aviation and cargo services sub-cluster, while PT Angkasa Pura Hotel will focus on the airport hotel business and PT Angkasa Pura Properti will focus on the property development business.</p>



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11	<p>Direksi diminta memastikan kecukupan likuiditas untuk menjaga <i>going concern</i> operasional anak perusahaan, melalui manajemen <i>cash flow</i> yang ketat, termasuk upaya peningkatan penerimaan, efisiensi pengeluaran, restrukturisasi hutang, dan prioritas <i>capital expenditure</i>, baik di level Induk, serta anak dan cucu perusahaan;</p> <p>The Board of Directors is asked to ensure sufficient liquidity to maintain the going concern operations of subsidiaries, through strict cash flow management, including efforts to increase revenue, efficiency of expenditure, debt restructuring, and prioritization of capital expenditure, both at the parent level, as well as at the company's subsidiaries and grandchildren;</p>	<p>Perusahaan telah melaksanakan beberapa <i>action plan</i> dalam rangka pengelolaan <i>cash flow</i> perusahaan secara ketat, antara lain:</p> <ol style="list-style-type: none"> 1. Penandatanganan Perjanjian Restrukturisasi Induk dalam pelaksanaan restrukturisasi utang di mana perusahaan dapat memiliki keleluasaan <i>cash flow</i> sebesar 3% dari beban bunga setara 5% dan dibayarkan sebesar 2% selama tahun 2022-2023; 2. Optimalisasi pengelolaan kas melalui manajemen <i>term of payment</i> menjadi 120 hari; 3. Melakukan pembayaran sesuai dengan prioritas, termasuk untuk menjaga <i>going concern</i> anak perusahaan; 4. Memanfaatkan fitur atau fasilitas perbankan untuk penyelesaian kewajiban kepada penyedia barang dan/atau jasa salah satunya dengan fasilitas <i>non cash loan</i>; 5. Optimalisasi penagihan piutang dengan pemantauan realisasi pembayaran piutang mitra usaha bersama tim AR kantor cabang. Atas piutang dan kewajiban <i>passenger service charge</i> (PSC) yang sudah jatuh tempo dilakukan penagihan kolektif melalui kantor pusat PT Angkasa Pura I dan bekerja sama dengan Jamdatun; 6. Pengelolaan likuiditas untuk kelancaran pembayaran kewajiban serta pembentukan <i>liquidity buffer</i> untuk memitigasi risiko ketika perusahaan tidak memiliki kas yang cukup untuk membayar OPEX. <p>The company has implemented several action plans in order to strictly manage the company's cash flow, including:</p> <ol style="list-style-type: none"> 1. Signing of the Master Restructuring Agreement in the implementation of debt restructuring where the company can have cash flow flexibility of 3% of the interest expense equal to 5% and be paid at 2% during 2022-2023; 2. Optimizing cash management through term of payment management to 120 days; 3. Make payments according to priorities including maintaining the going concern of the subsidiary; 4. Utilize banking features or facilities to settle obligations to providers of goods and/or services, one of which is non-cash loan facilities; 5. Optimizing receivables collection by monitoring the realization of receivables payments from business partners together with the branch office AR team. For receivables and passenger service charge (PSC) obligations that are due, collective collection is carried out through the PT Angkasa Pura I's head office and in collaboration with Jamdatun; 6. Liquidity management for smooth payment of obligations and the formation of a liquidity buffer to mitigate risks when the company does not have sufficient cash to pay OPEX.



No.	Arahan Directions	Tindak Lanjut Follow-Ups
12	<p>Direksi diminta untuk memastikan kesiapan SDM perusahaan dalam memberikan pelayanan secara optimal, dengan produktivitas yang semakin meningkat, antara lain melalui peningkatan fungsi dan kapasitas setiap SDM dengan pemberian <i>executive training</i>, termasuk memenuhi target peningkatan calon pimpinan perusahaan baik dari aspek perempuan dan milenial sebagaimana target dalam KPI;</p> <p>The Board of Directors is asked to ensure the readiness of the company's human resources in providing optimal services, with increasing productivity, including by increasing the function and capacity of each human resource by providing executive training, including meeting targets for increasing prospective company leaders both from the female and millennial aspects as targeted in the Key Performance Indicators (KPI);</p>	<p>Dalam rangka meningkatkan fungsi dan kapasitas SDM untuk <i>executive training</i>, telah dilaksanakan beberapa program pengembangan sebagai berikut:</p> <ol style="list-style-type: none"> 1. Pelatihan <i>strategic formulation and project management Batch I dan Batch II</i>; 2. <i>Workshop General Manager Airport Meet Up For Winning The Customer 2023</i>; 3. Program Pengembangan General Manager Airport Batch I dan Batch II; 4. <i>Workshop Leadership BOD-1 dengan tema Shifting Leadership Mindset: From Authority to Discovery</i>; 5. Pelatihan <i>Enterprise Risk Management Certified Risk Professional</i>. <p>In order to improve the function and capacity of human resources for executive training, several development programs have been implemented as follows:</p> <ol style="list-style-type: none"> 1. Batch I and Batch II strategic formulation and project management training; 2. Airport General Manager Workshop Meet Up For Winning The Customer 2023; 3. Airport General Manager Development Program Batch I and Batch II; 4. BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: From Authority to Discovery; 5. Enterprise Risk Management Certified Risk Professional Training.
13	<p>Direksi diminta untuk menyelesaikan aset bermasalah serta melakukan optimalisasi atas aset <i>idle</i> agar dapat memberikan kontribusi kepada Perusahaan;</p> <p>The Board of Directors is asked to resolve problematic assets and optimize idle assets so they can contribute to the Company;</p>	<p>PT Angkasa Pura I melakukan strategi kolaborasi dalam upaya optimalisasi biaya terhadap aset <i>idle</i> dengan anak perusahaan untuk menciptakan nilai tambah bagi perusahaan secara konsolidasi.</p> <p>PT Angkasa Pura I carries out a collaboration strategy in an effort to optimize costs for idle assets with subsidiaries to create added value for the company on a consolidated basis.</p>
14	<p>Direksi diminta untuk mendukung dan menjadi perhatian atas kebijakan strategis PMO Holding antara lain: Penataan Portfolio Perusahaan Airport Integration yang merupakan program strategis dari Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero);</p> <p>The Board of Directors is asked to support and pay attention to PMO Holding's strategic policies, including: Arranging the Airport Integration Company Portfolio, which is a strategic program from the Ministry of SOEs and PT Aviawi Wisata Indonesia (Persero);</p>	<p>PT Angkasa Pura I dan PT Angkasa Pura II telah melakukan kajian prastudi transformasi bandara yang memuat kajian struktur korporasi mencakup kajian aspek hukum, aspek perpajakan, aspek finansial dan akuntansi. Saat ini PT Angkasa Pura I dan PT Angkasa Pura II sedang melaksanakan pekerjaan Jasa Konsultan Penyusunan dokumen Kajian Transformasi Bisnis Bandar Udara PT Angkasa Pura I dan PT Angkasa Pura II. Selain itu, telah terdapat Tim Project Management Office Implementasi Integrasi Bandar Udara di InJourney Group.</p> <p>PT Angkasa Pura I and PT Angkasa Pura II have conducted a pre-study of airport transformation which includes a study of corporate structure including a study of legal aspects, tax aspects, financial and accounting aspects. Currently PT Angkasa Pura I and PT Angkasa Pura II are carrying out Consultant Services work on Preparing PT Angkasa Pura I and PT Angkasa Pura II Airport Business Transformation Study documents. Apart from that, there is a Project Management Office Team for Airport Integration Implementation at InJourney Group.</p>



RAPAT UMUM PEMEGANG SAHAM
General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Ups
15	<p>Dalam menjalankan setiap kegiatan operasional perusahaan, Direksi beserta jajaran perusahaan maupun anak perusahaan agar menerapkan manajemen risiko termasuk menyiapkan skenario-skenario yang mungkin terjadi, dengan melaksanakan bisnis secara <i>prudent</i> dan berpedoman pada ketentuan dan peraturan perundang-undangan yang berlaku;</p> <p>In carrying out every operational activity of the company, the Board of Directors and the ranks of the company and subsidiaries must implement risk management, including preparing possible scenarios, by carrying out business prudently and guided by the applicable laws and regulations;</p>	<p>Pada 2023 PT Angkasa Pura I telah menetapkan indikator KPI yaitu Implementasi Manajemen Risiko kepada anak perusahaan dan telah melakukan perubahan nomenklatur Direktur Keuangan dan SDM berubah menjadi Direktur Keuangan dan Manajemen Risiko pada anak perusahaan.</p> <p>In 2023 PT Angkasa Pura I has established a KPI indicator, namely Implementation of Risk Management in subsidiaries and has changed the nomenclature of the Finance and Human Resource Director to become Finance and Risk Management Director in subsidiaries.</p>
16	<p>Direksi agar menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Angkasa Pura I sesuai suratnya Nomor: 29/DK.API/2023 tanggal 16 Mei 2023 perihal Tanggapan Dewan Komisaris atas Kinerja PT Angkasa Pura I Tahun Buku 2022;</p> <p>The Board of Directors should follow up on matters recommended by the Board of Commissioners of PT Angkasa Pura I in accordance with letter Number 29/DK.API/2023 dated May 16, 2023 regarding the Board of Commissioners' Response to the Performance of PT Angkasa Pura I for the 2022 Financial Year.</p>	<p>Direksi telah menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Angkasa Pura I sesuai suratnya Nomor 29/DK.API/2023 tanggal 16 Mei 2023 perihal Tanggapan Dewan Komisaris atas Kinerja PT Angkasa Pura I Tahun Buku 2022.</p> <p>The Board of Directors has followed up on matters recommended by the Board of Commissioners of PT Angkasa Pura I in accordance with letter Number 29/DK.API/2023 dated May 16, 2023 regarding the Board of Commissioners' Response to the Performance of PT Angkasa Pura I for the 2022 Financial Year.</p>
17	<p>Direksi untuk memperhatikan bahwa Laporan Keuangan, Laporan Pelaksanaan Program TJSL, Laporan Evaluasi Kinerja, Laporan Kepatuhan Terhadap Perundang-undangan dan Pengendalian Internal, Laporan Penilaian <i>Key Performance Indicators</i> (KPI), Risalah Rapat Pembahasan Laporan Tahunan Program Tanggung Jawab Sosial dan Lingkungan Tahun 2022 yang telah diaudit oleh KAP dan Tanggapan Dewan Komisaris merupakan bagian yang tidak terpisahkan dari Risalah RUPS ini.</p> <p>The Board of Directors should pay attention to the Financial Report, CSR Program Implementation Report, Performance Evaluation Report, Compliance Report with Legislation and Internal Control, Key Performance Indicators (KPI) Assessment Report, Minutes of Meeting Discussion of the 2022 Social and Environmental Responsibility Program Annual Report which have been audited by KAP and the Board of Commissioners' response is an inseparable part of the Minutes of this GMS.</p>	<p>Laporan Keuangan PT Angkasa Pura I tahun 2022 telah diaudit oleh KAP Purwantoro, Sungkoro & Surja (EY) dengan opini laporan keuangan konsolidasian disajikan secara wajar dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.</p> <p>Sedangkan Laporan <i>Audited</i> TJSL telah diaudit oleh KAP Purwantoro, Sungkoro & Surja (EY) dengan nomor laporan 00569/2.1032/AU.2/06/0692-2/1/III/2023 dengan opini laporan keuangan disajikan secara wajar dalam semua hal material. selain hal tersebut Laporan Pertanggungjawaban TJSL tahun 2022 juga telah dibahas dalam RUPS dengan PT Aviari Pariwisata Indonesia dan Kementerian BUMN dengan nomor Risalah Rapat Nomor RIS-55/DSI.MBU.B/06/2023 tanggal 6 Juni 2023.</p> <p>Perusahaan juga telah melakukan inventarisasi dan penilaian kepatuhan terhadap peraturan perundang-undangan oleh setiap unit kerja secara berkala baik di kantor pusat maupun kantor cabang dengan metode <i>self assessment</i>, dengan hasil tingkat kepatuhan Perusahaan secara korporat pada tahun 2023 sebesar 97,21%.</p> <p><i>Key Performance Indicator</i> Kolegial PT Angkasa Pura I Tahun 2022 telah diaudit oleh KAP Purwantoro, Sungkoro & Surja (EY) sebagaimana Laporan Prosedur yang disepakati No.00140/2.1032/JL.0/06/1294-2/1/IV/2023 pada tanggal 4 April 2023, dengan nilai capaian KPI Kolegial sebesar 102,49. Laporan Capaian KPI 2022 telah disampaikan Direktur Utama PT Angkasa Pura I kepada Dewan Komisaris berdasarkan surat Nomor API.2401/OM.15.09/2023/DU-B serta kepada PT Aviari Pariwisata Indonesia berdasarkan surat Nomor API.2402/OM.15.09/2023/DU-B.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
		<p>The 2022 PT Angkasa Pura I Financial Report has been audited by PAF Purwanto, Sungkoro & Surja (EY) with the opinion that the consolidated financial report is presented fairly in all material respects, the consolidated financial position of the Business Group as of December 31, 2022, as well as financial performance and cash flow consolidated for the year ended on that date, in accordance with Financial Accounting Standards in Indonesia.</p> <p>Meanwhile, the Audited CSR Report has been audited by PAF Purwanto, Sungkoro & Surja (EY) with report number 00569/2.1032/AU.2/06/0692-2/1/III/2023 with the opinion that the financial report is presented fairly in all material respects. Apart from this, the TJSL Accountability Report for 2022 has also been discussed at the GMS with PT Aviassi Pariwisata Indonesia and the Ministry of SOEs with Meeting Minutes Number RIS-55/DSI.MBU.B/06/2023 dated June 6 ,2023.</p> <p>The company has also carried out an inventory and assessment of compliance with statutory regulations by each work unit periodically at both the head office and branch offices using the self-assessment method, with the result that the company's corporate compliance level in 2023 is 97.21%.</p> <p>PT Angkasa Pura I Collegial Key Performance Indicator for 2022 has been audited by PAF Purwanto, Sungkoro & Surja (EY) as per the agreed Procedure Report No.00140/2.1032/JL.0/06/1294-2/1/IV/2023 on April 4 2023, with a Collegial KPI achievement value of 102.49. The 2022 KPI Achievement Report has been submitted by the President Director of PT Angkasa Pura I to the Board of Commissioners based on letter Number AP.I.2401/OM.15.09/2023/DU-B and to PT Aviassi Wisata Indonesia based on letter Number AP.I.2402/OM. 15.09/2023/ DU-B.</p>

RAPAT UMUM PEMEGANG SAHAM PENGESAHAN RENCANA KERJA DAN ANGGARAN PERUSAHAAN (RKAP) DAN RENCANA KERJA ANGGARAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (RKA-TJSL) TAHUN 2022

RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2022 memutuskan beberapa agenda terkait kegiatan bisnis perusahaan yang keputusannya tercantum dalam Risalah RUPS PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2022 Nomor AP.I.744/KU.01.03/2022/ DU-B. Berikut adalah agenda dan keputusan RUPS Pengesahan RKAP dan RKA-TJSL Tahun 2022:

GMS TO RATIFY THE COMPANY WORK PLAN AND BUDGET (CWBP) AND SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM WORK PLAN AND BUDGET (WPB-CSR) 2022

GMS to Ratify the Company Work Plan and Budget (CWBP) and Work Plan and Budget of Social and Environmental Responsibility Program (WPB-CSR) for 2022 decided several agendas related to the company's business activities whose decisions were listed in the GMS Minutes of PT Angkasa Pura I on Ratification of the Company Work Plan and Budget (CWBP) and Work Plan and Budget of Social and Environmental Responsibility Program (WPB-CSR) for 2022 No. AP.I.744/KU.01.03/2022/ DU-B. The following are the agendas and decisions of the GMS to ratify the 2022 CWBP and WPB-CSR:



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1. Agenda Pertama

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 termasuk Rencana Kerja Anggaran Dewan Komisaris Tahun 2022. Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2022.

- 1.1. Asumsi-asumsi Pokok
 - Pertumbuhan Ekonomi: 5%-5,5%
 - Tingkat Inflasi: 3%
 - Nilai Tukar (Rp/USD) 1 USD: Rp14.350
 - Suku Bunga Perbendaharaan: 6,82%
- 1.2. Laporan Laba Rugi Konsolidasian

Labanya (rugi) setelah pajak Tahun 2022 ditargetkan rugi sebesar Rp(1.947) miliar dengan rincian sebagai berikut:

 - Pendapatan Usaha: Rp4.666 miliar
 - Labanya (Rugi) Usaha: Rp5.289 miliar
 - Labanya (Rugi) Sebelum Pajak: Rp(1.914) miliar
 - Labanya (Rugi) Bersih Tahun Berjalan: Rp(1.914) miliar
- 1.3. Laporan Posisi Keuangan Konsolidasian ditutup dengan Total Asset sebesar Rp45.006 miliar dengan rincian sebagai berikut:
 - Aset
 - Aset Lancar: Rp5.432 miliar
 - Aset Tidak Lancar: Rp39.574 Miliar
 - Jumlah Aset: Rp45.006 miliar
 - Liabilitas dan Ekuitas
 - Liabilitas Jangka Pendek: Rp4.533 miliar
 - Liabilitas Jangka Panjang: Rp30.098 miliar
 - Ekuitas: Rp10.375 miliar
 - Jumlah Liabilitas dan Ekuitas: Rp45.006 miliar
- 1.4. Investasi
 - Rutin: Rp191 miliar
 - Pengembangan: Rp598 miliar
 - Total: Rp789 miliar

2. Agenda Kedua

Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2022, dengan pokok-pokok alokasi penggunaan dana sebagai berikut:

- a. Program Pendanaan UMK: Rp18,2 miliar
- b. Program Pendanaan Non PUMK: Rp25,1 miliar

3. Agenda Ketiga

Persetujuan dan pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dan Direksidengan Pemegang Saham Tahun 2022.

Keputusan:

Menyetujui dan Mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dan

1. Agenda Item 1

Ratification of the Company Work Plan and Budget (CWPB) for 2022, including the Board of Commissioners' Work Plan and Budget for 2022. Resolution:

To ratify the Company Work Plan and Budget (CWPB) for 2022, including the Board of Commissioners' Work Plan and Budget for 2022.

- 1.1. Key Assumptions Economic Growth: 5%-5.5%
Inflation Rate: 3%
Exchange Rate (IDR/USD) 1 USD: Rp14,350
Treasury Rate: 6.82%
- 1.2. Consolidated Profit and Loss Statement Profit (loss) after tax in 2022 is targeted to be a loss of Rp(1,947) billion with the following details:
Operating Revenues: Rp4,666 billion
Operating Profit (Loss): Rp5,289 billion
Profit (Loss) Before Tax: Rp(1,914) billion
Net Profit (Loss) for the Year: Rp(1,914) billion
- 1.3. Consolidated Statement of Financial Position The Consolidated Statement of Financial Position ended with Total Assets of Rp45,006 Billion, as detailed below:
Assets
Current Assets: Rp5,432 billion
Non-Current Assets: Rp39,574 billion
Total Assets: Rp45,006 billion
Liabilities and Equity
Current Liabilities: Rp4,533 billion
Non-Current Liabilities: Rp30,098 billion
Equity: Rp10,375 billion
Total Liabilities and Equity: Rp45,006 billion
- 1.4. Investment
Routine: Rp191 billion
Development: Rp598 billion
Total: Rp789 billion

2. Agenda Item 2

Ratification of the Work Plan and Budget for Social and Environmental Responsibility Program (WPBCSR) for 2022.

Resolution:

To ratify the Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2022, with the following primary funding allocation:

- a. MSE Funding Program: Rp18.2 billion
- b. Non-MSE Funding Program: Rp25.1 billion

3. Agenda Item 3

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the Board of Directors with Shareholders for 2022.

Resolution:

To approve and ratify the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the Board of Directors with the



Direksi dengan Pemegang Saham tahun 2022 sebagaimana tersebut dalam Lampiran I Risalah Rapat.

Shareholders for 2022 as detailed in Appendix I to the Meeting Minutes.

4. Agenda Keempat

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan Pemegang Saham tahun 2022.

Keputusan:

Menyetujui dan mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan pemegang saham tahun 2022, sebagaimana tersebut dalam Lampiran II Risalah Rapat.

4. Agenda Item 4

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and Shareholders for 2022.

Resolution:

To approve and ratify the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the shareholders for 2022, as detailed in Appendix II to the Meeting Minutes.

5. Agenda Kelima

Penetapan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan Perusahaan tahun 2022.

Keputusan:

Menetapkan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan tahun 2022 sebagai berikut:

5. Agenda Item 5

Determination of Operational Aspect Indicators for the Company's Soundness Level Assessment in 2022.

Resolution:

To determine the Operational Aspect Indicators for the Company's Soundness Level Assessment in 2022, as follows:

No	Indikator Indicator	Bobot Data Points	Satuan Unit	Target Target	
				Nilai Value	Skor Score
B. ASPEK OPERASIONAL					
OPERATIONAL ASPECT					
1.	<i>Customer Satisfaction Index</i> (CSI)	15	Skala Likert (1-5) Likert Scale (1-5)	4,61	15,00
2.	Tingkat Pelayanan Service Level				
a.	Pemeriksaan <i>Security</i> di Terminal Security Inspection at the Terminal				
I.	Kondisi Normal Normal Conditions	2,5	Menit Minutes	0:03:00	2,50
II.	Kondisi Khusus Specific Conditions	2,5	Menit Minutes	0:08:00	2,50
b.	Fasilitas Umum Public Facility				
I.	Kebersihan Bandara Airport Cleanliness	2,5	Skala Likert (1-5) Likert Scale (1-5)	4,65	2,50
II.	Tingkat Kesejukan Ruangan Room Temperature Level	2,5	%	95,00	2,50
3.	Pengembangan Fasilitas dan Investasi Facility Development and Investment				
a.	Pencapaian Tingkat Daya Serap Program Achievement Rate of Absorptive Capacity of the Program	5	%	100,00	5,00
b.	Pencapaian Fisik Investasi Physical achievement of investment	5	%	60,00	5,00
JUMLAH TOTAL		35			35,00

6. Agenda Keenam

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

6. Agenda Item 6

Approval of the delegation of authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the allocation of investment budget with a maximum value of 10% (ten percent) of the value of each investment program as long as it does not change the total investment value.



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Keputusan:

Menetapkan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

7. Agenda Ketujuh

Persetujuan Perubahan Anggaran Dasar Perseroan sesuai dengan Peraturan Badan Pusat Statistik Nomor 2 Tahun 2020 dengan Peraturan OJK Nomor 33/POJK.04/3014 tentang Dewan Komisaris dan Direksi Emiten atau Perusahaan Publik.

Keputusan:

Menetapkan Perubahan Anggaran dasar Perseroan sesuai dengan Peraturan Badan Pusat Statistik Nomor 2 Tahun 2020 dengan Peraturan OJK Nomor 33/POJK.04/3014 tentang Dewan Komisaris dan Direksi Emiten atau Perusahaan Publik, yaitu mengubah ketentuan Anggaran Dasar pada:

- Pasal 3 tentang Maksud dan Tujuan
- Pasal 10 tentang Direksi
- Pasal 11 tentang Tugas, Wewenang, dan Kewajiban Direksi
- Pasal 12 tentang Rapat Direksi
- Pasal 14 tentang Dewan Komisaris
- Pasal 15 tentang Tugas, Wewenang, dan Kewajiban Dewan Komisaris
- Pasal 16 tentang Rapat Dewan Komisaris

Sehingga menjadi berbunyi sebagaimana tersebut dalam Lampiran III Risalah Rapat dan memberi kuasa kepada Direksi PT Angkasa Pura I dengan hak substitusi untuk menuangkan dan menyatakan segala sesuatu yang diputuskan dalam risalah rapat, termasuk menyusun dan menyatakan kembali seluruh anggaran dasar dalam bentuk akta notaris serta menghadap notaris atau pejabat yang berwenang lainnya, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan dalam risalah rapat

8. Agenda Kedelapan

Persetujuan Batasan Pelimpahan Kewenangan Kerja Sama dengan Mitra Usaha.

Keputusan:

Keputusan atas usulan perubahan batasan atau *threshold* atas tindakan Direksi berdasarkan Anggaran Dasar, termasuk batasan atau *threshold* untuk melakukan kerja sama dengan mitra usaha akan ditetapkan dalam keputusan RUPS tersendiri.

Resolution:

To approve the delegation of authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the allocation of investment budget by a maximum of 10% of each investment item as long as it does not change total investment value.

7. Agenda Item 7

Approval of Amendments to the Company's Articles of Association in accordance with Financial Services Authority (FAS) Regulation No. 2 of 2020 with FAS Regulation No. 33/POJK.04/3014 on the Board of Commissioners and the Board of Directors of Issuers or Public Companies.

Resolution:

To make Amendments to the Company's Articles of Association in accordance with Financial Services Authority (FAS) Regulation No. 2 of 2020 with FAS Regulation No. 33/POJK.04/3014 on the Board of Commissioners and the Board of Directors of Issuers or Public Companies, including the following amendments to the provisions of the Articles of Association:

- Article 3 on Purpose and Objectives
- Article 10 on the Board of Directors
- Article 11 on the Duties, Authorities, and Responsibilities of the Board of Directors
- Article 12 on the Board of Directors Meeting
- Article 14 on the Board of Commissioners
- Article 15 on the Duties, Authorities, and Responsibilities of the Board of Commissioners
- Article 16 on the Board of Commissioners Meeting

As specified in Appendix III to the Meeting Minutes and delegate authority to the Company's Board of Directors, with the right of substitution, to set forth and state all matters decided in the Meeting Minutes, including compiling and restating the entire Articles of Association in the form of a notarial deed drawn up before a notary or other authorized official, and making any necessary adjustments or improvements if required by the authorized party for the purpose of implementing the contents of the decision in the Meeting Minutes.

8. Agenda Item 8

Approval of the Threshold of Delegation of Authority for Cooperation with Business Partners.

Resolution:

The resolution on the proposed amendment to the threshold of the Board of Directors' act based on the Articles of Association, including the threshold to conduct cooperation with business partners, will be specified in a separate GMS resolution.



ARAHAN RUPS RKAP TAHUN BUKU 2022 DAN TINDAK LANJUTNYA

Dalam melaksanakan RKAP dan RKA-TJSL tahun 2022 tersebut, Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

GMS DIRECTIVES ON THE COMPANY WORK PLAN AND BUDGET FOR FISCAL YEAR 2022

In carrying out the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2022, the Board of Commissioners and the Board of Directors shall take into account the following issues:

No.	Arahan Directions	Tindak Lanjut Follow-Ups
1	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) tahun 2022 yang telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari risalah rapat.</p> <p>The Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Social and Environmental Responsibility (WPB-CSR) for 2022, as approved by the GMS, shall be included in the minutes of the GMS resolutions.</p>	<p>Direksi PT Angkasa Pura I telah menyampaikan laporan secara berkala kepada pemegang saham secara tepat waktu atas realisasi tahun 2022 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh pemegang saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to shareholders on the realization in 2022 in a timely manner through the SOE portal in accordance with the provisions required by shareholders</p>
2	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2022 yang disahkan merupakan pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris secara tepat waktu atas pelaksanaan RKAP tahun 2022, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company Work Plan and Budget (CWPB) for fiscal year 2022 serves as a work guideline for the Board of Directors' management of the company, as well as monitoring and supervision tool for the Board of Commissioners. Furthermore, the Board of Directors and the Board of Commissioners must report on the implementation of the CWPB 2022 in a timely manner, which includes quarterly reports, semester reports, and other periodic reports in accordance with applicable regulations.</p>	<p>Direksi PT Angkasa Pura I telah menyampaikan laporan secara berkala kepada Pemegang Saham secara tepat waktu atas realisasi tahun 2022 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh pemegang saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to shareholders on the realization in 2022 in a timely manner through the SOE portal in accordance with the provisions required by shareholders.</p>
3	<p>Hal-hal yang bersifat persetujuan dalam keputusan RUPS ini tidak mengurangi kewajiban Direksi dan Dewan Komisaris untuk melaksanakan rencana kerja secara efektif dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>The approval matters in the GMS resolution do not relieve the Board of Directors and the Board of Commissioners of their duties to implement the work plan effectively and at an efficient cost, and to always act with prudent, in good faith, based on fairness, and with a full sense of responsibility for the company's interests in accordance with applicable procedures and regulations.</p>	<p>Direksi dan Dewan Komisaris PT Angkasa Pura I telah melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>PT Angkasa Pura I's Board of Directors and Board of Commissioners carried out the work plan effectively and at an efficient cost, and always acted with prudent, in good faith, based on fairness and full sense of responsibility for the company's interests in accordance with the procedures and applicable provisions.</p>
4	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai perusahaan: In order to develop the business and increase the company's value:</p> <ol style="list-style-type: none"> Mempertimbangkan kondisi perkembangan industri saat ini akibat pandemi Covid-19 yang belum sepenuhnya pulih, Direksi diminta agar melakukan upaya untuk meningkatkan kerja sama dengan para pelaku industri pariwisata, Pemerintah Daerah, dan UMKM dalam rangka meningkatkan trafik penerbangan dan jumlah wisatawan, baik wisatawan domestik maupun wisatawan mancanegara, untuk mendukung pemulihan dan pengembangan pariwisata nasional. <p>Considering the current state of industrial development due to the ongoing Covid-19 pandemic, the Board of Directors shall make efforts to increase cooperation with tourism industry players, local governments, and MSMEs in order to increase flight traffic and the number of domestic and foreign tourists to support the recovery and development of national tourism.</p>	



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
2.	<p>Pemegang saham meminta agar Direksi melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi untuk meningkatkan kualitas pendapatan, <i>revenue margin</i>, dan termasuk jumlah kolektivitas pendapatan.</p>	<p>Dalam rangka mendukung percepatan pemulihan dan pengembangan pariwisata, PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p>
3.	<p>Melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada revenue dan <i>cost optimization</i> antara lain penyusunan kebijakan komersial secara tegas sehingga dapat meningkatkan kualitas pendapatan dengan memperhatikan PSAK 71 dan 73, perpajakan dan dampak lainnya.</p>	<p>1. Melakukan kunjungan ke kantor pusat mitra-mitra maskapai untuk berdiskusi mengenai <i>strategi recovery</i> pasca pandemi, peluang-peluang rute penerbangan yang dapat dioperasikan, dan potensi kolaborasi lainnya; Visiting airline partners' headquarters to discuss postpandemic recovery strategies, potential flight routes, and other potential collaborations;</p>
4.	<p>Pemegang saham meminta agar perusahaan melakukan evaluasi kajian internal dalam optimalisasi dan penyelarasan pada portofolio bisnis anak perusahaan dan atau afiliasi untuk meningkatkan <i>value creation</i>.</p>	<p>2. Membangun komunikasi yang intensif dengan Kementerian Perhubungan terkait regulasi dan rencana kebijakan atau peraturan penerbangan baik saat pandemi Covid-19 maupun pasca pandemi. Selain itu, PT Angkasa Pura I membangun manajemen relasi yang intensif dengan asosiasi maskapai Indonesia National Air Carriers Association (INACA) dan Board of Airline Representatives in Indonesia (BARINDO); Building intensive communication with the Ministry of Transportation regarding regulations and policy plans, as well as aviation regulations both during and after the Covid-19 pandemic. Furthermore, PT Angkasa Pura I collaborated with the Indonesia National Air Carriers Association (INACA) and the Board of Airline Representatives in Indonesia (BARINDO);</p>
5.	<p>Meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya baik kaitan induk dan anak, maupun antar anak serta cucu perusahaan.</p>	<p>3. Mendukung reaktivasi penerbangan internasional di Bandara I Gusti Ngurah Rai Bali dengan meluncurkan insentif berupa diskon <i>landing fee</i> untuk penerbangan internasional pada periode 14 Oktober 2021 hingga 30 Juni 2022; Supporting the reactivation of international flights at I Gusti Ngurah Rai Airport Bali by launching incentives in the form of landing fee discounts for international flights from October 14, 2021 to June 30, 2022;</p>
6.	<p>Direksi diminta untuk dapat melakukan kolaborasi sesama anggota <i>holding</i> untuk meningkatkan pendapatan dengan sinergi dalam hal antara lain <i>joint promotion sales synergy</i> dan sinergi lainnya.</p>	<p>4. Penyusunan pedoman pelaksanaan jasa aeronautika untuk standardisasi di seluruh bandara yang dikelola PT Angkasa Pura I; Preparing guidelines for the implementation of aeronautical services for standardisation at all airports managed by PT Angkasa Pura I;</p>
7.	<p>Pemegang saham mendukung untuk senantiasa melakukan sinergi BUMN anggota <i>holding</i> dengan selalu berprinsip mutual benefit dalam <i>value creation</i> dan tetap taat pada prinsip-prinsip <i>good corporate governance</i> (GCG) antara lain implementasi <i>shared services</i> dan <i>center of excellence</i> sesuai dengan kompetensi inti berdasarkan kesepakatan anggota <i>holding</i>.</p>	<p>5. Dalam rangka mendukung program pemerintah untuk meningkatkan kegiatan usaha UMKM serta meningkatkan ekonomi masyarakat sekitar bandara, PT Angkasa Pura I berkolaborasi dengan Dinas Koperasi dan UKM serta anggota <i>holding</i> lainnya untuk menyediakan lokasi usaha bagi pelaku UMKM di bandara. Selain itu, PT Angkasa Pura I juga mendorong percepatan pembangunan infrastruktur pendukung pemulihan dan pengembangan pariwisata nasional melalui pengembangan bandar udara, penyediaan <i>airport hotel</i>, dan lainnya; Collaborating with the Cooperatives Department, SMEs and other holding members to provide business sites for MSME players at the airports in order to support government programs to increase MSME business activities and improve the economy of communities in the vicinity of the airports. Furthermore, PT Angkasa Pura I encouraged the acceleration of infrastructure development to support the recovery and development of national tourism through airport development, airport hotel provision, and other means.</p>
8.	<p>Pemegang saham meminta agar Direksi untuk selalu memperhatikan aspek <i>environmental, social and governance</i> (ESG) yang merupakan landasan tata kelola terintegrasi yang berkesinambungan dalam setiap program kerja dan investasi yang dilaksanakan.</p>	<p>6. PT Angkasa Pura I melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi, meliputi: PT Angkasa Pura I carried out strategic alignment and innovation in the aviation revenue sector, including:</p>
9.	<p>Direksi agar menindaklanjuti semua temuan dan saran auditor eksternal yakni Badan Pemeriksa Keuangan Republik Indonesia BPK-RI dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi Internal Auditor perusahaan dengan GCG.</p>	<p>PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p>
	<p>Direksi agar menindaklanjuti semua temuan dan saran auditor eksternal yakni Badan Pemeriksa Keuangan Republik Indonesia BPK-RI dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi Internal Auditor perusahaan dengan GCG.</p>	<p>PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p>
	<p>Direksi agar menindaklanjuti semua temuan dan saran auditor eksternal yakni Badan Pemeriksa Keuangan Republik Indonesia BPK-RI dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi Internal Auditor perusahaan dengan GCG.</p>	<p>PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p>
	<p>Direksi agar menindaklanjuti semua temuan dan saran auditor eksternal yakni Badan Pemeriksa Keuangan Republik Indonesia BPK-RI dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi Internal Auditor perusahaan dengan GCG.</p>	<p>PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
		<p>7. Implementasi penyesuaian tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) di 13 bandara antara lain Bandara El Tari Kupang, Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara Sentani Jayapura, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Madjid Lombok, Bandara Sultan Hasanuddin Makassar, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Syamsudin Noor Banjarmasin, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, Bandara Adisutjipto Yogyakarta, dan Bandara Juanda Surabaya; Implementation of Passenger Service Charge (PJP2U) tariff adjustments at 13 airports including El Tari Airport Kupang, Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, Sentani Airport Jayapura, Sam Ratulangi Airport Manado, Zainuddin Abdul Madjid Airport Lombok, Sultan Hasanuddin Airport Makassar, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Syamsudin Noor Airport Banjarmasin, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, Adisutjipto Airport Yogyakarta, and Juanda Airport Surabaya;</p> <p>8. Proses evaluasi perpanjangan kontrak PSC on Ticket dengan perusahaan maskapai mempertimbangkan kondisi operasional terkini dan PSC Collection Performance; The process of evaluating the extension of PSC on Ticket contract with airline companies takes into account the most recent operational conditions and PSC Collection Performance;</p> <p>9. Implementasi penyesuaian tarif jasa pelayanan <i>General Aviation Terminal</i> (GAT) Bandara I Gusti Ngurah Rai Bali dengan mempertimbangkan peningkatan infrastruktur (investasi) yang telah dilaksanakan; Implementation of General Aviation Terminal (GAT) service tariff adjustment at I Gusti Ngurah Rai Airport Bali by taking into account the infrastructure improvement (investment) that has been completed;</p> <p>10. Standardisasi pengenaan tarif ext/adv dan penetapan tarif ext/adv oleh Direksi PT Angkasa Pura I untuk aktivitas penerbangan di luar jam operasi di seluruh Kantor Cabang PT Angkasa Pura I; Standardisation of ext/adv tariffs and determination of ext/adv tariffs by PT Angkasa Pura I Directors for flight activities outside of operating hours at all PT Angkasa Pura I Branch Offices;</p> <p>11. PT Angkasa Pura I telah melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimisation</i>, di antaranya melakukan pengakuan pendapatan sesuai masa jasanya berdasarkan <i>proforma invoice</i> ketika ada keterlambatan dalam penyusunan perjanjian. PT Angkasa Pura I has collaborated to improve the revenue business model, which has an impact on revenue and cost optimization, such as recognizing revenue according to the service period based on proforma invoices when the agreement is delayed.</p> <p>12. PT Angkasa Pura I memastikan optimasi model bisnis untuk dapat adaptif dengan peraturan pemerintah. Peningkatan kinerja dari segmen usaha aeronautika diupayakan melalui usulan penyesuaian tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) dengan sudah mempertimbangkan perubahan PPN dari 10% menjadi PPN 11% serta mempersiapkan potensi atas rencana kenaikan lebih lanjut untuk PPN menjadi 12%. Untuk itu, usulan tarif PJP2U yang direkomendasikan oleh Kementerian Perhubungan sudah terhitung tidak termasuk PPN. PT Angkasa Pura I ensures business model optimisation in order to be compliant with government regulations. Improved performance of the aeronautical business segment is sought through the proposed adjustment of Passenger Service Charge (PJP2U) tariffs by considering VAT changes from 10% to 11% VAT and preparing for the possibility of additional planned VAT increases to 12%. For this reason, the Ministry of Transportation's proposed PJP2U tariff is calculated excluding VAT.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
		<p>13. PT Angkasa Pura I telah melakukan evaluasi kajian internal dalam optimalisasi dan penyelarasan portofolio bisnis anak perusahaan dan atau afiliasi guna meningkatkan <i>value creation</i>. PT Angkasa Pura I evaluated internal studies to increase value creation by optimizing and aligning the business portfolios of subsidiaries and/or affiliates.</p> <p>14. PT Angkasa Pura I telah meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya, baik kaitannya induk dan anak maupun antar anak serta cucu perusahaan. PT Angkasa Pura I improved and maximized the company group performance by implementing a comprehensive strategic policy that avoids disparities in implementation between the company's parent and subsidiaries, as well as between subsidiaries and second-tier subsidiaries.</p> <p>15. Perusahaan telah melakukan kolaborasi dengan anggota <i>holding</i> lainnya, sebagai berikut: <i>The company collaborated with the following other holding members:</i></p> <p>16. Joint promotion and publication pada kegiatan <i>sponsorship event</i> MotoGP tahun 2022 serta kerja sama pengelolaan gerai UMKM di Bandara PT Angkasa Pura I dengan Sarinah; Joint promotion and publication in the sponsorship of the MotoGP event in 2022, as well as collaboration with Sarinah in managing MSME outlets at PT Angkasa Pura I Airport;</p> <p>17. Pelaksanaan pelatihan dan pengembangan bagi pegawai sebagai upaya membentuk pegawai menjadi insan profesional yang berkepribadian luhur sesuai visi dan misi perusahaan. Implementation of employee training and development in an effort to mold employees into professional individuals with noble personalities in accordance with the company's vision and mission.</p> <p>18. Dalam meningkatkan kualitas implementasi GCG setiap tahunnya, PT Angkasa Pura I melakukan kegiatan asesmen terhadap kecukupan implementasi GCG sesuai ketentuan yang berlaku. Pada tahun 2022 telah dilaksanakan kegiatan <i>self-assessment</i> GCG terhadap seluruh aspek yang menjadi penilaian GCG dan memperoleh hasil penilaian sebesar 96,21 dengan predikat "Sangat Baik". PT Angkasa Pura I conducts assessment activities on the adequacy of GCG implementation in accordance with applicable regulations every year to improve the quality of GCG implementation. In 2022, GCG self-assessment activities were carried out on all aspects of GCG assessment, yielding an assessment result of 96.21 with the predicate "Very Good."</p> <p>19. Program kerja pada aspek ESG telah dilaksanakan oleh perusahaan. Hal tersebut terlihat pada Laporan Keberlanjutan yang disusun setiap tahun. Saat ini PT Angkasa Pura I sedang menyusun pedoman terkait keberlanjutan, yang bertujuan agar pelaksanaan aspek ESG perusahaan secara holistik dapat berjalan lebih terarah. The company implemented Environmental, Social, and Governance (ESG) work program as seen in the annual Sustainability Report. PT Angkasa Pura I is currently developing sustainability guidelines in order to focus the company's implementation of ESG aspects in a comprehensive manner.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
		<p>20. Atas temuan Laporan Hasil Pemeriksaan BPK RI sampai dengan tahun 2022, saldo temuan Laporan Hasil Pemeriksaan BPK RI sampai dengan 31 Desember 2023 adalah sebagai berikut:</p> <ul style="list-style-type: none"> • Jumlah Rekomendasi: 155 temuan • Tuntas: 121 temuan • Usul Tuntas: 18 temuan • Saldo temuan: 16 temuan <p>Sedangkan temuan KAP atas tahun audit 2022 adalah sebagai berikut:</p> <ul style="list-style-type: none"> • Jumlah Rekomendasi: 67 temuan • Tuntas: 45 temuan • Saldo temuan: 22 temuan <p>Based on the findings of the Audit Board (BPK) RI's Audit Report as of 2022, the balance of findings of the Audit Board (BPK) RI's Audit Report as of December 31, 2023 is as follows:</p> <ul style="list-style-type: none"> • Total Recommendations: 155 findings • Completed: 121 findings • Proposed Completion: 18 findings • Balance of findings: 16 findings <p>Meanwhile, the Public Accounting Firm's findings for audit in 2022 are as follows:</p> <ul style="list-style-type: none"> • Total Recommendations: 67 findings • Completed: 45 findings • Balance of findings: 22 findings
5	<p>Dalam rangka peningkatan pelayanan dan operasional perusahaan: In order to improve the Company's services and operations:</p> <p>a. Direksi agar memaksimalkan kegiatan operasional dapat berjalan dengan baik untuk memastikan target pendapatan dalam RKAP 2022 yang merupakan target minimal. The Board of Directors must ensure smooth implementation of operational activities in order to meet the minimum revenue target in the 2022 CWPB.</p>	<p>PT Angkasa Pura I melaksanakan program sebagai berikut: PT Angkasa Pura I conducted the following programs:</p> <ol style="list-style-type: none"> 1. Transformasi <i>business turnaround</i> melalui operational excellence dengan konsep/metode operasional Manajemen Operasi Berbasis Trafik (MOT). MOT tersebut merupakan metode operasional yang ditetapkan sebagai tindak lanjut dari restrukturisasi operasional melalui <i>business turnaround</i> yang merupakan perangkat untuk memetakan skema operasional melalui konfigurasi data untuk menentukan kebutuhan operasi dari total sumber daya yang dimiliki sesuai dengan regulasi yang berlaku; Carry out business turnaround transformation through operational excellence using the concept/operational method of Traffic Based Operations Management (MOT). MOT is an operational method developed as a follow-up to operational restructuring through business turnaround, and it is a tool for mapping operational schemes through data configuration to determine the operating needs of total resources owned in accordance with applicable regulations. 2. Membangun komunikasi yang intensif dengan mitra maskapai untuk menyampaikan kondisi bandara di antaranya jam operasional, kondisi <i>runway</i>, ketersediaan apron untuk <i>remain overnight</i> (RON), dan lain-lain sehingga dapat diselaraskan dengan perencanaan penerbangan maskapai; Improve communication with airline partners to communicate airport conditions, such as operating hours, runway conditions, apron availability for remain overnight (RON) to align with airline flight planning. 3. Memastikan target pendapatan minimal dalam RKAP 2022 dapat tercapai melalui pemetaan potensi pendapatan baik dalam lingkup RKAP maupun di luar RKAP dalam program <i>revenue enhancement</i> yang dimonitor secara periodik; Ensure that the minimum revenue target in the 2022 CWPB can be met by mapping revenue potential both within and outside the CWPB scope in a revenue enhancement program monitored on a regular basis. 4. Melakukan pemantauan terhadap kinerja Direksi anak perusahaan agar melakukan upaya maksimal untuk memastikan target pendapatan minimal dalam RKAP 2022 dapat tercapai melalui pemetaan potensi pendapatan baik dalam lingkup RKAP maupun di luar RKAP dan/atau memaksimalkan pendapatan non berelasi. Monitor the performance of subsidiaries' Boards of Directors to ensure that the minimum revenue target in the 2022 CWPB is met by mapping revenue potential both within and outside the CWPB scope and/or maximizing non-related income.



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	<p>b. Dalam menjalankan kegiatan operasional bandara agar tetap memperhatikan efisiensi anggaran biaya yang merupakan target maksimal dalam RKAP 2022. In carrying out airport operational activities, the Board of Directors is required to take into account budget efficiency, which is the maximum target in the 2022 CWPB</p>	<p>Dalam menjalankan kegiatan operasional bandara, PT Angkasa Pura I melakukan efisiensi anggaran melalui langkah-langkah sebagai berikut: In carrying out airport operational activities, PT Angkasa Pura I achieved budget efficiency by taking the following steps:</p> <ol style="list-style-type: none"> 1. Melaksanakan optimalisasi pelaksanaan pemeliharaan rutin berbasis kebutuhan riil di lapangan, serta mengurangi frekuensi pelaksanaan pemeliharaan, misalnya pemotongan rumput dan pembersihan rubber deposit sesuai dengan frekuensi minimal dan hasil asesmen menggunakan dasar panduan pemeliharaan fasilitas sisi udara yang tertuang pada peraturan Direksi Nomor KEP.DU.037.OM.09.2022 tentang Pedoman Pemeliharaan Rutin Fasilitas Sisi Udara; Optimizing routine maintenance implementation based on the real needs in the field, and reducing the frequency of maintenance implementation, such as grass cutting and rubber deposit cleaning in accordance with the minimum frequency and assessment results using the basic maintenance guidelines for airside facilities as set forth in the Board of Directors Regulation No. KEP. DU.037.OM.09.2022 on Guidelines for Routine Maintenance of Airside Facilities; 2. Optimalisasi penggunaan peralatan di lingkungan bandara serta peralatan yang dapat dilakukan pengendalian pada beban utilitas; Optimizing the use of airport equipment and equipment that can be controlled on utility loads; 3. Optimalisasi pemanfaatan aset sehingga dapat menekan investasi peralatan baru; Optimizing asset utilization in order to reduce investment in new equipment; 4. Optimalisasi penggunaan beban sewa; Optimizing the use of rental expenses; 5. Pelaksanaan rekrutmen pengganti pensiun sejumlah 20% yaitu sebanyak 14 pegawai baru dari 62 pegawai pensiun dengan tetap berupaya memenuhi kebutuhan pegawai melalui metode <i>cross function</i> dalam mutasi pegawai; Implementation of 20% retirement replacement recruitment, namely 14 new employees from 62 retired employees, while still attempting to meet employee needs through the cross function method in employee mutations; 6. Dari total 152 pelatihan, 76,3% pelatihan dilaksanakan secara daring serta optimalisasi penggunaan <i>learning management system</i> (LMS) tanpa mengurangi kualitas materi, modul, pengajar, dan penyelenggaraan pelatihan; Of the total 152 trainings, 76.3% were conducted online and optimizing the use of learning management system (LMS) without compromising the quality of materials, modules, instructors, and training implementation; 7. Program <i>Cost Leadership</i> tanpa mengurangi tingkat pelayanan (<i>Level of Service dan Customer Satisfaction Index</i>) dan keamanan penerbangan melalui program optimalisasi sewa peralatan <i>x-ray</i> serta efisiensi sewa jaringan VPN-IP (WAN 2). Cost Leadership program without compromising Level of Service and Customer Satisfaction Index, and flight security through x-ray device rental optimization and VPN-IP network rental efficiency (WAN 2).



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c.	<p>Direksi diminta agar mengupayakan peningkatan pendapatan dan pengendalian beban di semua lini usaha dengan tetap fokus pada aspek keselamatan dan peningkatan kualitas pelayanan.</p> <p>The Board of Directors shall strive to increase revenue and control expenses across all business lines while maintaining focus on safety aspects and improving the service quality</p>	<p>PT Angkasa Pura I berupaya meningkatkan pendapatan melalui program transformasi dengan pendekatan 4 (empat) aspek utama yaitu <i>business turnaround, organization & culture, financial restructuring</i> dan <i>digitalization</i> yang direalisasikan melalui langkah sebagai berikut:</p> <p>PT Angkasa Pura I sought to increase revenue through a transformation strategy with an emphasis on 4 (four) major aspects: business turnaround, organization and culture, financial restructuring, and digitalization, accomplished through the following steps:</p> <ol style="list-style-type: none"> 1. Memastikan terlaksananya implementasi Manajemen Operasi Berbasis Trafik di bandara yang dikelola PT Angkasa Pura I; Ensure the implementation of Traffic-based Operations Management at airports managed by Angkasa Pura I; 2. Melakukan perencanaan bandara dalam bentuk rencana induk bandara (<i>masterplan</i>) yang ramah lingkungan dan dilengkapi dengan dokumen Kawasan Keselamatan Operasional Penerbangan (KKOP); Conduct airport planning in the form of an eco-airport masterplan, including the Aviation Operations Safety Zone (KKOP) documents; 3. Melaksanakan optimalisasi pelaksanaan pemeliharaan rutin sisi udara dan terminal berbasis kebutuhan riil di lapangan, baik dengan cara adendum kontrak (pekerjaan kurang) ataupun pengalihan ke metode swakelola; Optimize the implementation of routine airside and terminal maintenance based on the real needs in the field, either through a contract addendum (Change Contract Order) or a switch to self-management; 4. Menyusun panduan pemeliharaan fasilitas sisi udara yang tertuang pada peraturan direksi nomor KEP.DU.037. OM.09.2022 tentang Pedoman Pemeliharaan Rutin Fasilitas Sisi Udara yang pelaksanaannya didasarkan pada frekuensi minimal dan asesmen rutin; Develop guidelines for the maintenance of airside facilities as specified in The Board of Directors Regulation No. KEP. DU.037.OM.09.2022 on Guidelines for Routine Maintenance of Airside Facilities, with implementation based on minimum frequency and routine assessment; 5. Optimalisasi penggunaan peralatan di lingkungan bandara (optimalisasi penggunaan sistem penerangan dan tata udara) sehingga dapat dilakukan pengendalian pada beban utilitas; Optimize the use of airport equipment (such as lighting and air conditioning systems) in order to control utility loads; 6. Pelaksanaan rekrutmen pengganti pensiun sejumlah 20% yaitu sebanyak 14 pegawai baru dari 62 pegawai pensiun dengan tetap berupaya memenuhi kebutuhan pegawai melalui metode <i>cross function</i> dalam mutasi pegawai; Implementation of 20% retirement replacement recruitment, namely 14 new employees from 62 retired employees, while still attempting to meet employee needs through the cross function method in employee mutations; 7. Melaksanakan pelatihan dan pengembangan untuk pemenuhan kompetensi bagi pegawai operasional khususnya dalam bentuk pelatihan mandatori yang dipersyaratkan dalam PM Perhubungan RI Dirjen Perhubungan Udara, dan pelatihan non mandatori untuk seluruh pegawai dalam bentuk pelatihan pengkayaan, dalam rangka peningkatan pengetahuan terkait keselamatan, keamanan, dan kualitas pelayanan; Carry out training and development to fulfill competencies for operational employees, particularly mandatory training required by the Directorate General of Civil Aviation of the Republic of Indonesia, and non-mandatory enrichment training for all employees in order to increase knowledge related to safety, security, and service quality; 8. Meningkatkan kualitas pelayanan melalui program berbasis teknologi sebagai berikut: <ul style="list-style-type: none"> • Pembaruan sistem <i>Common Use Check In System</i> (CUCS) pada terminal domestik di 15 bandara. • Pengelolaan monetisasi wifi bandara. • Perbaikan <i>autogate system</i> guna mendukung pelaksanaan G20 di Bali.



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		<p>Improve service quality by implementing the following technology-based programs:</p> <ul style="list-style-type: none"> Update of the Common Use Check In System (CUCS) at domestic terminals at 15 airports. Airport wifi monetization management. Improvements to the autogate system to assist with the implementation of the G20 Summit in Bali <p>9. Membangun komunikasi yang intensif dengan mitra maskapai untuk menyampaikan kondisi operasional bandara sehingga pilihan tipe pesawat yang digunakan oleh maskapai dapat sesuai dengan standar-standar operasional yang ditetapkan; Improve intensive communication with airline partners to communicate airport operational conditions so that airline aircraft types used can meet established operational standards;</p> <p>10. Peningkatan kualitas pelayanan bandara melalui penyesuaian <i>look and feel</i> bandara yang mendorong penumpang untuk berbelanja di bandara; Improve airport service quality through airport look and feel adjustments that encourage passengers to shop at the airports;</p> <p>11. Optimalisasi <i>aset idle</i> serta peningkatan peran dan kontribusi anak perusahaan; Optimize idle assets and increase the role and contribution of subsidiaries;</p> <p>12. Peningkatan pendapatan melalui hasil penjualan lelang aset, kompensasi pengembalian <i>market visit</i> kegiatan asuransi, dan lain-lain. Increased revenue from asset auctions, compensation for return of market visit insurance activities, and other activities.</p>
	<p>d. Direksi agar melakukan kolaborasi dengan <i>stakeholder</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim kerja industri yang kondusif. The Board of Directors must collaborate with Stakeholders on Capital Expenditure in order to create a conducive industrial climate.</p>	<p>Direksi PT Angkasa Pura I dan Direksi anak perusahaan telah melakukan kolaborasi dengan <i>stakeholder</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim kerja industri yang kondusif. The Board of Directors of PT Angkasa Pura I and its subsidiaries collaborated with Stakeholders on capex activities in order to create a conducive industrial work environment.</p>
	<p>e. Pelaksanaan program investasi, baik <i>single year</i> dan <i>multiyears</i> harus memperhatikan kecukupan likuiditas keuangan, dengan mengedepankan pada asas manfaat, skala prioritas, dan dilakukan dengan perencanaan yang strategis dan berdasarkan atas profil risiko, serta terlebih dahulu dilakukan studi kelayakan yang komprehensif dan memperhitungkan risiko yang dihadapi serta dilakukan dengan memperhatikan prinsip kehati-hatian dan GCG.</p> <p>e. The implementation of single-year and multiyear investment programs must take into account adequacy of financial liquidity, by prioritizing the principles of benefit, priority scale, strategic planning and risk profile, as well as a comprehensive feasibility study that takes into account the risks involved and is carried out in accordance with the precautionary and GCG principles.</p>	<p>1. PT Angkasa Pura I memastikan bahwa setiap pelaksanaan program investasi dan aksi korporasi telah memperhatikan kecukupan likuiditas keuangan, serta mengedepankan pada asas manfaat dengan perencanaan yang strategis yang mempertimbangkan umur ekonomis serta performance dari peralatan-peralatan dan skala prioritas (<i>mandatory</i>) disertai dengan memperhitungkan profil risiko/kajian risiko yang komprehensif dan ditelaah secara berjenjang melalui penerapan konsep <i>risk based budgeting</i>. Seluruh upaya tersebut dilakukan dengan memperhatikan prinsip kehati-hatian dan GCG. PT Angkasa Pura I ensures that the adequacy of financial liquidity is considered in the implementation of investment programs and corporate actions, and prioritizes the principle of benefits with strategic planning that considers the economic life, performance of equipment and priority scale (mandatory), as well as takes into account the risk profile/comprehensive risk assessment reviewed in stages through the application of the concept of risk-based thinking. All of the efforts are made in accordance with the principles of prudence and GCG.</p> <p>2. Dalam perencanaan program investasi baik jangka pendek (kurang dari 1 tahun) maupun jangka panjang (lebih dari 1 tahun), PT Angkasa Pura I juga telah mempertimbangkan dan mengedepankan asas manfaat dan skala prioritas yang berkaitan dengan teknis operasional peralatan berdasarkan pemenuhan peraturan, hasil audit internal/eksternal, pertimbangan umur teknis, dan ekonomis dengan melakukan evaluasi terhadap usulan program investasi. In planning investment programs, both short-term (less than one year) and long-term (more than one year), PT Angkasa Pura I also considered and prioritized the principle of benefits and priorities related to technical equipment operations based on regulatory compliance, internal/external audit results, technical life considerations, and economics by evaluating the proposed investment program.</p>



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	<p>Melakukan sinergi dan kolaborasi operasional bandara dengan <i>stakeholder</i> dan antar bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II secara aktif berbasis konsep <i>Airport Collaborative Decision Making (ACDM)</i> untuk mewujudkan <i>operational excellence</i> dan menciptakan <i>value creation</i> melalui sinergi antar anggota holding dengan mengedepankan aspek <i>safety, security, services</i> dan <i>compliance (3S+1C)</i>.</p> <p>Actively carrying out synergy and airport operations collaboration with stakeholders and between airports under the management of PT Angkasa Pura I based on the Airport Collaborative Decision Making (ACDM) concept to realize operational excellence and create value creation through synergy among holding members by prioritizing safety, security, services, and compliance (3S+1C) aspects.</p>	<p>PT Angkasa Pura I melaksanakan sinergi dan kolaborasi dengan PT Angkasa Pura II melalui program-program sebagai berikut: PT Angkasa Pura I collaborated and synergized with PT Angkasa Pura II through the following programs:</p> <ol style="list-style-type: none"> 1. Program <i>Airport Transformation</i>, khususnya pada <i>Sub Tim Airport Integration-Cost and Operation</i>; Airport Transformation Program, particularly the Airport Integration-Cost and Operation Sub Team; 2. Penyusunan konsep operasi implementasi <i>Airport Collaborative Decision Making (ACDM)</i> serta perjanjian kerja sama implementasi ACDM antara PT Angkasa Pura I dan Airnav Indonesia; Preparation of the operating concept for the implementation of Airport Collaborative Decision Making (ACDM), and the cooperation agreement for ACDM implementation between PT Angkasa Pura I and Airnav Indonesia; 3. Sosialisasi rencana implementasi ACDM ke Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya terkait konsep operasi dan sistem; ACDM implementation plan dissemination to I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya regarding operation concept and system; 4. Pembuatan skenario trial implementasi ACDM; Development of ACDM implementation trial scenario; 5. Rapat dan asistensi terkait integrasi antara sistem ACDM PT Angkasa Pura I dengan sistem <i>Air Traffic Controller</i>; Meetings and assistance related to integration between PT Angkasa Pura I's ACDM system and the Air Traffic Controller system; 6. Rapat pembahasan dengan regulator terkait konsep operasi implementasi ACDM sebagai referensi regulator dalam pembuatan regulasi; Meetings with regulators to discuss the concept of ACDM operation as a reference for regulators in making regulations; 7. Mendukung pengoptimalan SDM melalui penerapan program <i>management operational by traffic</i> dengan mengoptimalkan di jam-jam tertentu; Supporting HR optimization through the implementation of Management Operational by Traffic program through optimization at specific hours; 8. Melaksanakan kolaborasi terkait operasional keamanan bandara antara lain dengan CIQ (<i>Custom, Immigration, Quarantine</i>), BNPT (Badan Nasional Penanggulangan Terorisme), BKIPM (Badan Karantina Ikan, Pengendalian Mutu, dan Keamanan Hasil Perikanan), BNN (Badan Narkotika Nasional), KKP (Kantor Kesehatan Pelabuhan), BKP (Badan Karantina Pertanian), BSSN (Badan Siber dan Sandi Negara), BAIS (Badan Intelijen Strategis), dan TNI/ Polri. Selain itu, PT Angkasa Pura I juga aktif berkoordinasi dengan Kementerian Perhubungan dan Kementerian Ketenagakerjaan dalam penyusunan komitmen dan sasaran keselamatan. <p>Carrying out airport security collaborations with Customs, Immigration, and Quarantine (CIQ), the National Counter Terrorism Agency (BNPT), Fish Quarantine, Quality Control and Fishery Product Safety Agency (BKIPM), the National Narcotics Agency (BNN), the Port Health Office (KKP), the Agricultural Quarantine Agency (BKP), the National Cyber and Crypto Agency (BSSN), the Strategic Intelligence Agency (BAIS), and TNI/Polri. Furthermore, PT Angkasa Pura I actively collaborated with the Ministry of Transportation and the Ministry of Manpower in the development of safety commitments and targets.</p>



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	<p>Mendukung untuk melakukan kegiatan kolaborasi dalam transformasi digital melalui <i>operational engagement</i>/implementasi sistem yang terukur guna meningkatkan efisiensi kegiatan operasional bandara. Supporting the execution of collaborative digital transformation activities through measured operational engagement/system implementation to improve the efficiency of airport operations.</p>	<p>PT Angkasa Pura I telah melaksanakan kegiatan kolaborasi dalam transformasi digital untuk meningkatkan efisiensi kegiatan operasional bandara dengan mengimplementasikan program sebagai berikut: PT Angkasa Pura I collaborated on digital transformation activities to improve the efficiency of airport operational activities by implementing the following programs:</p> <ol style="list-style-type: none"> 1. <i>Airport Operation Control Center</i> (AOCC) sebagai pusat komando dan kontrol yang berfungsi mengawasi operasional bandara sehari-hari (perencanaan, eksekusi, koordinasi dan kontrol) serta sebagai pusat komunikasi dan kolaborasi antar bandara dengan <i>stakeholders</i> untuk berkolaborasi dalam pengambilan keputusan. Terdapat <i>dashboard</i> AOCC yang menampilkan seluruh kegiatan operasional bandara dengan menggunakan sistem sebagai berikut: <ul style="list-style-type: none"> • MyInspection, aplikasi yang dapat menampilkan kesiapan fasilitas (<i>serviceability facility, logbook, pengukuran level of service</i>) • Siopskom, merupakan <i>aeronautical management system</i> • <i>Common Use Check in System</i> (CUCS) • SEMAR, aplikasi yang berfungsi untuk mempermudah anggota Komite Keselamatan dan Keamanan Penerbangan pada saat menghadapi kondisi darurat keselamatan dan keamanan penerbangan di bandara • CCTV Surveillance <p>Airport Operation Control Center (AOCC) is a command and control center that functions to oversee daily airport operations (planning, execution, coordination, and control) and serves as a communication and collaboration center for airports and stakeholders to collaborate in decision making. AOCC dashboard displays all Airport operational activities using the following systems:</p> <ul style="list-style-type: none"> • MyInspection, an application that displays facility readiness (<i>serviceability facility, logbook, level of service measurement</i>). • Siopskom, an aeronautical management system • Common Use Check in System (CUCS) • SEMAR, an application that assists members of the Aviation Safety and Security Committee to deal with aviation safety and security emergencies at the airport. • CCTV Surveillance 2. Program <i>Corporate Transformation</i>, khususnya dalam <i>workstream digital transformation</i>, dengan berfokus pada strategi <i>data driven decision making platform, digital monetization and revenue safeguarding</i>, serta <i>accelerate business process and automation</i>. Corporate Transformation Program, particularly in the digital transformation workstream, placing emphasis on data-driven decision-making platform strategies, digital monetization and revenue safeguarding, and accelerating business process and automation.
6	<p>Dalam rangka penguatan aspek keuangan perusahaan: In order to strengthen the Company's financial aspect:</p> <p>a. Direksi harus terus berupaya melakukan <i>cost effectiveness</i> serta mengoptimalkan kinerja manajemen korporasi untuk mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien sesuai dengan prinsip-prinsip GCG. The Board of Directors must continue to strive for costeffectiveness and optimize corporate management performance in order to achieve more effective and efficient company management in accordance with GCG principles</p>	<p>PT Angkasa Pura I pada tahun 2022 berupaya melanjutkan program <i>cost leadership</i> yang telah dilaksanakan pada 2021 melalui strategi sebagai berikut: In 2022, PT Angkasa Pura I strived to continue the cost leadership program begun in 2021 by implementing the following strategies:</p> <ul style="list-style-type: none"> • <i>Management by traffic</i> yaitu penerapan standar layanan disesuaikan dengan trafik penumpang tanpa mengurangi standar layanan dan keselamatan penerbangan; Management by traffic, namely the application of service standards adjusted to passenger traffic without compromising service standards and flight safety; • Melakukan koordinasi secara berkala bersama regulator terkait rencana strategis perusahaan di bidang operasi bandara; Coordination with regulators on a regular basis regarding the company's strategic plan on airport operations; • Memberikan fasilitas dan pelayanan sesuai dengan ketentuan dan regulasi yang berlaku. Providing facilities and services in accordance with applicable rules and regulations.



No.	Arahan Directions	Tindak Lanjut Follow-Ups
b.	<p>Direksi perusahaan agar segera menyelesaikan restrukturisasi utang untuk memperkuat struktur permodalan dan <i>cash flow</i> operasional perusahaan.</p> <p>The company's Board of Directors must complete the debt restructuring in a prompt manner to strengthen the Company's capital structure and operating cash flow</p>	<p>PT Angkasa Pura I telah melaksanakan penandatanganan Perjanjian Restrukturisasi Induk (MRA) dengan empat belas kreditur pada 30 Juni 2022 dalam rangka memperkuat struktur permodalan dan <i>cash flow</i> operasional perusahaan.</p> <p>On June 30, 2022, PT Angkasa Pura I signed a Master Restructuring Agreement (MRA) with fourteen creditors in order to strengthen the company's capital structure and operational cash flow.</p>
c.	<p>Direksi perusahaan agar terus melakukan perbaikan dalam <i>cost structure</i> dan mengelola <i>operational expenses</i> secara optimal melalui program-program inisiatif digitalisasi/automasi proses.</p> <p>The company's Board of Directors shall continue to improve the cost structure and optimize operating expenses with digitalization/process automation initiative programs</p>	<p>PT Angkasa Pura I senantiasa melakukan perbaikan dalam <i>cost structure</i> dan mengelola <i>operational expenses</i> secara optimal melalui program-program inisiatif digitalisasi/automasi proses. Selain itu, PT Angkasa Pura I juga melakukan improvisasi layanan dan kegiatan operasional di bandara sesuai dengan digitalisasi manajemen operasi berbasis trafik.</p> <p>PT Angkasa Pura I always makes improvements in the cost structure and manages operational expenses optimally through digitalization/process automation initiative programs. Furthermore, PT Angkasa Pura I improves airport services and operational activities in accordance with the digitization of traffic-based operations management.</p>
d.	<p><i>Cash flow</i> perusahaan agar dikelola secara ketat untuk memperbaiki kas operasional dengan mengoptimalkan <i>quality of earnings</i> serta melakukan penagihan piutang dengan tegas juga memaksimalkan <i>cost efficiency</i> dalam pengeluaran OPEX.</p> <p>The company's cash flow must be strictly managed in order to improve operating cash flow by optimizing quality of earnings, enforcing receivables collection, and increasing cost efficiency in operating expenses.</p>	<p>Perusahaan telah melaksanakan beberapa <i>action plan</i> dalam rangka pengelolaan <i>cash flow</i> perusahaan secara ketat, antara lain:</p> <ul style="list-style-type: none"> • <i>Payable management</i> melalui penetapan <i>term of payment</i> 120 hari; • Saat ini dalam proses pembenahan sistem penagihan penerimaan PSC yang terotomasi dengan <i>airline</i>; • Penerimaan restitusi pajak sebesar Rp1 triliun; • Penyelesaian piutang bermasalah; • Percepatan penagihan piutang usaha; • Pembenahan sistem penagihan penerimaan <i>passenger service charge</i> (PSC) yang terotomasi dengan <i>airline</i>. <p>The company implemented several action plans in order to strictly manage the company's cash flow, including:</p> <ul style="list-style-type: none"> • Payable management through the establishment of a 120- day payment term; • Currently in the process of revamping the automated PSC revenue collection system with airlines; • Receipt of tax refunds amounting to Rp1 trillion; • Resolution of bad debt; • Acceleration of accounts receivable collection; • Revamping the passenger service charge (PSC) revenue collection system automated with airlines.
e.	<p>Melakukan upaya-upaya penghematan yang agresif dan optimal pada kas internal perusahaan untuk <i>financial sustainability</i> dan penyelamatan keuangan perusahaan.</p> <p>Aggressive and optimal savings efforts must be made on the company's internal cash for the company's financial sustainability and financial recovery.</p>	<p>PT Angkasa Pura I telah melaksanakan beberapa <i>action plan</i> dalam rangka pengelolaan <i>cash flow</i> perusahaan secara ketat, antara lain:</p> <ul style="list-style-type: none"> • Penandatanganan perjanjian <i>standstill</i> dengan total penghematan <i>cash out</i> selama tahun 2022 sebesar Rp1,062 miliar; • Optimalisasi pengelolaan kas melalui manajemen <i>term of payment</i> menjadi 120 hari; • Penerimaan restitusi pajak sebesar Rp1 triliun; • Penyelesaian piutang bermasalah; • Percepatan penagihan piutang usaha; • Pembenahan sistem penagihan penerimaan <i>Passenger Service Charge</i> (PSC) yang terotomasi dengan <i>airline</i>; • Pengelolaan likuiditas untuk kelancaran pembayaran kewajiban serta pembentukan <i>liquidity buffer</i>. <p>PT Angkasa Pura I implemented several action plans in order to strictly manage the company's cash flow, including:</p> <ul style="list-style-type: none"> • The signing of a standstill agreement with a total cash out savings of Rp1.062 billion in 2022; • Optimization of cash management through term of payment management to 120 days; • Receipt of tax refunds of Rp1 trillion; • Resolution of bad debt; • Acceleration of accounts receivable collection; • Revamping the Passenger Service Charge (PSC) revenue collection system automated with airlines. • Liquidity management for smooth payment of obligations and establishment of liquidity buffers.



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f.	<p>Melakukan inisiatif yang terukur dengan para <i>stakeholders</i> untuk mendapatkan relaksasi pembayaran baik <i>opex</i> dan <i>capex</i> untuk mempertahankan kondisi kas internal perusahaan. Measured initiatives must be taken with stakeholders to obtain operating expenses and capital expenditures payment relaxation in order to keep the company's internal cash condition stable.</p>	<p>PT Angkasa Pura I melakukan inisiatif sebagai berikut: PT Angkasa Pura I performed the following initiatives:</p> <ul style="list-style-type: none"> Melakukan <i>payable management</i> melalui penetapan term of payment 120 hari; Perform payable management by establishing a 120-day payment term. Melakukan negosiasi dengan para <i>stakeholders</i> terkait pelaksanaan pembayaran baik <i>opex</i> dan <i>capex</i> secara bertahap atau menggunakan fasilitas <i>non-cash loan</i>. Negotiate with stakeholders regarding the implementation of opex and capex payments in stages or using non-cash loan facility.
g.	<p>Melakukan inisiatif perbaikan yang tegas serta terukur pada transaksi antar perusahaan anggota <i>holding</i> untuk memaksimalkan likuiditas perusahaan. The company must take firm and measured improvement initiatives on transactions between Holding members in order to increase the company's liquidity.</p>	<p>PT Angkasa Pura I untuk menjaga likuiditas PT Angkasa Pura I, telah dilakukan koordinasi untuk transaksi antar perusahaan anggota <i>holding</i> yang bertujuan untuk memastikan terpenuhinya minimum kebutuhan dana operasional serta menjaga keberlangsungan PT Angkasa Pura I. Coordination of transactions between holding members has been carried out to ensure the fulfillment of the minimum operational funding needs and the sustainability of the company group in order to maintain the liquidity of PT Angkasa Pura I.</p>
h.	<p>Untuk meningkatkan likuiditas Perusahaan agar dapat mencari <i>new financing model</i> dan <i>innovative funding</i> serta melakukan analisis manfaat dan risiko bagi perusahaan. To increase the company's liquidity, the Board of Directors shall pursue new financing model and innovative funding, as well as assess the benefits and risks to the company.</p>	<p>Dalam rangka mendukung strategi jangka panjang, optimalisasi, dan stabilitas kinerja perusahaan sebagai bagian dari rencana transformasi, PT Angkasa Pura I telah melakukan beberapa <i>action plan</i>, antara lain: PT Angkasa Pura I implemented several action plans to support long-term strategy, optimization, and stability of company performance as part of the transformation plan, including:</p> <ul style="list-style-type: none"> <i>Refinancing obligasi dan/atau sukuk</i> eksisting, melalui rencana penerbitan sukuk tanpa penawaran umum; Refinancing existing bonds and/or sukuk, through a sukuk issuance plan without a public offering; Melaksanakan <i>deleveraging initiatives</i> melalui alternatif pendanaan antara lain sekuritisasi dan kerjasama strategis; Implementing deleveraging initiatives through alternative funding, including securitization and strategic cooperation; Fasilitas <i>non-cash loan</i> sebagai alternatif pembayaran kewajiban perusahaan, baik <i>opex</i> dan <i>capex</i>. Non-cash loan facilities as an alternative to payment of company obligations, both operational and capital expenditure.
i.	<p>Direksi dalam melakukan restrukturisasi dan/ atau penarikan pinjaman baru agar tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i>, dan <i>pricing</i> guna skema dan proses yang terbaik untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the Board of Directors shall continue to consider timing, sizing, and pricing for the best scheme and process to ensure the company's going concern.</p>	<p>Dalam melakukan restrukturisasi dan/atau penarikan pinjaman baru, perusahaan menyiapkan kajian pendanaan yang mencakup urgensi kebutuhan pendanaan, opsi pendanaan, dan <i>pricing</i> untuk memutuskan alternatif pendanaan yang optimal yang bertujuan untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the company prepared a funding study covering the urgency of funding needs, funding options, and pricing to decide on optimal funding alternatives that aim to ensure the company's going concern.</p>
j.	<p>Melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>asset idle control</i>, <i>budget monitoring control</i>, <i>cash management control</i>, dan <i>business innovation optimization</i>. Collaboration among holding members is carried out to evaluate Idle asset control, budget monitoring control, cash management control, and business innovation optimization on a regular basis.</p>	<p>PT Angkasa Pura I telah dilakukan koordinasi terkait pengelolaan piutang sebagai bagian optimalisasi <i>cash management</i>. PT Angkasa Pura I coordinated receivables management as part of cash management optimization.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
7	<p>Dalam rangka pengelolaan fungsi SDM: In order to manage the HC function:</p>	
	<p>Meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan sehingga mampu mendukung peningkatan kapasitas perusahaan dan implementasi program <i>holding</i> pariwisata dan pendukung. Enhancing the competence, capability, and capacity of the company's human capital to support the company's capacity improvement and the implementation of the tourism and support SOE holding program.</p>	<p>Terkait kebutuhan pegawai, perusahaan tetap berupaya mengoptimalkan SDM yang tersedia dengan fokus terhadap pemenuhan kebutuhan pegawai operasional sesuai dengan <i>mandatory</i> yang berlaku. Perusahaan juga telah berkolaborasi dengan PT Aviastar Pariwisata Indonesia (Persero) selaku holding dalam implementasi program <i>talent mobility</i> yang dikembangkan dalam sistem Rinjani InJourney Group. Rinjani merupakan bentuk upaya perusahaan dalam memenuhi kebutuhan <i>talent</i> dan juga <i>career path</i> pegawai baik untuk perusahaan maupun InJourney Group. In relation to employee requirements, the company continues to optimize available human resources by putting the emphasis on meeting the requirements of operational employees in accordance with applicable mandatory requirements. The company also collaborated with the holding company, PT Aviastar Pariwisata Indonesia (Persero), to implement a talent mobility program developed in the InJourney Group's Rinjani system. Rinjani is a manifestation of the company's efforts to meet the needs of talent and employees' career path for the company and the InJourney Group.</p> <p>Sepanjang tahun 2022, PT Angkasa Pura I telah melaksanakan 152 pelatihan dengan jumlah total peserta sebanyak 14.849 orang, dalam rangka pemenuhan kompetensi, kapabilitas, dan kapasitas SDM perusahaan agar dapat lebih berdaya saing dan berhasil dalam menjalankan fungsi dan tugas-tugas pekerjaannya. Throughout 2022, PT Angkasa Pura I held 152 trainings with a total of 14,849 participants to improve the competence, capability, and capacity of the company's human capital, allowing them to be more competitive and successful in carrying out their job functions and tasks.</p>
	<p>Berkenaan dengan pengembangan talenta-talenta <i>Holding</i> Pariwisata & Pendukung, Direksi agar melakukan evaluasi struktur organisasi dan mendukung proses implementasi/penyusunan kebijakan terkait Talent Development & Career Path System di lingkup <i>holding</i>/klaster. With regard to talent development in the Tourism & Support SOE Holding, the Board of Directors shall assess the organizational structure and support the process of implementing/drafting Talent Development & Career Path System policy within the Holding/ Cluster.</p>	<p>Perusahaan telah berkolaborasi dengan PT Aviastar Pariwisata Indonesia (Persero) selaku <i>holding</i> dalam implementasi program <i>talent mobility</i> yang dikembangkan dalam sistem Rinjani InJourney Group. Rinjani merupakan bentuk upaya perusahaan dalam memenuhi kebutuhan <i>talent</i> dan juga <i>career path</i> pegawai baik untuk perusahaan maupun InJourney Group. The company collaborated with PT Aviastar Pariwisata Indonesia (Persero) as the holding company to implement the talent mobility program developed in the InJourney Group's Rinjani system. Rinjani is a manifestation of the company's efforts to meet the needs of talent and employees' career path for the company and the InJourney Group.</p>
	<p>Perusahaan tetap memperhatikan perlindungan karyawan dan meningkatkan motivasi SDM serta tetap menjaga situasi SDM Perusahaan tetap kondusif selama masa pandemi COVID-19 agar tidak menimbulkan gejala yang dapat berakibat negatif bagi perusahaan. The Company must continue to take into account employee protection and enhance employee motivation while maintaining a conducive situation during the COVID-19 pandemic to prevent any negative impact on the company.</p>	<p>Perusahaan telah melakukan upaya untuk menjaga situasi agar tetap kondusif selama masa pandemi dengan melaksanakan program vaksinasi lengkap kepada pegawai khususnya <i>frontliner</i> di bandara yang bertujuan untuk menjaga kegiatan operasional dan kesiapan fasilitas bandara. The company has made efforts to maintain a conducive situation during the pandemic by implementing a complete vaccination program for employees, particularly frontliners at the airport, with the objective of maintaining operational activities and the airport facility readiness.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
	<p>Tetap mendukung program Pemerintah dalam menjaga dan menekan penyebaran Virus COVID-19 baik eksternal dan internal perusahaan. Continuing to assist the government program in maintaining and suppressing the spread of the COVID-19 in the company's external and internal environment.</p>	<p>Perusahaan telah menerapkan kebijakan terkait penanganan pasien COVID-19 di lingkungan perusahaan dengan membentuk tim COVID Buster yang bertujuan mempercepat penanganan pertama untuk pegawai yang terpapar COVID-19. PT Angkasa Pura I juga menerapkan protokol kesehatan di lingkungan bandara termasuk memastikan tersedianya QR Code Location PeduliLindungi di pintu masuk terminal bandara serta berkoordinasi dengan maskapai dan <i>ground handling</i> untuk tetap melakukan pemeriksaan kelaikan status penerbangan penumpang di PeduliLindungi pada saat proses <i>check in</i>.</p> <p>The company implemented policies for handling COVID-19 patients within the company by forming a COVID Buster team to expedite the first treatment for employees who have been exposed to Covid-19. PT Angkasa Pura I also implemented airport health protocols, such as ensuring the availability of QR Code Location PeduliLindungi at the airport terminal entrance and coordinating with airlines and ground handling to continue checking the flight status of passengers using PeduliLindungi during the check-in process.</p> <p>Dalam rangka mendukung program pemerintah untuk menekan penyebaran Virus COVID-19, PT Angkasa Pura I juga melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan menerapkan protokol kesehatan melalui pencegahan kerumunan seperti Pelayanan Kesehatan Keliling yang hanya melayani pembagian paket makanan tambahan bagi balita dan ibu hamil, dan pelatihan daring UMKM.</p> <p>In order to support government programs to reduce the COVID-19 transmission, PT Angkasa Pura I also implemented a Social and Environmental Responsibility (CSR) program by implementing health protocols through crowd prevention, such as Mobile Health Services to only serve the distribution of additional food packages for toddlers and pregnant women, and online training for MSMEs.</p>
8	<p>Berkenaan dengan pendelegasian kewenangan kepada Dewan Komisaris mengenai persetujuan perubahan investasi sampai dengan nilai 10%, maka Dewan Komisaris agar memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional dan manajemen risiko. With due regard to the delegation of authority to the Board of Commissioners for approval of investment changes up to 10%, the Board of Commissioners should ensure that every investment change approval is made in good faith and is the most beneficial scheme for the company, and has been based on adequate review from financial, legal, operational, and risk management aspects.</p>	<p>Dewan Komisaris senantiasa melakukan pengawasan dan pemberian nasihat yang dilakukan secara berkala dan didasarkan pada ketentuan yang berlaku serta <i>good corporate governance</i>. Pada setiap usulan perubahan investasi, Dewan Komisaris akan memastikan bahwa investasi tersebut ditujukan untuk memberikan manfaat yang paling optimal bagi perusahaan berdasarkan kajian yang telah disusun Direksi serta memastikan kepatuhan terhadap perundang-undangan maupun dari sisi <i>good corporate governance</i>.</p> <p>The Board of Commissioners continues to supervise and provide advice on a regular basis, in accordance with applicable regulations and good corporate governance. The Board of Commissioners ensures that any proposed investment change is sought to provide optimal benefits for the company based on the review prepared by the Board of Directors and compliance with laws and regulations and good corporate governance.</p>
9	<p>Dewan Komisaris agar melakukan pengawasan, evaluasi, dan <i>monitoring</i> setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan agar dapat mendukung peningkatan pelayanan dan kinerja perusahaan. The Board of Commissioners must carry out supervision, evaluation, and monitoring of investment program implementation, cash flow management, human capital and talent development, as well as risk management and internal control of the company on a quarterly basis to support the company's service and performance improvement</p>	<p>Dalam upaya memastikan pelaksanaan program investasi, pengelolaan <i>cash flow</i>, pengembangan SDM dan talenta serta pengelolaan risiko dan pengendalian internal perusahaan, Dewan Komisaris secara berkala melakukan evaluasi baik secara internal maupun bersama-sama Direksi yang selanjutnya dirumuskan dalam suatu bentuk surat tanggapan atas capaian kinerja perusahaan dalam periode triwulanan. Hal tersebut dilakukan sebagai salah satu bentuk pengawasan, evaluasi, dan pemberian nasihat kepada Direksi.</p> <p>In order to ensure the implementation of investment programs, cash flow management of HR and talent development, risk management, and internal control of the company, the Board of Commissioners conducts internal evaluation and evaluation with the Board of Directors to be formulated in a response letter on the company's performance achievements on a quarterly basis as a manifestation of supervision, evaluation and advice to the Board of Directors.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
10	<p>Dalam rangka pelaksanaan Program TJSL, Direksi diminta agar memperhatikan Risalah Rapat Pembahasan RKA TJSL tahun 2022 PT Angkasa Pura I Nomor: RIS- 07/DSI.MBU.B/12/2021 tanggal 2 Desember 2021.</p> <p>In order to implement the CSR program, the Board of Directors must take into account the Meeting Minutes on the Discussion of the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2021 of Angkasa Pura I No. RIS-07/DSI. MBU.B/12/2021 dated December 2, 2021</p>	<p>Direksi telah memperhatikan arahan Risalah Rapat Pembahasan RKA TJSL tahun 2022 PT Angkasa Pura I. Selama tahun 2022, PT Angkasa Pura I telah melaksanakan Program Pendanaan UMK dan TJSL, meliputi:</p> <p>The Board of Directors has given careful consideration to the direction of the Minutes of PT Angkasa Pura I Meeting to discuss the 2022 WPB-CSR. In 2022, PT Angkasa Pura I implemented MSE and Social and Environmental Responsibility Funding Program, including:</p> <ul style="list-style-type: none"> • Capaian KPI TJSL tahun 2022 adalah 16 program TJSL dari yang ditargetkan sebesar 13 Program TJSL yang terdiri dari Program CSV, Prioritas dan Program Unggulan; The achievement of the KPI for Social and Environmental Responsibility in 2022 was 16 Social and Environmental Responsibility programs, from the target of 13 Social and Environmental Responsibility programs comprised of CSV, Priority, and Flagship Programs. • Pembentukan Komite TJSL telah dilaksanakan pada tahun 2021; The Social and Environmental Responsibility Committee was formed in 2021. • Penyusunan SOP berdasarkan Peraturan Kementerian BUMN terkait TJSL yang telah disahkan dalam Keputusan Direksi Nomor KEP.DU12/KU.13/2021 tanggal 23 September 2021; Preparation of SOPs based on the Ministry of SOEs Regulations on Social and Environmental Responsibility, as approved in the Board of Directors Decree No. KEP.DU.12/ KU.13/2021 dated September 23, 2021; • Realisasi arahan terkait pelaksanaan Program PUMK, antara lain: <ul style="list-style-type: none"> • Selama tahun 2022 terdapat pemulihan piutang 53 mitra binaan; • Seluruh mitra binaan baru mandiri (non kerja sama BRI) tahun 2022 telah menggunakan <i>virtual account</i> BRI untuk mengurangi angsuran tanpa nama; • Pemberian bantuan untuk peningkatan kapasitas mitra binaan pada tahun 2022 yaitu dengan memberikan sertifikasi halal dan juga pemberian pelatihan dan pameran kepada UMKM. <p>Realization of directives on the implementation of MSE Funding Program, including:</p> <ul style="list-style-type: none"> • Receivables from 53 foster partners were recovered in 2022; • In 2022, all new independent fostered partners (nonBRI collaboration) used BRI virtual accounts to reduce anonymous installments; • In 2022, assistance was provided to fostered partners to increase their capacity, specifically by providing halal certificates as well as training and exhibitions to MSMEs; • Penyampaian Laporan TJSL tepat waktu melalui platform Kementerian BUMN yaitu aplikasi TJSL dan portal TJSL Kementerian BUMN. Submission of Social and Environmental Responsibility Report in a timely manner using the Ministry of SOE platform, TJSL BUMN application and the Ministry of SOEs TJSL portal.
11	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 103/DK.API/2021.</p> <p>All Shareholder directives as set forth in the ratification minutes of this CWPB, and the Board of Commissioners' responses and inputs are in accordance with the Board of Commissioners' Decree No. 103/DK.API/2021.</p>	<p>Seluruh arahan pemegang saham yang tertuang dalam Risalah RUPS dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 103/DK.API/2021 tanggal 30 November 2021 atas Surat Direksi PT Angkasa Pura I Nomor API.6672/KU.01.01/2021/DU-B tanggal 19 November 2021, dan merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS pengesahan RKAP tahun buku 2022.</p> <p>All shareholder directions specified in the GMS Minutes, as well as responses and input from the Board of Commissioners are in accordance with the Letter of the Board of Directors of PT Angkasa Pura I No. API.6672/KU.01.01/2021/DU-B dated November 19, 2021, and are an integral part of the implementation of the GMS to ratify the CWPB for the fiscal year 2022.</p>

RAPAT UMUM PEMEGANG SAHAM PENGESAHAN RENCANA KERJA DAN ANGGARAN PERUSAHAAN (RKAP) DAN RENCANA KERJA ANGGARAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (RKA-TJSL) TAHUN 2021

Pada tahun 2021, perusahaan melaksanakan RUPS tentang Pengesahan Rencana dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2021 pada 29 Januari 2021 secara daring. Undangan rapat disampaikan kepada Pemegang Saham melalui surat No. API.475/KU.01.03/2021/DU-B tanggal

GMS TO RATIFY THE COMPANY WORK PLAN AND BUDGET (CWPB) AND SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM WORK PLAN AND BUDGET (WPB-CSR) 2021

In 2021, the Company convened a GMS on Ratification of the Company Work Plan and Budget (RKAP) and the 2021 Corporate Social Responsibility Work Plan and Budget (WPB-CSR) on January 29, 2021 online. The invitation to the meeting was sent to the Shareholders through Invitation Letter No. API.475/KU.01.03/2021/ DU-B dated January 27, 2021. The

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27 Januari 2021. Rapat dihadiri oleh seluruh Dewan Komisaris dan Direksi.

meeting was attended by the entire Board of Commissioners and Board of Directors.

1. Agenda Pertama

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2021.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2021 dengan pokok-pokok sebagai berikut:

1. Laporan Posisi Keuangan Konsolidasian Aset
 - Aset Lancar: Rp5.368 miliar
 - Aset Tidak Lancar: Rp44.581 miliar
 Jumlah Aset: Rp49.949 miliar
 Liabilitas dan Ekuitas
 - Liabilitas Jangka Pendek: Rp5.202 miliar
 - Liabilitas Jangka Panjang: Rp34.724 miliar
 - Ekuitas: Rp10.023 miliar
 Jumlah Liabilitas dan Ekuitas: Rp49.949 miliar
2. Laporan Laba Rugi Konsolidasi

Pendapatan Operasi: Rp4.959 miliar
 Beban Operasi: Rp6.201 miliar
 Laba (Rugi) Operasi: Rp(1.242) miliar
 Pendapatan Keuangan: Rp138 miliar
 Beban Keuangan: Rp1.769 miliar
 Laba (Rugi) Sebelum Pajak: Rp(2.873) miliar
 Beban Pajak: Rp123 miliar
 Laba (Rugi) Tahun Berjalan: Rp(2.996) miliar
3. Investasi: Rp1.388 miliar

Operasional: Rp3.766 miliar
 Pengembangan: Rp5.155 miliar

2. Agenda Kedua

Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2021, dengan pokok-pokok alokasi penggunaan jasa sebagai berikut:

Program pendanaan UMK: Rp22.685.000.000
 Program TJSL: Rp22.776.754.510

3. Agenda Ketiga

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dan Direksidengan Pemegang Saham Tahun 2021.

Keputusan:

Menyetujui dan mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dan Direksi dengan Pemegang Saham Tahun 2021.

4. Agenda Keempat

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan Pemegang Saham Tahun 2021.

1. Agenda Item I

Ratification of the Company's Work Plan and Budget (RKAP) for 2021, including the 2021 Work Plan and Budget for the Board of Commissioners.

Resolution:

To ratify the Company Work Plan and Budget 2021, as per the following:

1. Consolidated Financial Statement Assets
 - Current Assets : Rp5,368 billion
 - Non-Current Assets : Rp44,581
 Total Assets: Rp49,949 billion
 Liabilities and Equity
 - Current Liabilities : Rp5,202 billion
 - Non-Current Liabilities: Rp34,724 billion
 - Equity : Rp10,023 billion
 Total Liabilities and Equity : Rp49,949 billion
2. Consolidated Profit and Loss Statement

Operating Income : Rp4,959 billion
 Operating Expense : Rp6,201 billion
 Operating Profit (Loss) : Rp(1,242) billion
 Financial Income : Rp138 billion
 Financial Expenses : Rp1,769 billion
 Profit (Loss) Before Tax : Rp(2,873) billion
 Tax Expense: Rp123 billion
 Profit (Loss) for the Year : Rp(2,996) billion for the Year
3. Investment : Rp1,388 billion

Operational : Rp3,766 billion
 Development : Rp5,155 billion

2. Agenda Item 2

Ratification of the Work Plan and Budget for the 2021 Corporate Social Responsibility Program (WPB-CSR), with the allocations for the use of services as follows:

MSE funding program: Rp22,685,000,000
 CSR Program: Rp22,776,754,510

3. Agenda Item 3

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the Board of Directors with Shareholders for 2021.

Resolution:

To approve and ratify the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the Board of Directors by the Shareholders for 2021.

4. Agenda Item 4

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and Shareholders in 2021.



Keputusan:

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan Pemegang Saham Tahun 2021.

5. Agenda Kelima

Penetapan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan Tahun 2021.

Keputusan:

Menetapkan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan Tahun 2021, sebagai berikut:

6. Agenda Keenam

Pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari masing-masing *item* investasi sepanjang tidak mengubah program/*item* investasi dan tidak melebihi total nilai investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan.

Resolution:

To approve and ratify Management Contract (*Key Performance Indicators*) between the Board of Commissioners and Shareholders in 2021.

5. Agenda Item 5

Determination of Operational Aspect Indicators for the Soundness Level Assessment of PT Angkasa Pura I in 2021.

Resolution:

To determine Operational Aspect Indicators for the Soundness Level Assessment of PT Angkasa Pura I in 2021, as follows:

6. Agenda Item 6

Delegation of authority to the Board of Commissioners to approve changes to the investment budget allocation with a maximum value of 10% of each investment item as long as it does not change the investment program/item and does not exceed the total investment value and this provision is valid until there is a change in GMS resolution.

Kriteria Criteria	Satuan Unit	Target	Bobot Weight
Customer Satisfaction Index (CSI) Customer Satisfaction Index (CSI)	1-5 Skala Likert 5-Point Likert Scale	4,36	15
Tingkat Pelayanan Service Level			
a. Pemeriksaan Security di Terminal Security Check in Terminal			
i. Kondisi Normal Normal Condition		00:03:00	2,5
ii. Kondisi Khusus Special Condition	Menit Minute	00:08:00	2,5
b. Fasilitas Umum Public Facility			
1) Kebersihan Bandara Airport Cleanliness	1-5 Skala Likert 5-Point Likert Scale	4,59	2,5
2) Tingkat Kesejukan Ruangan Room Temperature	%	95	2,5

Kriteria Criteria	Satuan Unit	Target	Bobot Weight
Pengembangan Fasilitas dan Investasi Facility Development and Investment	%	100	5
a. Pencapaian Tingkat daya serap program Achievement Rate of Absorptive Capacity of the Program			
b. Pencapaian fisik investasi Physical achievement of investment	%	60	5
Jumlah Total			35



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Keputusan:

Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari masing-masing item investasi sepanjang tidak mengubah program/item investasi dan tidak melebihi total nilai investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan.

Seluruh keputusan RUPS RKAP telah direalisasikan di tahun yang sama. Tidak terdapat keputusan yang belum direalisasikan di tahun 2021.

ARAHAN RUPS RKAP TAHUN BUKU 2021 DAN TIDAK LANJUTNYA

Dalam melaksanakan RKAP dan RKA-TJSL tahun 2022 tersebut, Direksi dan Dewan Komisaris diminta memperhatikan hal-hal sebagai berikut:

Resolution:

To approve the delegation of authority to the Board of Commissioners to approve changes to the investment budget allocation with a maximum value of 10% of each investment item as long as it does not change the investment program/item and does not exceed the total investment value and this provision is valid until a change in GMS resolution.

All resolutions of GMS on Company Work Plan and Budget have been realized in the same year. There is no resolutions that have not been realized in 2021.

DIRECTIVES FROM GMS ON COMPANY WORK PLAN AND BUDGET 2021 AND ITS FOLLOW-UPS

In carrying out the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2021, the Board of Directors and Board of Commissioners shall take into account the following issues:

No.	Arahan Directions	Tindak Lanjut Follow-Ups
1	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKATJSL) Tahun 2021 telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari risalah keputusan RUPS ini.</p> <p>The Company's Work Plan and Budget (RKAP) and the 2021 Environmental and Social Responsibility Work Plan and Budget (RKA-TJSL) shall be approved by the General Meeting of Shareholders (GMS) and constitute an integral part of the minutes of the GMS resolutions.</p>	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2021 sudah disetujui sesuai dengan Risalah rapat Nomor API. 503/KU.01/2021/DU-B pada 29 Januari 2021.</p> <p>The Company Work Plan and Budget (CWPB) and Work Plan and Budget for Social and Environmental Responsibility Program (WPBCSR) for 2021 have been approved in accordance with Meeting minutes No. API. 503/KU.01/2021/DU-B dated January 29, 2021.</p> <p>Buku Rencana Kerja dan Anggaran Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) tahun 2021 juga telah disetujui dalam RUPS berdasarkan risalah RUPS Nomor RIS-08/DSI.MBU.B/01/2021.</p> <p>Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2021 has also been approved in the GMS based on GMS minutes No. RIS-08/DSI.MBU.B/01/2021.</p>
2	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun buku 2021 yang disahkan merupakan pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris diminta untuk menyampaikan laporan berkala kepada pemegang saham secara tepat waktu atas pelaksanaan RKAP tahun 2021, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company's Work Plan and Budget (RKAP) for the financial year 2021 is a working guideline in managing the company by the Board of Directors and as a means of monitoring and supervision for the Board of Commissioners. Furthermore, the Board of Directors and the Board of Commissioners are tasked to submit periodic reports to Shareholders in a timely manner on the implementation of the 2021 RKAP, consisting of quarterly reports, semi-annual reports and other periodic reports in accordance with applicable regulations.</p>	<p>Direksi PT Angkasa Pura I sudah menyampaikan laporan secara berkala kepada pemegang saham secara tetap waktu atas realisasi tahun 2021 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh Pemegang Saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to Shareholders on a regular basis on the realization in 2021 through the SOE portal in accordance with the provisions required by the Shareholders.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
3	<p>Hal-hal yang bersifat persetujuan dalam keputusan RUPS ini tidak mengurangi kewajiban Direksi dan Dewan Komisaris untuk melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>The matters requiring approvals in the GMS resolutions do not reduce the duties of the Board of Directors and the Board of Commissioners to carry out work plans effectively and at an efficient cost and always act with prudent, good intentions, based on fairness and responsibility for the Company interests in accordance with applicable procedures and provisions.</p>	<p>Direksi dan Dewan Komisaris PT Angkasa Pura I telah melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>The Board of Directors and Board of Commissioners of PT Angkasa Pura I have implemented work plans in an effective and efficient manner and always act with prudent, good intentions, based on fairness and responsibility for the company interests in accordance with applicable procedures and provisions.</p>
4	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai/<i>value</i> perusahaan: In order to develop business and increase company value:</p> <p>a. Sebagai calon peserta Holding BUMN Pariwisata dan Pendukung, Direksi diminta untuk melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi untuk meningkatkan kualitas pendapatan, revenue margin dan termasuk jumlah kolektivitas pendapatan. As a prospective participant in the State-Owned Holding for Tourism and Supporting Sectors, the Board of Directors is tasked to carry out Strategic Alignment and innovation in the aviation revenue sector to improve revenue quality, revenue margins, including total revenue collection.</p> <p>b. Melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i> antara lain penyusunan kebijakan komersial secara tegas sehingga dapat meningkatkan kualitas pendapatan dengan memperhatikan dampak PSAK 71 dan 73, dampak perpajakan dan dampak lainnya. Collaborating to improve revenue business models that have an impact on revenue and cost optimization, including the formulation of stringent commercial policies to improve revenue quality by taking into account the impact of PSAK 71 and 73, taxation impacts, and other impacts.</p> <p>c. Pemegang saham meminta agar PT Angkasa Pura I melakukan kajian dalam optimalisasi dan penyalarsan pada portofolio bisnis anak perusahaan dan atau afiliasi guna meningkatkan <i>value creation</i>. Shareholders request PT Angkasa Pura I to conduct a study in optimizing and aligning the business portfolio of subsidiaries and or affiliates in order to increase value creation</p>	<p>a. PT Angkasa Pura I sebagai salah satu anggota <i>holding</i> PT Aviawi Pariwisata Indonesia (Persero) berdasarkan Peraturan Pemerintah Nomor 104 tahun 2021, telah melakukan upaya penyesuaian strategi dalam menanggapi adanya perubahan status perusahaan dan rencana integrasi dengan induk <i>holding</i>/ PT Aviawi Pariwisata Indonesia (Persero) dan anggota lainnya serta menetapkan peran/posisi PT Angkasa Pura I dan bandarabandara yang dikelola dalam rantai nilai pariwisata. Dalam upaya menindaklanjuti terbentuknya perusahaan <i>holding</i> PT Aviawi Pariwisata Indonesia (Persero), PT Angkasa Pura I menyusun kajian model bisnis baru bandara untuk meningkatkan peran dalam <i>holding</i> khususnya pada <i>airport cluster</i>. As a member of PT Aviawi Pariwisata Indonesia (Persero) holding based on Government Regulation No. 104/2021, PT Angkasa Pura I has made efforts to adjust the Company's strategy in response to changes in company status and plans for integration with the holding company/ PT Aviawi (Persero) and other members and determine the role/position of Angkasa Pura I and Angkasa Pura I airports in the tourism value chain. In an effort to follow up on the establishment of the Holding company PT Aviawi Pariwisata Indonesia (Persero), Angkasa Pura I compiled a study of new airport business models to increase the role of Holding, particularly in the airport cluster.</p> <p>b. PT Angkasa Pura I telah melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i>. PT Angkasa Pura I has carried out collaboration to improve the revenue business model that has an impact on revenue and cost optimisation.</p> <p>c. PT Angkasa Pura I telah melakukan optimalisasi dan penyalarsan bisnis anak perusahaan sebagai berikut: • Mendorong anak perusahaan untuk memaksimalkan bisnis di luar PT Angkasa Pura I. • Anak perusahaan telah bersinergi dengan sesama anak perusahaan PT Angkasa Pura I. • Anak perusahaan telah bersinergi dengan anak perusahaan BUMN lain pada <i>event</i> internasional G20. PT Angkasa Pura I has carried out optimization and alignment of the business of its subsidiaries as follows: • Encouraging Subsidiaries to maximize business outside of PT Angkasa Pura I. • Subsidiaries have synergized with fellow Subsidiaries of PT Angkasa Pura I. • Subsidiaries have synergized with other SOE Subsidiaries in the G20 Summit.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
	<p>d. Direksi agar melakukan kajian bersama calon anggota <i>holding</i> tentang pemanfaatan sumber daya perusahaan dengan kolaborasi fisik dan digital yang dapat diimplementasikan dalam <i>joint procurement</i>, <i>digital services</i>, dan <i>IT system</i>. The Board of Directors is to conduct a study with prospective holding members regarding the utilization of company resources with physical and digital collaboration that can be implemented in joint procurement, digital services, and IT system.</p>	<p>d. Pemanfaatan Sumber Daya perusahaan dalam rangka kolaborasi fisik dan digital telah dilaksanakan melalui berbagai upaya sebagai berikut: Utilisation of the Company's Resources in the context of physical and digital collaboration has been carried out through various efforts as follows:</p> <ul style="list-style-type: none"> • Kerja sama <i>digital services</i> dan <i>IT Services</i> dalam <i>platform panggilan.com</i> antara PT Angkasa Pura Suport dengan PT Angkasa Pura Properti. Digital services and IT Services collaboration on Panggilaja.com platform between PT Angkasa Pura Suport and PT Angkasa Pura Properti. • Dalam rangka menyambut kolaborasi digital dengan anggota <i>holding</i> lainnya, PT Angkasa Pura I telah mempersiapkan Sistem Informasi Pengadaan Barang dan/atau Jasa terkait dengan <i>e-Catalogue</i>. Saat ini, yang telah melakukan kerja sama untuk menggunakan <i>e-Catalogue</i> PT Angkasa Pura I adalah PT Angkasa Pura II. To welcome digital collaboration with other holding members, PT Angkasa Pura I has prepared an Information System for the Procurement of Goods and/or Services related to the e-Catalogue. Currently, PT Angkasa Pura II has collaborated to use the e-Catalogue of PT Angkasa Pura I. • Pelaksanaan nota kesepahaman antara PT Angkasa Pura I, PT Angkasa Pura II, PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour, PT Pengembangan Pariwisata Indonesia, PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, dan Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia tentang pelaksanaan riset dan inovasi di bidang penerbangan dan pariwisata yang tergabung dalam forum <i>Indonesia Aviation & Tourism Reserarch Institute (IATRI)</i> untuk mengembangkan sistem IT yang saat ini sedang dilakukan proses pelaksanaan pekerjaan <i>Digital Platform for Data Collaboration</i> antar anggota IATRI yang merupakan <i>Quick Win</i> forum IATRI tahun 2021. Implementation of the memorandum of understanding between PT Angkasa Pura I, PT Angkasa Pura II, PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour, PT Pengembangan Pariwisata Indonesia, PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, and Public Company (Perum) of the Indonesian Aviation Navigation Service Provider (LPPNPI) regarding the implementation of research and innovation on aviation and tourism that are members of the Indonesia Aviation & Tourism Research Institute (IATRI) forum to develop an IT system. The process of implementing the Digital Platform for DataCollaboration work between IATRI members constitutes the IATRI Quick Win forum 2021. • Melakukan <i>sharing</i> informasi dengan PT Angkasa Pura II berkaitan dengan peraturan penerbangan dalam masa pandemi COVID-19 untuk sinergi penyampaian informasi kepada pengguna jasa bandara melalui Contact Center 172. Sharing information with PT Angkasa Pura II related to flight regulations during the COVID-19 pandemic to synergize information delivery to airport service users through Contact Center 172.
	<p>e. Meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya baik kaitannya induk dan anak maupun antar anak serta cucu perusahaan. Improving and maximizing the performance of the company group through comprehensive strategic policies so as to not cause differences in its implementation, both in relation to parent and subsidiary as well as between the subsidiaries and the second-tier subsidiaries</p>	<p>e. PT Angkasa Pura I telah melakukan pemisahan kegiatan usaha anak perusahaan sesuai <i>core bisnis</i> dari masing-masing anak perusahaan. Dalam rangka meningkatkan dan memaksimalkan kinerja anak perusahaan dilakukan penambahan modal dan pemberian <i>debt equity swap</i>. PT Angkasa Pura I has separated the business activities of its subsidiaries according to the core business of each subsidiary. In order to improve and maximize the performance of subsidiaries, additional capital and the provision of debt equity swap were made.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
	<p>f. Direksi diminta untuk dapat melakukan kolaborasi sesama calon anggota <i>holding</i> untuk meningkatkan pendapatan dengan sinergi BUMN dalam hal antara lain <i>join promotion, sales synergy</i>, dan sinergi lainnya.</p> <p>The Board of Directors is requested to collaborate with fellow prospective holding members to increase revenue through SOE synergy in terms of, among others, joint promotion, sales synergy, and other synergies.</p>	<p>f. PT Angkasa Pura I telah melakukan sinergi BUMN melalui <i>channel Contact Center</i> 172 PT Angkasa Pura I (sambungan telepon dan media sosial) sebagai penyedia layanan informasi tiket dan akomodasi serta promosi <i>event World Superbike (WSBK) Mandalika 2021</i>. Selain itu, PT Angkasa Pura I bersama dengan anggota Holding PT Aviassi Pariwisata Indonesia (Persero) telah menandatangani nota kesepahaman dengan Himpunan Bank Negara dan PT Telekomunikasi Indonesia (Persero) Tbk. tentang dukungan terhadap program strategis BUMN ekosistem pariwisata. Ruang lingkup dari nota kesepahaman tersebut adalah:</p> <ul style="list-style-type: none"> • Menyusun kolaborasi program strategis BUMN ekosistem pariwisata • Melakukan kajian bersama atas rencana kolaborasi program melalui pemanfaatan sumber daya perusahaan <p>PT Angkasa Pura I has carried out SOE synergy through PT Angkasa Pura I Contact Center 172 (dial and social media) as a provider of ticket and accommodation information services as well as promotion of the 2021 World Superbike (WSBK) Mandalika. In addition, PT Angkasa Pura I together with members of PT Aviassi Pariwisata Indonesia holding has signed a memorandum of understanding with HIMBARA and PT Telekomunikasi Indonesia (Persero) Tbk. regarding support for the strategic program of tourism ecosystem of SOEs. The scope of the memorandum of understanding includes:</p> <ul style="list-style-type: none"> • Developing strategic collaboration programs for the tourism ecosystem of SOEs • Conducting a joint study on the program collaboration plan through the use of company resources
	<p>g. Mendukung kegiatan kolaborasi dalam transformasi digital melalui operasional engagement/implementasi sistem yang terukur guna meningkatkan efisiensi kegiatan operasional bandara.</p> <p>Supporting to carry out collaborative activities in digital transformation through measured operational engagement/ system implementation to increase the efficiency of airport operational activities.</p>	<p>g. PT Angkasa Pura I telah melaksanakan kegiatan kolaborasi dalam transformasi digital guna meningkatkan efisiensi kegiatan operasional bandara dengan mengimplementasikan sistem MyInspection sehingga dapat meningkatkan <i>level of service</i> bandara PT Angkasa Pura I. PT Angkasa Pura I juga membentuk <i>Airport Operation Control Center (AOCC)</i> sebagai pusat komando dan kontrol yang berfungsi mengawasi operasional bandara sehari-hari (perencanaan, eksekusi, koordinasi dan kontrol) dan sebagai pusat komunikasi dan kolaborasi antar bandara dengan <i>stakeholders</i> untuk berkolaborasi dalam pengambilan keputusan. Terdapat <i>dashboard AOCC</i> yang menampilkan seluruh kegiatan operasional bandara dengan menggunakan sistem sebagai berikut:</p> <ul style="list-style-type: none"> • MyInspection, aplikasi yang dapat menampilkan kesiapan fasilitas (<i>serviceability facility, logbook, pengukuran level of service</i>) • SIOPSKOM, merupakan <i>aeronautical management system</i> • <i>Common Use Check in System (CUCS)</i> • SEMAR, aplikasi yang berfungsi untuk mempermudah anggota komite Keselamatan dan Keamanan Penerbangan pada saat menghadapi kondisi darurat keselamatan dan keamanan penerbangan di bandara • <i>CCTV surveillance</i> • <i>Flight management</i> • <i>Apron management</i> • <i>Mechanical & electrical system</i> <p>PT Angkasa Pura I has carried out collaborative activities in digital transformation to improve the efficiency of airport operational activities by implementing the MyInspection system to increase the Level of Service of PT Angkasa Pura I's Airports. PT Angkasa Pura I also established an Airport Operation Control Center (AOCC) as a command-and-control center that functions to oversee daily airport operations (planning, execution, coordination and control) and as a communication and collaboration center between airports with stakeholders to collaborate in decision making. AOCC dashboard can display all airport operations using the following system:</p> <ul style="list-style-type: none"> • MyInspection. An application to display facility readiness (serviceability facility, logbook, level of service measurement) • SIOPSKOM. Aeronautical Management System • Common Use Check-in System (CUCS) • SEMAR. An application to facilitate members of the aviation safety and security committee when facing flight safety and security emergencies at the airport • CCTV surveillance • Flight management • Apron management • Mechanical & electrical system



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No.	Arahan Directions	Tindak Lanjut Follow-Ups
6	<p>Dalam rangka penguatan aspek keuangan perusahaan: In order to strengthen the company's financial aspects:</p>	
	<p>a. Direksi harus terus berupaya melakukan <i>cost effectiveness</i> serta mengoptimalkan kinerja manajemen korporasi untuk mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien sesuai dengan prinsip-prinsip GCG. The Board of Directors must continue to strive for cost effectiveness and optimize the performance of corporate management in order to realize more effective and efficient company management in accordance with GCG principles.</p>	<p>a. Pada 2021, PT Angkasa Pura I sudah dapat melakukan efisiensi biaya melalui program <i>cost leadership</i> dengan pencapaian penghematan sebesar Rp1,1 triliun. Selain itu di 2021, Direksi PT Angkasa Pura I juga melakukan perubahan struktur organisasi perusahaan sebagai upaya dalam meningkatkan efisiensi pengeluaran beban perusahaan. In 2021, PT Angkasa Pura I successfully performed cost-efficiency through a cost leadership program and saved Rp1.1 trillion. In addition, in 2021, the Board of Directors of PT Angkasa Pura I made changes to the company's organizational structure in an effort to improve the company's cost-efficiency.</p>
	<p>b. <i>Cashflow</i> perusahaan agar dikelola secara ketat memperbaiki kas operasional dan memperkecil <i>negative cash from operation</i> dengan mengoptimalkan <i>quality of earnings</i> serta melakukan penagihan piutang dengan tegas serta memaksimalkan <i>cost efficiency</i> dalam pengeluaran <i>opex</i>. The company's cash flow must be managed strictly, improve operational cash and minimize negative cash from operations by optimizing the quality of earnings, collecting receivables firmly and maximizing cost efficiency in operating expenses.</p>	<p>b. PT Angkasa Pura I telah mengoptimalkan upaya penyelesaian piutang usaha salah satunya melalui pembatasan pemberian surat keterangan pembayaran lancar untuk keperluan seleksi mitra usaha dan perpanjangan kontrak kerja sama. Selain itu, PT Angkasa Pura I juga memberikan surat peringatan serta pemberlakuan sanksi berupa pembatasan layanan utilitas, pemberhentian kerja sama, maupun penyelesaian melalui jalur hukum bagi mitra usaha yang tidak patuh terhadap perjanjian kontrak kerja sama. PT Angkasa Pura I has optimized efforts to settle accounts receivable, including by limiting the issuance of a certificate of current payment to select business partners and contract renewals. Furthermore, PT Angkasa Pura I also issued a warning letter and imposed sanctions, such as limiting utility services, termination of the cooperation agreement, or legal solutions for non-compliant business partners.</p>
	<p>c. Melakukan upaya-upaya penghematan yang agresif dan optimal pada kas internal perusahaan untuk <i>financial sustainability</i> dan penyelamatan keuangan perusahaan. Carry out aggressive and optimal savings efforts on the company's internal cash for financial sustainability and saving the company's finances.</p>	<p>c. Direksi membuat kebijakan terkait <i>revenue enhancement</i> dan <i>cost leadership</i>. Selain itu, dilakukan penyesuaian <i>term of payment</i> pembayaran eksternal menjadi 120 hari (ED.DK.11/KU.04/2022), penyesuaian pembayaran internal dari empat kali dalam sebulan menjadi dua kali dalam sebulan (ED.DK.96/KU.04/2021). The Board of Directors sets a policy on revenue enhancement and cost leadership. In addition, the terms of external payments were adjusted to 120 days (ED.DK.11/KU.04/2022), internal payments were adjusted from four times a month to twice a month (ED. DK.96/KU.04 /2021).</p>
	<p>d. Melakukan inisiatif yang terukur dengan pada <i>stakeholders</i> untuk mendapatkan relaksasi pembayaran baik <i>opex</i> dan <i>capex</i> dalam rangka mempertahankan kondisi kas internal perusahaan. Carry out measurable initiatives with stakeholders to obtain a relaxation of payments for both operating expenses (opex) and capital expenditures (capex) in order to maintain the company's internal cash condition.</p>	<p>d. PT Angkasa Pura I melaksanakan penjadwalan pembayaran 120 hari dan mengusulkan pembiayaan <i>capex</i> menggunakan dana PMN. PT Angkasa Pura I carried out a 120-day payment schedule and proposed capex financing using State Equity Participation (PMN) funds.</p>
	<p>e. Agar perusahaan melakukan inisiatif perbaikan yang tegas serta terukur pada transaksi antar perusahaan calon anggota <i>holding</i> untuk memaksimalkan likuiditas perusahaan. The company must carry out firm and measurable improvement initiatives in transactions between prospective holding member companies in order to maximize the company liquidity.</p>	<p>e. PT Angkasa Pura I melakukan penyesuaian <i>term of payment</i> pembayaran eksternal menjadi 120 hari. PT Angkasa Pura I has adjusted the term of external payment to 120 days.</p>
	<p>f. Dalam rangka persiapan <i>holding</i>, Direksi agar melakukan kolaborasi untuk evaluasi kebijakan <i>cost restructuring</i> guna memaksimalkan <i>cost efficiency</i> pada perusahaan. In preparation for the holding, the Board of Directors should collaborate to evaluate the cost restructuring policy in order to maximize cost efficiency for the company.</p>	<p>f. Dalam rangka persiapan <i>holding</i>, Direksi telah melakukan kolaborasi untuk evaluasi kebijakan <i>cost restructuring</i> untuk memaksimalkan <i>cost efficiency</i> pada perusahaan. To prepare for the holding, the Board of Directors has collaborated to evaluate the cost restructuring policy to maximize the company's cost efficiency.</p>
	<p>g. Untuk meningkatkan likuiditas, Direksi agar dapat mencari <i>new financing model</i> dan <i>innovative funding</i> serta melakukan analisis manfaat dan risiko bagi perusahaan. To increase liquidity, the Board of Directors must seek a new financing model and innovative funding as well as analyze the benefits and risks for the company.</p>	<p>g. PT Angkasa Pura I juga telah berkoordinasi dengan PT Aviata Pariwisata Indonesia (Persero) selaku induk (<i>holding</i>) dalam proses pengajuan penambahan Penyerahan Modal Negara (PMN) sebagai salah satu inisiatif <i>deleveraging</i>. PT Angkasa Pura has also coordinated with PT Aviata Pariwisata Indonesia (Persero) as the Holding to propose Additional State Equity Participation (PMN) as one of the deleveraging initiatives.</p>



No.	Arahan Directions	Tindak Lanjut Follow-Ups
	<p>h. Direksi dalam melakukan restrukturisasi dan/atau penarikan pinjaman baru agar tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i>, dan <i>pricing</i> guna mendapatkan skema dan proses yang terbaik untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the Board of Directors must continue to consider aspects of timing, sizing, and pricing in order to obtain the best scheme and process to ensure the company's going concern.</p> <p>i. Melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>asset idle control</i>, <i>budget monitoring control</i>, <i>cash management control</i> dan <i>business innovation optimization</i>. Collaborating among holding members for periodic evaluation on idle asset control, budget monitoring control, cash management control and business innovation optimization.</p>	<p>h. PT Angkasa Pura I telah melaksanakan Relaksasi Pembayaran Bunga dengan mengubah jadwal pembayaran bunga, mengajukan <i>waiver financial covenant</i>, serta memperoleh pendanaan eksternal berupa Penerbitan Obligasi dan Sukuk Ijarah Berkelanjutan dan Pinjaman Bank yang telah mendapat penjaminan dari pemerintah. Selain itu PT Angkasa Pura I bekerja sama dengan PT Pemeringkat Efek Indonesia (Pefindo) untuk melakukan rating terhadap Obligasi dan Sukuk Ijarah Berkelanjutan yang telah diterbitkan oleh PT Angkasa Pura I. PT Angkasa Pura I has implemented Interest Payment Relaxation by adjusting the interest payment schedule, applying for a Financial Covenant Waiver, and obtaining external funding in the form of Sustainable Bonds and Sukuk Ijarah as well as Government-guaranteed Bank Loan. Furthermore, PT Angkasa Pura I collaborated with PT Pemeringkat Efek Indonesia (Perfindo) to carry out rating on the Sustainable Bonds and Sukuk Ijarah issued by the Company.</p> <p>i. PT Angkasa Pura I telah melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>budget monitoring control</i> berupa penyampaian pertanggungjawaban atas RKAP kepada PT Aviawi Pariwisata Indonesia (Persero). PT Angkasa Pura I collaborated with Holding members to periodically evaluate the budget monitoring and control in the form of submitting accountability for the RKAP to PT Aviawi Pariwisata Indonesia (Persero).</p>
7	<p>Dalam rangka pengelolaan fungsi SDM: In the context of the management of HR function:</p> <p>a. Meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan sehingga mampu mendukung peningkatan kapasitas perusahaan dan implementasi program <i>holding</i> pariwisata dan pendukung. Improve the competence, capability, and capacity of the company's human capital to support increasing the company's capacity and implementing the programs of the State-Owned holding for tourism and supporting sectors.</p> <p>b. Berkenaan dengan pembentukan Holding Pariwisata dan Pendukung, Direksi agar melakukan persiapan penyesuaian struktur organisasi perusahaan termasuk mempersiapkan <i>talent pool</i> dan <i>talent mobility</i> untuk penugasan di Holding BUMN Pariwisata dan Pendukung. With regard to the formation of the State-Owned Holding for Tourism and Supporting Sectors, the Board of Directors is required to make preparations for the adjustment of the company's organizational structure, including preparing the talent pool and talent mobility for assignments in the State-Owned Holding for Tourism and Supporting Sectors</p> <p>c. Perusahaan tetap memperhatikan perlindungan karyawan dan meningkatkan motivasi SDM perusahaan serta tetap menjaga situasi SDM perusahaan tetap kondusif selama masa pandemi COVID-19 agar tidak menimbulkan gejolak yang dapat berakibat negatif bagi perusahaan. The company must continue to take into account employee protection and increase the motivation of the company's HCI as well as maintain a conducive HC situation during the Covid-19 pandemic so as not to cause turmoil that may have negative consequences for the company.</p> <p>d. Tetap mendukung program pemerintah dalam menjaga dan menekan penyebaran virus COVID-19, baik eksternal dan internal perusahaan. Must continue to support government programs in maintaining and suppressing the spread of the COVID-19 in the company's external and internal environment</p>	<p>a. Penyelenggaraan beberapa program <i>training and people development</i> dalam rangka pemenuhan kompetensi, kapabilitas dan kapasitas SDM perusahaan. Organized several training and people development programs in order to fulfill the competence, capability and capacity of the Company's human capital</p> <p>b. Persiapan <i>talent pool</i> dan <i>talent mobility</i> diantara anggota <i>holding</i> sudah dipersiapkan. Persiapan tersebut tercemin dalam <i>launching</i> aplikasi ITMS. Aplikasi tersebut mengakomodasi tata cara <i>mapping talent</i> unggul di anggota <i>holding</i> agar bisa ditempatkan pada posisi yang sesuai dengan kompetensi dan latarbelakangnya. Talent Pool and Talent Mobility among holding members have been prepared. The preparation was reflected in the launch of ITMS application. The application accommodates the procedure for mapping superior talent in holding members so that they can be placed in positions that match their competence and background.</p> <p>c. Agar tetap memotivasi pegawai dalam kondisi pandemi, perusahaan telah memberlakukan kerja secara <i>remote</i> atau disebut dengan <i>work from home</i> (WFH). WFH tersebut diselenggarakan sesuai dengan arahan pemerintah. WFH menjadi salah satu bentuk perlindungan perusahaan terhadap pegawai dalam melawan penyebaran pandemi COVID-19. Dengan bekerja di rumah pun diharapkan pegawai bisa lebih termotivasi karena bekerja dekat dengan keluarga tanpa mengorbankan performa kinerja. In order to keep employees motivated during the pandemic, the company implemented remote work or work from home (WFH). WFH has been implemented in accordance with government directives. WFH is a manifestation of the company's protection of employees against the transmission of the COVID-19 pandemic. By working at home, employees are expected to be more motivated because they work close to their families without jeopardizing their performance.</p> <p>d. Pemberlakuan WFH sebagaimana disebut pada poin C adalah bentuk dukungan perusahaan kepada pemerintah dalam menekan penyebaran virus COVID-19. Implementation of WFH as referred to in point C is a form of the company's support to the government in suppressing the spread of the COVID-19.</p>



RAPAT UMUM PEMEGANG SAHAM
General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Ups
8	<p>Berkenaan dengan pendelegasian kewenangan kepada Dewan Komisaris mengenai persetujuan perubahan investasi sampai dengan nilai 10%, maka Dewan Komisaris agar memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional, dan manajemen risiko.</p> <p>With regard to the delegation of authority to the Board of Commissioners on the approval of investment changes up to 10%, the Board of Commissioners must ensure that each approval of investment change is carried out in good faith and is the most profitable scheme for the company and has been based on an adequate study from the aspects of financial, legal, operational and risk management.</p>	<p>Dewan Komisaris telah memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional, dan manajemen risiko.</p> <p>The Board of Commissioners has ensured that the approval of each investment change is carried out in good faith and is the most profitable scheme for the company and has been based on adequate studies from the aspects of financial, legal, operational and risk management.</p>
9	<p>Dewan Komisaris agar melakukan pengawasan, evaluasi, dan <i>monitoring</i> setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan agar dapat mendukung peningkatan pelayanan dan kinerja perusahaan.</p> <p>The Board of Commissioners is required to supervise, evaluate, and monitor the implementation of investment programs, cash flow management, HR, and talent development, as well as risk management and company internal control on a quarterly basis in order to support the improvement of company services and performance.</p>	<p>Dewan Komisaris telah melakukan pengawasan, evaluasi, dan pemantauan setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan untuk mendukung peningkatan pelayanan dan kinerja perusahaan.</p> <p>The Board of Commissioners has carried out supervision, evaluation, and monitoring every quarter on the implementation of investment programs, cashflow management, HR and talent development, as well as risk management and company internal control in order to support the improvement of the company's services and performance.</p>
10	<p>Dalam rangka pelaksanaan program TJSL, Direksi diminta agar memperhatikan Risalah Rapat Pembahasan RKA TJSL Tahun 2021 PT Angkasa Pura I Nomor RIS-08/DSI.MBU.B/01/201 tanggal 26 November 2020.</p> <p>In the context of implementing the CSR program, the Board of Directors is requested to take into account the Minutes of Meeting on the Discussion of the 2021 PRKA TJSL T Angkasa Pura I Number RIS-08/DSI.MBU.B/01/201 dated January 7, 2021.</p>	<p>Direksi telah memperhatikan arahan Risalah Rapat Pembahasan RKA TJSL Tahun 2021 PT Angkasa Pura I. Tercatat selama tahun 2021 telah dilaksanakan Program Pendanaan UMK dan TJSL, adapun rincian yang telah dilakukan adalah sebagai berikut:</p> <ul style="list-style-type: none"> • Pelaksanaan Program CSV yaitu peningkatan Wisata sekitar wilayah kerja; • Membentuk Komite TJSL; • Realisasi program bekerjasama dengan Yayasan BUMN untuk Indonesia; • Menyampaikan dampak program melalui dokumentasi; • Penyampaian Laporan TJSL tepat waktu melalui <i>platform</i> Kementerian BUMN yaitu Aplikasi TJSL dan Portal TJSL Kementerian BUMN; • Realisasi pembinaan kepada mitra binaan dan juga penggunaan <i>virtual account</i> untuk mitra binaan baru. <p>The Board of Directors has taken into account the Minutes of Meeting on the Discussion of the 2021 TJSL RKA PT Angkasa Pura I. It was recorded that during 2021, MSE Funding and Social and Environmental Responsibility (TJSL) Programs have been implemented, with the following details:</p> <ul style="list-style-type: none"> • Implementation of CSV Program, namely tourism development around the work area; • Establish CSR Committee; • Program realization in collaboration with SOE Foundation for Indonesia; • Submit the impact of the program through documentation; • Submit Social and Environmental Responsibility (TJSL) Report in a timely manner through the Ministry of SOEs platform, TJSL Application and TJSL Portal of the Ministry of SOEs; • Coaching realization to foster partners and also the use of Virtual Accounts for New Foster Partners.
11	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 02/DK.API/2021 tanggal 22 Januari 2021 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP tahun buku 2021.</p> <p>All directives from the Shareholders as set forth in the minutes of ratification of this RKAP and the responses as well as inputs of the Board of Commissioners in accordance with the Decree of the Board of Commissioners Number 02/DK.API/2021 dated January 22, 2021, constitute an integral part in the implementation of the GMS for Ratification of the RKAP for the financial year 2021.</p>	<p>Seluruh arahan pemegang saham yang tertuang dalam risalah pengesahan RKAP dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 02/DK.API/2021 tanggal 22 Januari 2021 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP tahun buku 2021.</p> <p>All the Shareholders' directives set forth in the minutes regarding ratification of the RKAP and the responses as well as inputs of the Board of Commissioners in accordance with the Board of Commissioners Letter Number 02/DK.API/2021 dated January 22, 2021, are an integral part in the implementation of the GMS for the Ratification of the RKAP for financial year 2021</p>



DEWAN KOMISARIS

Board of Commissioners



PEDOMAN TATA LAKSANA DEWAN KOMISARIS

Dewan Komisaris perusahaan memiliki Board Manual sebagai panduan pelaksanaan tugas dan tanggung jawab Dewan Komisaris yang dituangkan dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.06/DK.API/2019. Berdasarkan *Board Manual*, Dewan Komisaris bertanggung jawab penuh atas pengawasan dan kebijakan pengurusan maupun usaha perusahaan. Dewan Komisaris juga memiliki tugas untuk memberi nasihat kepada Direksi, memantau efektivitas praktik *good corporate governance* (GCG), serta memiliki hak untuk melakukan penyesuaian berdasarkan kebutuhan perusahaan. Dewan Komisaris bertanggung jawab terhadap pemegang saham.

PROSES NOMINASI DAN PEMILIHAN DEWAN KOMISARIS

Nominasi calon anggota Dewan Komisaris dilakukan oleh Dewan Komisaris PT Angkasa Pura I. Persyaratan untuk pemilihan dan pengangkatan calon anggota Dewan Komisaris tertulis dalam *Board Manual*, meliputi:

- a. Persyaratan formal, yaitu:
 - Orang-perseorangan.
 - Cakap melakukan perbuatan hukum.
 - Tidak pernah dinyatakan pailit dalam waktu lima tahun sebelum pencalonan.
 - Tidak pernah menjadi anggota Direksi atau Dewan Komisaris atau Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perusahaan lain dinyatakan pailit dalam kurun waktu lima tahun sebelum pencalonan.
 - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/ atau yang berkaitan dengan sektor keuangan dalam kurun waktu lima tahun sebelum pencalonan.

THE BOARD MANUAL FOR THE BOARD OF COMMISSIONERS

The Company's Board of Commissioners has a Board Manual to carry out its duties and responsibilities as set forth in the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.06/DK.API/2019. According to the Board of Manual, The Board of Commissioners is also responsible for advising the Board of Directors, monitoring the effectiveness of GCG practices, and making adjustments based on the company's needs. The Board of Commissioners is accountable to the shareholders.

NOMINATION AND ELECTION PROCEDURES OF THE BOARD OF COMMISSIONERS

PT Angkasa Pura I's Board of Commissioners is in charge of nominating candidates for membership on the Board of Commissioners. The Board Manual outlines the criteria for selecting and appointing candidates to the Board of Commissioners, including:

- a. Formal criteria, namely:
 - Individual.
 - Competent in taking legal actions
 - Never been declared bankrupt in the five years preceding nomination
 - Never been a member of the Board of Directors, Board of Commissioners, or Supervisory Board who was found guilty of causing another company to go bankrupt in the five years preceding nomination.
 - Never been convicted of a criminal offense that is detrimental to the state's finances and/or is related to the financial sector in the five years preceding nomination.



b. Persyaratan materiil, yaitu:

- Memiliki integritas dan dedikasi.
- Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen.
- Memiliki pengetahuan yang memadai di bidang usaha perusahaan di mana yang bersangkutan dicalonkan.
- Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

Pengangkatan anggota Dewan Komisaris dilakukan melalui RUPS. Pemegang saham berwenang untuk memilih Dewan Komisaris yang memiliki keahlian, integritas, kejujuran, kepemimpinan, pengalaman, perilaku baik, dan dedikasi untuk perusahaan melalui rangkaian proses berikut:

- Menentukan kriteria penilaian umum calon anggota Dewan Komisaris.
- Membentuk tim seleksi calon anggota Dewan Komisaris
- Mengangkat anggota Dewan Komisaris, termasuk mengangkat Komisaris Utama.
- Evaluasi kinerja Dewan Komisaris dilakukan berdasarkan prinsip-prinsip sebagai berikut:

1. Dewan Komisaris wajib mengusulkan kepada RUPS perihal indikator kinerja kunci Dewan Komisaris dan indikator tersebut merupakan ukuran penilaian atas keberhasilan pelaksanaan tanggung jawab dan tugas pengawasan Dewan Komisaris sesuai dengan ketentuan peraturan perundang-undangan dan anggaran dasar.
2. Kinerja Dewan Komisaris akan dievaluasi oleh pemegang saham dalam RUPS.
3. Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan anggaran dasar perusahaan maupun amanat pemegang saham.
4. Kriteria evaluasi formal disampaikan secara terbuka kepada anggota Dewan Komisaris sejak tanggal pengangkatannya.
5. Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing-masing anggota Dewan Komisaris secara individual akan merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi anggota Dewan Komisaris.
6. Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris secara individual sebagaimana dimaksud pada ayat (5) di atas merupakan salah satu dasar pertimbangan bagi pemegang saham untuk pemberhentian dan/atau menunjuk kembali anggota Dewan Komisaris yang bersangkutan, dan hasil evaluasi kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.

b. Material criteria, namely:

- Have integrity and dedication;
- Understand the company's management issues pertaining to one of the management functions;
- Have sufficient knowledge of the company's business line in which the individual is nominated;
- Committed to devote sufficient time to perform their duties.

The Board of Commissioners is appointed by the GMS. Shareholders have the authority to elect members with expertise, integrity, honesty, leadership skills, experience, good behavior, and dedication to the company through the following procedures:

- Establish general assessment criteria for candidates for the Board of Commissioners.
- Format selection team to nominate candidates for the Board of Commissioners.
- Appoint members of the Board of Commissioners, including the President Commissioner.
- Performance assessment of the Board of Commissioners is carried out using the following principles:

1. The Board of Commissioners shall propose to the GMS the Board of Commissioners' key performance indicators, which shall be a measure of assessment of the successful implementation of the Board of Commissioners' responsibilities and supervisory duties in accordance with the provisions of laws and regulations, as well as the Articles of Association.
2. The Board of Commissioners' performance shall be assessed by the shareholders in the GMS.
3. In general, the performance of the Board of Commissioners is determined according to the duties and responsibilities as set forth in the prevailing laws and regulations and the company's articles of association as well as the shareholders' mandate.
4. Members of the Board of Commissioners receive formal assessment criteria upon their appointment.
5. The assessment results of the Board of Commissioners' overall performance and the individual performance of the Board of Commissioners member shall be incorporated into the Board of Commissioners' compensation and incentive scheme.
6. The results of each member of the Board of Commissioners' individual performance evaluation, as referred to in paragraph (5) above, shall be one of the grounds for consideration by the shareholders for the dismissal and/or reappointment of the member of the Board of Commissioners concerned, and the results of the performance assessment shall be a means of assessing and improving the Board of Commissioners' effectiveness.



TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Secara umum tugas dan tanggung jawab Dewan Komisaris adalah sebagai berikut:

1. Dewan Komisaris bertanggung jawab melakukan pengawasan atas kebijakan dan jalannya pengurusan perusahaan yang dilaksanakan oleh Direksi.
2. Dewan Komisaris menjalankan tanggung jawab dengan prinsip-prinsip sebagai berikut:
 - Dalam melakukan pengawasan, Dewan Komisaris akan selalu mematuhi anggaran dasar dan peraturan perundang-undangan yang berlaku.
 - Pengawasan dilakukan oleh Dewan Komisaris terhadap pengelolaan perusahaan oleh Direksi.
 - Pengawasan, nasihat, dan arahan yang diberikan Dewan Komisaris dilaksanakan dalam mekanisme rapat dan/atau diberikan secara tertulis.
 - Dalam melakukan pengawasan, Dewan Komisaris bertindak sebagai majelis (bersifat kolegial) dan tidak dapat bertindak sendiri-sendiri.
 - Pengawasan tidak boleh berubah menjadi pelaksanaan tugas-tugas eksekutif, kecuali dalam hal perusahaan tidak memiliki Direksi.
 - Pengawasan dilakukan tidak hanya sekadar menyetujui atau tidak menyetujui terhadap tindakan-tindakan yang memerlukan persetujuan Dewan Komisaris, tetapi pengawasan dilakukan secara proaktif, mencakup semua aspek bisnis perusahaan.
 - Dewan Komisaris dapat menggunakan jasa profesional yang mandiri dan/atau membentuk komite untuk membantu pelaksanaan tugas Dewan Komisaris.
3. Menyusun rencana kerja dan target kinerja Dewan Komisaris secara periodik serta menyusun pembagian tugas di antara anggota Dewan Komisaris sesuai dengan keahlian dan pengalaman masing-masing anggota Dewan Komisaris.
4. Melakukan pengawasan dan memberi nasihat kepada Direksi atas kebijakan pengurusan perusahaan yang dilaksanakan Direksi, termasuk pelaksanaan rencana pengembangan perusahaan, RJPP, serta RKAP.
5. Memantau kepatuhan Direksi atau peraturan perundangan yang berlaku.
6. Mengawasi efektivitas pelaksanaan manajemen risiko dan pengendalian internal.
7. Mengkaji pemanfaatan teknologi informasi.
8. Mengkaji komposisi jabatan Dewan Komisaris dan Direksi, proses nominasi Direksi, serta kebijakan evaluasi kinerja Dewan Komisaris dan Direksi.
9. Mengkaji kebijakan remunerasi Dewan Komisaris dan Direksi, serta kesesuaian remunerasi dengan kinerja Dewan Komisaris dan Direksi.
10. Memantau dan mengevaluasi kinerja perusahaan.
11. Mengadakan rapat secara berkala membahas hasil pelaksanaan pengawasan atas pengelolaan perusahaan yang dilaksanakan Direksi.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In general, the Board of Commissioners' duties and responsibilities are as follows:

1. The Board of Commissioners is responsible for supervising the Board of Directors' policies and management of the company.
2. The Board of Commissioners carries out its responsibilities in accordance with the following principles:
 - The Board of Commissioners shall conduct supervision in accordance with the Articles of Association and the applicable laws and regulations.
 - The Board of Commissioners shall supervise the management of the Company by the Board of Directors.
 - The Board of Commissioners shall supervise, advise, and issue directives through a meeting mechanism and/or in writing.
 - The Board of Commissioners acts as an assembly (collegial in nature) in conducting supervision and cannot act independently.
 - Except in the absence of a Board of Directors, supervision may not be converted into executive duties.
 - Supervision shall be carried out not only to approve or disapprove actions requiring Board of Commissioners approval, but also proactively, covering all aspects of the Company's business.
 - The Board of Commissioners may engage independent professional services and/or form a committee to assist in the execution of the Board of Commissioners' duties.
3. Preparing the Board of Commissioners' Work Plan and Performance Target and preparing the division of duties among the Board of Commissioners members on a regular basis according to each member's expertise and experience.
4. Supervising and advising the Board of Directors on the company's management policies as they are put in place by the Board of Directors, including the implementation of the company's development plan, Long Term Corporate Plan (RJPP), and Company Work Plan and Budget (CWBPB).
5. Monitoring the Board of Directors' compliance to prevailing laws and regulations.
6. Supervising the effectiveness of risk management and internal control implementation.
7. Assessing the utilization of information technology.
8. Reviewing the composition of the Board of Commissioners and the Board of Directors, the Board of Commissioners' nomination procedure, and performance assessment policies for the Board of Commissioners and the Board of Directors.
9. Reviewing the Board of Commissioners and the Board of Directors remuneration policy and appropriateness of remuneration in light of the Board of Commissioners and the Board of Directors performance.
10. Monitoring and evaluating the Company's performance.
11. Holding regular meetings to discuss the outcomes of the Board of Directors' implementation of supervision over the company's management.



DEWAN KOMISARIS Board of Commissioners

12. Jika oleh sebab apapun juga perusahaan tidak mempunyai anggota Direksi, maka untuk sementara Dewan Komisaris berkewajiban menjalankan pekerjaan Direksi, kemudian dalam waktu selambat-lambatnya 30 hari kalender meminta diadakannya RUPS Luar Biasa untuk mengisi kekosongan Direksi tersebut.
13. Selama jabatan anggota Direksi kosong dan RUPS belum mengangkat anggota Direksi baru, Dewan Komisaris menunjuk salah seorang anggota Direksi lainnya sebagai pelaksana tugas anggota Direksi dengan tugas, kewenangan, dan kewajiban yang sama dengan anggota Direksi yang kosong.
14. Melaksanakan kepentingan perusahaan dengan memperhatikan kepentingan para pemegang saham.
15. Mengusulkan auditor eksternal untuk disahkan dalam RUPS dan memantau pelaksanaan penugasan auditor eksternal.
16. Menginformasikan kepada RUPS perihal kepemilikan saham dan/atau keluarganya pada perusahaan dan perusahaan lain untuk dicantumkan dalam laporan tahunan.
17. Memantau efektivitas praktik GCG yang diterapkan perusahaan, antara lain dengan mengadakan pertemuan berkala dengan Direksi untuk membahas, merencanakan, dan melaksanakan evaluasi atas implementasi GCG.
18. Mempertanggungjawabkan pelaksanaan tugasnya pada RUPS.

WEWENANG DAN HAK DEWAN KOMISARIS

Wewenang yang dimiliki Dewan Komisaris dalam menjalankan fungsinya adalah sebagai berikut:

1. Dewan Komisaris berwenang untuk menyetujui atau menolak secara tertulis rencana Direksi dalam hal-hal berikut ini:
 - Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek.
 - Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer* atau BOT), Bangun Milik Serah (*Build Own Transfer* atau BOwT), Bangun Serah Guna (*Build Transfer Operate* atau BTO), dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh RUPS.
 - Menerima atau memberikan pinjaman jangka menengah atau panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada anak perusahaan dengan ketentuan pinjaman kepada anak perusahaan dilaporkan kepada Dewan Komisaris.
 - Menghapuskan dari pembukuan piutang macet dan persediaan barang mati.
 - Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan lima tahun.
 - Menetapkan struktur organisasi sampai dengan satu tingkat di bawah Direksi.

AUTHORITIES AND RIGHTS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has the following authorities in carrying out its functions:

1. The Board of Commissioners has the authority to approve or reject the Board of Directors plan in the following areas in writing:
 - Putting up fixed assets in exchange for short-term credit.
 - Establishing partnerships with business entities or other parties through licensing cooperation, management contracts, asset leasing, Joint Operations (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOwT), and Build Transfer Operate (BTO), and other partnerships with a specific value or time period determined by the GMS.
 - Receiving or providing medium/long term loans, with the exception of loans (debt or receivables) arising from business transactions and loans granted to subsidiaries provided that they report their loans to the Board of Commissioners.
 - Writing off bad debts and dead stock.
 - Disposing of movable fixed assets with a typical economic life of up to 5 years in the industry.
 - Establishing an organizational structure one level beneath the Board of Directors.



2. Memasuki bangunan-bangunan dan halaman-halaman atau tempat-tempat lain yang dipergunakan atau dikuasai oleh perusahaan dan berhak memeriksa buku-buku, surat-surat bukti, persediaan barang-barang, memeriksa dan mencocokkan keadaan uang kas untuk keperluan verifikasi dan lain-lain surat berharga serta mengetahui segala tindakan yang telah dijalankan oleh Direksi.
3. Mengusulkan bakal calon Direksi perusahaan yang berasal dari pejabat satu tingkat di bawah Direksi atau pejabat yang mempunyai prestasi istimewa.
4. Dengan suara terbanyak, memberhentikan sementara waktu seorang atau lebih anggota Direksi, jika bertindak bertentangan dengan anggaran dasar atau melalaikan kewajibannya atau terdapat alasan mendesak bagi perusahaan sesuai dengan ketentuan yang berlaku.
5. Menunjuk anggota Direksi yang ada untuk menjalankan tugas anggota Direksi yang lowong dengan kekuasaan dan wewenang yang sama di samping tetap menjalankan tugas utamanya.
6. Meminta penjelasan tentang segala hal yang ditanyakan kepada Direksi, dan Direksi wajib memberikan penjelasan.
7. Menjalankan kewenangan lain yang diberikan oleh pemegang saham melalui RUPS.
8. Mengadakan pengawasan atas pengurusan anak perusahaan dan perusahaan patungan.
9. Menyetujui nama pejabat yang diangkat sebagai kepala atau pimpinan unit kerja Internal Audit dan Corporate Secretary.

ETIKA JABATAN DEWAN KOMISARIS

Untuk menjaga integritas, Dewan Komisaris wajib memenuhi etika jabatan sebagai berikut:

1. Anggota Dewan Komisaris dilarang melakukan tindakan yang mempunyai benturan kepentingan (*conflict of interest*) maupun mengambil keuntungan pribadi dari pengambilan keputusan dan/atau pelaksanaan kegiatan perusahaan, selain dari penghasilan yang sah.
2. Anggota Dewan Komisaris wajib melaporkan kepada Sekretaris Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain termasuk setiap perubahannya.
3. Anggota Dewan Komisaris wajib melakukan pengungkapan jika terjadi benturan kepentingan. Anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan terhadap Dewan Komisaris lain yang berkaitan dengan hal tersebut.
4. Dalam melaksanakan tugas dan fungsinya, setiap anggota Dewan Komisaris harus:
 - Mematuhi Anggaran Dasar, peraturan perundang-undangan, serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran.
 - Menjalankan tugas pengawasan dan memberi nasihat kepada Direksi dengan itikad baik, penuh kehati-hatian, dan bertanggung jawab untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan.

2. Enter the company's buildings, yards, or other locations and have the authority to check books, proof letters, inventory of goods, check and match the state of cash for verification and other purposes, other securities, and learn about all of the Board of Directors' actions.
3. Propose candidates for the company's Board of Directors from officials one level below Board of Directors or officials with exceptional achievements.
4. Temporarily dismiss one or more Board of Directors members by majority vote if they are acting in violation of the Articles of Association or neglecting their obligations, or if there is an urgent reason for the company in accordance with applicable provisions.
5. Appoint existing members of the Board of Directors to carry out the duties of vacant Board of Directors members with the same power and authority, while continuing to carry out their primary duties.
6. Request an explanation for all matters referred to the Board of Directors, and the Board of Directors is required to provide one.
7. Execute any other authorities granted by the shareholders through the GMS.
8. Supervise the operations of subsidiaries and joint ventures.
9. Approve the official's appointment as the head or leader of the Internal Audit and Corporate Secretary.

THE BOARD OF COMMISSIONERS' CODE OF CONDUCT

In order to maintain integrity, the Board of Commissioners must comply with the following code of conducts of the position:

1. Members of the Board of Commissioners are prohibited from undertaking actions that have a conflict of interest, or derive personal benefits from making decisions and/or carrying out company activities, other than from legitimate income.
2. Members of the Board of Commissioners shall report to the Corporate Secretary concerning their and/or their family members' ownership of shares with the company and other companies, including any changes there of.
3. Members of the Board of Commissioners shall make disclosures in the event of a conflict of interest, and the concerned members shall not involve themselves in the Board of Commissioners' decision-making process in connection to the matter.
4. In carrying out its duties and functions, each member of the Board of Commissioners must:
 - Comply with the Articles of Association, laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
 - Carry out supervisory duties and advise the Board of Directors in good faith, prudence, and full responsibility for the interests of the company and in accordance with stated aims and objectives.



- Melampirkan pakta integritas dalam usulan Direksi yang harus mendapat rekomendasi dari Dewan Komisaris dan persetujuan pemegang saham.
- Memperbarui surat pernyataan tidak memiliki benturan kepentingan secara berkala atau pada setiap awal tahun.

- Attach an integrity pact to the Board of Directors' proposals, which shall obtain recommendations from the Board of Commissioners and approval of shareholders.
- Renew the personal statement of not having a conflict of interest on a periodic basis or at the beginning of each year.

MASA JABATAN ANGGOTA DEWAN KOMISARIS

Anggota Dewan Komisaris memiliki masa jabatan lima tahun dengan tidak mengurangi kewenangan RUPS untuk memberhentikan para anggota sewaktu-waktu. RUPS berhak mengangkat kembali anggota Dewan Komisaris untuk satu kali masa jabatan berikutnya setelah masa jabatannya berakhir.

MEMBERS OF THE BOARD OF COMMISSIONERS' TERMS OF OFFICE

The term of office of members of the Board of Commissioners is 5 years without prejudice to the authority of the GMS to dismiss members at any time. The GMS may reappoint members of the Board of Commissioners for 1 subsequent term of office after their term of office ends.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023, anggota Dewan Komisaris dapat mengundurkan diri dan/atau diberhentikan sewaktu-waktu sebelum periode jabatannya berakhir dengan berbagai alasan. Beberapa alasan pemberhentian Dewan Komisaris disebabkan karena:

- Tidak dapat menjalankan tugasnya dengan baik.
- Melanggar ketentuan anggaran dasar dan/atau peraturan Perundang-undangan.
- Terlibat dalam tindakan yang merugikan BUMN dan/atau negara.
- Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai anggota Dewan Komisaris dan Dewan Pengawas BUMN.
- Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.
- Mengundurkan diri.

Anggota Dewan Komisaris dapat diberhentikan oleh Menteri BUMN atau RUPS karena alasan lainnya demi kepentingan dan tujuan BUMN dan/atau perusahaan, misalnya, tetapi tidak terbatas pada:

- Diberhentikan dalam rangka restrukturisasi perusahaan;
- Memasuki masa usia pensiun; dan/atau
- Diangkat menjadi aparatur sipil negara (ASN) yang merupakan penugasan dari kementerian teknis atau instansi pemerintah lain.

Berdasarkan Ketentuan Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara jo Peraturan Pemerintah Nomor 23 Tahun 2022 Tentang Perubahan atas Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara, masa jabatan anggota Dewan Komisaris/ Dewan Pengawas dan Direksi BUMN adalah 5 (lima) tahun dan berakhirnya masa jabatan dengan sendirinya secara hukum, apabila:

PROCEDURES FOR RESIGNATION AND DISMISSAL OF MEMBERS OF BOARD OF COMMISSIONERS

Based on the Minister of SOEs Regulation Number PER-3/MBU/03/2023, members of the Board of Commissioners may resign and/or be dismissed at any time before their term of office ends for various reasons. The reasons for dismissal of the Board of Commissioners are due to:

- Inability to perform the duties as required;
- Committing violations against the Articles of Association and/or prevailing laws and regulations;
- Engaging in actions that are detrimental to the SOE and/or the country;
- Conducting actions that violate the code of conduct and/or propriety that should inspire respect as members of the Board of Commissioners and the SOE Supervisory Board;
- Convicted by a court decision with permanent legal force;
- Resigned.

The Minister of SOEs or GMS may also dismiss members of the Board of Commissioners for other reasons in the interests and objectives of SOEs and/or the Company, including, but not limited to:

- Dismissed in order to restructure the company;
- Entering retirement age; and/or
- Appointed as a civil servant as an assignment from the technical ministry or other government agencies.

Based on the provisions of Law No. 19 of 2003 on State-Owned Enterprises and Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises in conjunction with Government Regulation No. 23 of 2022 on Amendments to Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises, the term of office of members of the Board of Commissioners/ Supervisory Board and Board of Directors of SOE is 5 (five) years and the term of office expires by law, if the BoC member:



1. Meninggal dunia.
2. Masa jabatan berakhir.
3. Tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris/Dewan Pengawas dan Direksi BUMN berdasarkan ketentuan dan peraturan perundang-undangan.

Hal ini disampaikan melalui Surat Kementerian Badan Usaha Milik Negara (BUMN) RI Nomor S-97/DSI. MBU/09/2022 tanggal 20 September 2022 perihal Penegasan Berakhirnya Masa Jabatan Anggota Dewan Komisaris/Dewan Pengawas dan Direksi Badan Usaha Milik Negara.

KOMPOSISI DAN DASAR PENGANGKATAN DEWAN KOMISARIS

Proses pengangkatan dan pemberhentian anggota Dewan Komisaris merupakan kewenangan pemegang saham yang dalam pelaksanaannya dapat melibatkan anggota Direksi dan Dewan Komisaris. Anggota yang terpilih dipastikan telah memenuhi kriteria dan syarat yang telah ditentukan dalam fit and proper test. Terhitung sejak Desember 2023, susunan Dewan Komisaris PT Angkasa Pura I beranggotakan 7 orang.

1. Passed away.
2. The term of office ends.
3. No longer meeting the requirements as a Board of Commissioners member/Supervisory Board and Board of Directors of SOE based on the provisions and laws and regulations.

This was communicated through the Ministry of State-Owned Enterprises (SOEs) of the Republic of Indonesia dated September 20, 2022 on Affirmation of the Expiration of the Term of Office of Members of the Board of Commissioners/Supervisory Board and Board of Directors of State-Owned Enterprises.

COMPOSITION AND BASIS FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS

Shareholders have the authority to appoint and dismiss members of the Board of Commissioners. In its implementation, shareholders may involve members of the Board of Directors and the Board of Commissioners. The selected members are confirmed to have met the criteria and conditions specified in the fit and proper test. As of December 2022, the composition of the Board of Commissioners of PT Angkasa Pura I consists of 7 members.





DEWAN KOMISARIS
Board of Commissioners

Komposisi Dewan Komisaris per 31 Desember 2022
Composition of the Board of Commissioners as of December 31, 2022

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Djoko Sasono	Komisaris Utama President Commissioner	Kementerian BUMN Ministry of SOEs	SK.210/MBU/07/2018	19 Juli 2018 July 19, 2018
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK.210/MBU/07/2018 dan SK-85/MBU/03/2020	19 Juli 2018 July 19, 2018
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Danang Parikesit	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Elen Setiadi	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-365/MBU/11/2021	23 November 2021 November 23, 2021
Hidayat Amir	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-262/MBU/11/2022; KEP INJ.03.06/23/11/2022/A.0031	21 November 2022 November 21, 2022

Komposisi Dewan Komisaris per 07 Agustus–27 Desember 2023
Composition of the Board of Commissioners as of August 07–December 27, 2023

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Novie Riyanto R	Komisaris Utama President Commissioner	Kementerian BUMN Ministry of SOEs	SK-227/MBU/08/2023 dan KEP INJ.03.06/23/08/2023/A.0069	07 Agustus 2023 August 07, 2023
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Danang Parikesit	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Elen Setiadi	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-365/MBU/11/2021	23 November 2021 November 23, 2021
Hidayat Amir	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-262/MBU/11/2022; KEP. INJ.03.06/23/11/2022/A.0031	21 November 2022 November 21, 2022

Komposisi Dewan Komisaris per 28 Desember–31 Desember 2023
Composition of the Board of Commissioners as of December 28 –December 31, 2023

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Erwan Agus Purwanto	Komisaris Utama President Commissioner	Kementerian BUMN Ministry of SOEs	SK-389/MBU/12/2023 KEP. INJ.01.01/23/12/2023/A.0095	28 Desember 2023 December 28, 2023
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020



PROGRAM ORIENTASI BAGI ANGGOTA DEWAN KOMISARIS BARU

Setiap anggota baru Dewan Komisaris PT Angkasa Pura I, wajib mengikuti orientasi untuk memahami kegiatan dan kondisi PT Angkasa Pura I. Program orientasi ini dilaksanakan oleh Sekretaris Perusahaan maupun pihak lain yang menjalankan fungsi yang sama, berdasarkan Peraturan Menteri BUMN Nomor PER-01/MBU/2011 serta SK-16/S.MBU/2012 yang dituangkan pada *Board Manual*. Pada 2023, tidak terdapat terdapat kegiatan orientasi ini karena tidak adanya anggota Dewan Komisaris baru

PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Tugas pengawasan Dewan Komisaris dibagi ke dalam beberapa bidang sesuai dengan jabatannya agar setiap anggota dapat menjalankan tanggung jawab dan wewenang masing-masing dengan fokus, efektif, dan efisien, baik secara kolektif maupun individual.

KOMPOSISI DEWAN KOMISARIS PER 31 DESEMBER 2023

ORIENTATION PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

At PT Angkasa Pura I, all new members of the Board of Commissioners are required to undergo an orientation to understand the company's activities and conditions. This orientation program is carried out by the Corporate Secretary or other parties performing the same function, based on the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 and SK-16/S.MBU/2012 as outlined in the Board Manual. In 2023, this orientation activity was not held due to the absence of new Board of Commissioners members.

DIVISION OF SUPERVISORY DUTIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners' supervisory duties are divided into several areas according to their positions so that each member can carry out their respective responsibilities and authorities in a focused, effective, efficient manner, collectively and individually.

COMPOSITION OF THE BOARD OF COMMISSIONERS AS OF DECEMBER 31, 2023

Djoko Sasono

Komisaris Utama | President Commissioner

Komisaris Utama bertugas melakukan koordinasi dengan segenap anggota Dewan Komisaris maupun perangkat Dewan Komisaris berkaitan dengan tugas dan wewenang Dewan Komisaris pada fungsi internal audit, *corporate secretary*, dan *corporate planning and transformation*.

The incumbent is responsible for coordinating with all members of the Board of Commissioners and structures below on the performance of its duties and authority with respect to internal audit, corporate secretary, as well as corporate planning and transformation.

Erwan Agus Purwanto

Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang sumber daya manusia meliputi fungsi pada *human capital, training and people development*, dan *general services and corporate social responsibility*, sekaligus menjabat sebagai Ketua Komite Audit.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on human resources, covering human capital, training and people development, as well as general services and corporate social responsibility. The incumbent concurrently serves as Chairman of the Audit Committee.



Tri Budi Satriyo
Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang operasi dan teknik meliputi fungsi pada *airport safety, airport security, airport operation and services, airport facilities management, airport equipment management, dan airport planning and project development*, sekaligus menjabat sebagai Ketua Komite Nominasi dan Remunerasi.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on operations and engineering, covering airport safety, airport security, airport operation and services, airport facilities management, airport equipment management, as well as airport planning and project development. The incumbent concurrently serves as Chairman of the Nomination and Remuneration Committee.

Irfan Wahid
Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang pemasaran dan pelayanan meliputi fungsi pada *aeronautical business and airline development, airport commercial, dan branding and services design*, sekaligus menjabat sebagai Wakil Ketua Komite Nominasi dan Remunerasi.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on marketing and services, covering aeronautical business and airline development, airport commercial, as well as branding and services design. The incumbent concurrently serves as Vice Chairman of the Nomination and Remuneration Committee.

Danang Parikesit
Komisaris | Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang pengembangan usaha meliputi fungsi pada *business and portfolio management, technology and innovation, dan cargo planning and development*, sekaligus menjabat sebagai Ketua Komite Risiko Usaha dan *Good Corporate Governance (GCG)*.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on business development, covering business and portfolio management, technology and innovation, as well as cargo planning and development. The incumbent concurrently serves as Chairman of the Business Risk and GCG Committee.

Elen Setiadi
Komisaris | Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang kepatuhan, aset, dan pengadaan meliputi fungsi pada *legal and compliance, asset management, dan procurement*, sekaligus menjabat sebagai Wakil Ketua Komite Risiko Usaha dan *Good Corporate Governance (GCG)*.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on compliance, assets, and procurement, covering legal and compliance, asset management, and procurement. The incumbent concurrently serves as Vice Chairman of the Business Risk and Good Corporate Governance (GCG) Committee.

**Hidayat Amir**
Komisaris Utama | President Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang keuangan dan manajemen risiko meliputi fungsi pada *accounting, finance, dan risk management*, sekaligus menjabat sebagai Wakil Ketua Komite Audit.

The incumbent is responsible for handling activities related to the duties and authority of the Board of Commissioners on finance and risk management, covering accounting, finance, and risk management. The incumbent concurrently serves as Vice Chairman of the Audit Committee.

KOMPOSISI DEWAN KOMISARIS PER 7 AGUSTUS – 27 DESEMBER 2023**COMPOSITION OF THE BOARD OF COMMISSIONERS AS OF DECEMBER 27, 2023****Novie Riyanto R**
Komisaris Utama | President Commissioner

Komisaris Utama bertugas melakukan koordinasi dengan segenap anggota Dewan Komisaris maupun perangkat Dewan Komisaris berkaitan dengan tugas dan wewenang Dewan Komisaris. Selain itu, bertugas pula untuk melakukan pengawasan pada bidang teknik dan operasional perusahaan antara lain terkait *cargo planning & development, airport safety, airport security, airport operation & services, airport facilities management, airport equipment management, airport planning & project development*.

The incumbent is responsible for coordinating with all members of the Board of Commissioners and members of the Board of Commissioners on the Board's tasks and jurisdiction. Furthermore, he is responsible for supervising the company's technical and operational fields, which include cargo planning & development, airport safety, airport security, airport operation & services, airport facilities management, airport equipment management, and airport planning & project development.

Erwan Agus Purwanto
Komisaris Independen | Independent Commissioner

Anggota Dewan Komisaris Independen bertugas melakukan pengawasan pada kegiatan yang berkaitan dengan bidang keuangan dan *corporate secretary* antara lain terkait kinerja keuangan, *internal audit, corporate secretary, corporate planning and transformation, technology & innovation*. Sekaligus menjabat sebagai Ketua Komite Audit

The incumbent is responsible for supervising finance and corporate secretary activities such as financial performance, internal audit, corporate secretary, corporate planning and transformation, and technology and innovation. Concurrently serves as chairman of the audit committee.

Irfan Wahid
Komisaris Independen | Independent Commissioner

Anggota Dewan Komisaris Independen bertugas melakukan pengawasan pada kegiatan yang berkaitan dengan SDM dan social Perusahaan antara lain terkait remunerasi, nominasi *talent perusahaan, training and people development, general services & corporate social responsibility*, sekaligus menjabat sebagai Ketua Komite Nominasi dan Remunerasi.

The incumbent is responsible for supervising HR and corporate social affairs activities such as remuneration, Company talent nomination, training and people development, and general services & corporate social responsibility, as well as Chairing the Nomination and Remuneration Committee.



DEWAN KOMISARIS
Board of Commissioners

Danang Parikesit
Komisaris | Commissioner

Anggota Dewan Komisaris bertugas melakukan koordinasi pelaksanaan pekerjaan Komite di bawah Dewan Komisaris. Selain itu, bertugas pula untuk melakukan pengawasan pada kegiatan yang berkaitan dengan fungsi perencanaan, pengembangan dan bidang komersial, pemasaran dan pelayanan antara lain pada fungsi *aeronautical business & airline development*, *airport commercial*, *branding and services design*. Selain itu juga bertugas pada bidang pengelolaan manajemen risiko perusahaan, sekaligus menjabat sebagai Ketua Komite Risiko Usaha dan GCG.

The incumbent is responsible for directing the activities of committees under the Board of Commissioners. Aside from that, he is in charge of supervising activities connected to planning, development, commercial, marketing, and service functions, such as aeronautical business and airline development, airport commercial, branding, and service design. Aside from that, he is in charge of the company's risk management and Chairman of the Business Risk and GCG Committee.

Elen Setiadi
Komisaris | Commissioner

Anggota Dewan Komisaris bertugas melakukan pengawasan pada kegiatan yang berkaitan dengan kepatuhan dan GCG, pengelolaan aset dan pengadaan, sekaligus menjabat sebagai Wakil Ketua Komite Risiko Usaha dan GCG.

The incumbent is responsible for monitoring activities relating to compliance and GCG, asset management and procurement, as well as serving as Deputy Chair of the Business Risk and GCG Committee.

Hidayat Amir
Komisaris | Commissioner

Anggota Dewan Komisaris bertugas melakukan pengawasan pada kegiatan yang berkaitan dengan keuangan & pengelolaan anak perusahaan antara lain terkait *accounting*, *finance* dan tata kelola dan kinerja anak perusahaan, sekaligus menjabat sebagai Wakil Ketua Komite Audit.

The incumbent is responsible for monitoring activities relating to subsidiary finance and management, including accounting, finance, governance, and performance, as well as serving as the Audit Committee's Deputy Chair.

**KOMPOSISI DEWAN KOMISARIS PER 28 DESEMBER – 31 DESEMBER 2023****COMPOSITION OF THE BOARD OF COMMISSIONERS AS OF DECEMBER 31, 2023****Erwan Agus Purwanto**
Komisaris Utama | President Commissioner

Komisaris Utama bertugas melakukan koordinasi dengan segenap anggota Dewan Komisaris maupun perangkat Dewan Komisaris berkaitan dengan tugas dan wewenang Dewan Komisaris. Selain itu, bertugas pula untuk melakukan pengawasan pada bidang teknik dan operasional perusahaan antara lain terkait *cargo planning & development, airport safety, airport security, airport operation & services, airport facilities management, airport equipment management, airport planning & project development*, bidang keuangan, dan *corporate secretary* antara lain terkait kinerja keuangan, *internal audit, corporate secretary, corporate planning and transformation, technology & innovation, accounting, finance*, tata kelola dan kinerja anak perusahaan, serta pada bidang SDM dan social Perusahaan antara lain terkait remunerasi, nominasi *talent* perusahaan, *training and people development, general services & corporate social responsibility*.

The incumbent is responsible for collaborating with all members of the Board of Commissioners and Board members on their respective responsibilities and powers. In addition to his other responsibilities, the incumbent oversees various aspects of the company's technical and operational sectors, such as *cargo planning & development, airport safety, airport security, airport operation & services, airport facilities management, airport equipment management, airport planning & project development, finance, and corporate governance*. This includes overseeing financial performance, internal audit, corporate planning, technology & innovation, accounting, finance, governance, and subsidiary performance. The incumbent also plays a key role in HR and corporate social activities, including remuneration, talent nomination, training, people development, general services & corporate social responsibility.

Irfan Wahid
Komisaris Independen | Independent Commissioner

Anggota Dewan Komisaris Independen bertugas melakukan koordinasi pelaksanaan pekerjaan Komite di bawah Dewan Komisaris. Selain itu, bertugas pula untuk melakukan pengawasan pada kegiatan yang berkaitan dengan fungsi perencanaan, pengembangan dan bidang komersial, pemasaran dan pelayanan antara lain pada fungsi *aeronautical business & airline development, airport commercial, branding and services design*. Selain itu juga bertugas pada bidang pengelolaan manajemen risiko perusahaan, serta berkaitan dengan kepatuhan dan GCG, pengelolaan aset dan pengadaan.

The incumbent is responsible for overseeing the execution of the work of Committees under the Board of Commissioners. In addition, he is responsible for overseeing activities related to planning, development, commercial, marketing, and service functions, such as *aeronautical business & airline development, airport commercial, branding, and services design functions*. In addition, the incumbent oversees company risk management, compliance, GCG, asset management, and procurement.



KOMISARIS INDEPENDEN DAN PERNYATAAN TENTANG INDEPENDENSI

Dari tujuh anggota Dewan Komisaris, tiga di antaranya merupakan Komisaris Independen yaitu Tri Budi Satriyo, Erwan Agus Purwanto, dan Irfan Wahid. Ketiga Komisaris Independen PT Angkasa Pura I telah memenuhi kriteria yang ditetapkan oleh berdasarkan Peraturan Menteri BUMN Nomor PER-01/MBU/2011, yaitu: tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Selain itu, Komisaris Independen perusahaan telah memenuhi kriteria berdasarkan Board Manual yaitu:

- Tidak menjabat sebagai Direksi di perusahaan yang terafiliasi dengan perusahaan.
- Tidak bekerja pada pemerintah termasuk departemen, lembaga, dan kemiliteran dalam kurun waktu tiga tahun terakhir.
- Tidak bekerja di perusahaan atau afiliasinya dalam kurun waktu tiga tahun terakhir.
- Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung, dengan perusahaan atau perusahaan yang menyediakan jasa dan produk kepada perusahaan dan afiliasinya.
- Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup perusahaan.

Seluruh Komisaris Independen perusahaan memastikan independensinya dan telah menandatangani surat pernyataan independensi.

TANGGAPAN, REKOMENDASI, DAN PELAKSANAAN TUGAS DEWAN KOMISARIS

Sepanjang tahun 2023, Dewan Komisaris mengeluarkan beberapa tanggapan dan rekomendasi yang dituangkan dalam surat sesuai dengan wewenang dan tanggung jawabnya, antara lain:

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
1	31 Januari 2023 January 31, 2023	06/DK.API/2023	Tindak Lanjut atas Evaluasi Pengendalian Internal dan Temuan Audit Follow-up on Internal Control Evaluation and Audit Findings
2	28 Februari 2023 February 28, 2023	16/DK.API/2023-R	Penyampaian <i>selected talent pool</i> dan evaluasi kinerja direksi eksisting PT Angkasa Pura I Submission of the selected talent pool and performance evaluation of the existing directors of PT Angkasa Pura I
3	28 Februari 2023 February 28, 2023	17/DK.API/2023	Tanggapan Dewan Komisaris atas Rencana Pendanaan Eksternal Tahun 2023 PT Angkasa Pura I The Board of Commissioners' response to PT Angkasa Pura I's 2023 External Funding Plan
4	15 Maret 2023 March 15, 2023	22/DK.API/2023	Tanggapan Dewan Komisaris atas Pelaksanaan <i>Whistleblowing System</i> PT Angkasa Pura I Tahun 2022 The Board of Commissioners' response to the Implementation of the PT Angkasa Pura I Whistleblowing System in 2022

INDEPENDENT COMMISSIONER AND STATEMENT OF INDEPENDENCE

The Board of Commissioners has seven members, three of whom are independent commissioners: Tri Budi Satriyo, Erwan Agus Purwanto, and Irfan Wahid. The three Independent Commissioners of PT Angkasa Pura I have met the criteria outlined in the Minister of SOEs Regulation Number PER-01/MBU/2011, namely: has no financial, management, share ownership, or family relationship with other members of the Board of Commissioners, members of the Board of Directors, or Controlling Shareholders, or relationship with the SOE, which could impair their ability to act independently.

In addition, the company's Independent Commissioners have met the criteria specified in the Board Manual, including:

- Not serving as Director in a company affiliated with PT Angkasa Pura I.
- Not working for the government, including departments, institutions, and military for the past three years.
- Not working for the company or its affiliates for the past three years.
- Having no financial ties, either direct or indirect, to the company or companies that provide services and products to PT Angkasa Pura I and its affiliates.
- Free from any business interests, activities or other relationships that may impede or interfere with the Board of Commissioners' ability to act or think freely within the Company.

All of the company's Independent Commissioners have signed a statement of independence to ensure their independence.

RESPONSES, RECOMMENDATIONS, AND EXECUTION OF THE BOARD OF COMMISSIONERS DUTIES

Throughout 2023, the Board of Commissioners issued several responses and recommendations as set forth in the letter in accordance with its authority and responsibility, including:



No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
5	21 Maret 2023 March 21, 2023	23/DK.API/2023	Pelaksanaan Penilaian GCG Tahun 2023 Implementation of GCG Assessment in 2023
6	16 Mei 2023 May 16, 2023	28/DK.API/2023	Laporan Tugas Pengawasan Dewan Komisaris PT Angkasa Pura I Tahun Buku 2022 Report on Supervisory Duties of the Board of Commissioners of PT Angkasa Pura I for Fiscal Year 2022
7	16 Mei 2023 May 16, 2023	29/DK.API/2023	Tanggapan Dewan Komisaris atas Kinerja PT Angkasa Pura I Tahun Buku 2022 The Board of Commissioners' response to the performance of PT Angkasa Pura I for the Fiscal Year 2022
8	16 Mei 2023 May 16, 2023	30/DK.API/2023	Laporan Evaluasi dan Usulan Penetapan Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan PT Angkasa Pura I Evaluation Report and Proposal for Determining a Public Accounting Firm (PAF) to Audit PT Angkasa Pura I's Financial Reports
9	16 Mei 2023 May 16, 2023	31/DK.API/2023-R	Usulan Remunerasi Direksi dan Dewan Komisaris PT Angkasa Pura I Tahun 2023 Proposed Remuneration for the Board of Directors and Board of Commissioners of PT Angkasa Pura I in 2023
10	19 Mei 2023 May 19, 2023	33/DK.API/2023-R	Tanggapan Dewan Komisaris atas Konsep Struktur Organisasi Bandar Udara Kediri The Board of Commissioners' Response to the Kediri Airport Organizational Structure Concept
11	22 Mei 2023 May 22, 2023	35/DK.API/2023	Tanggapan Dewan Komisaris atas Capaian Kinerja PT Angkasa Pura I Periode Triwulan I 2023 The Board of Commissioners' response to the performance achievements of PT Angkasa Pura I for the first quarter of 2023
12	13 Juni 2023 June 13, 2023	44/DK.API/2023-R	Rekomendasi atas Usulan Perubahan Susunan Direksi dan Dewan Komisaris Anak Perusahaan dan Afiliasi PT Angkasa Pura I Recommendations for Proposed Changes to the Composition of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliates of PT Angkasa Pura I
13	31 Juli 2023 July 31, 2023	55/DK.API/2023	Tanggapan Dewan Komisaris atas Capaian Kinerja Periode Semester I Tahun 2023 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's 2023 Semester I Performance Achievements
14	31 Juli 2023 July 31, 2023	56/DK.API/2023	Penyampaian Tugas Laporan Pengawasan Dewan Komisaris PT Angkasa Pura I Semester I Tahun 2023 Submission of Supervisory Report Duties of the Board of Commissioners of PT Angkasa Pura I Semester I 2023
15	1 Agustus 2023 August 1, 2023	58/DK.API/2023	Tanggapan Dewan Komisaris atas Usulan Penghapusbukuan Aktiva Tetap Umur Ekonomis s.d. 5 (Lima) Tahun di Area Eks. Terminal Lama Semarang The Board of Commissioners' Response to the Proposal to Write Off Fixed Assets with Economic Age up to. 5 (Five) Years in Ex. Area. Semarang Old Terminal
16	15 Agustus 2023 August 15, 2023	61/DK.API/2023	Tanggapan Dewan Komisaris atas Permohonan Rencana Aksi Korporasi oleh Pemegang Saham Response of the Board of Commissioners to Requests for Corporate Action Plans by Shareholders
17	23 Agustus 2023 August 23, 2023	64/DK.API/2023	Tindak Lanjut atas Evaluasi Pengendalian Internal dan Temuan Audit Follow-up on Internal Control Evaluation and Audit Findings
18	29 Agustus 2023 August 29, 2023	65/DK.API/2023	Tanggapan Dewan Komisaris atas Permohonan Revisi RKAP Tahun 2023 PT Angkasa Pura I Response of the Board of Commissioners to the Proposed Revision of the 2022 Investment CWPB of PT Angkasa Pura I
19	12 September 2023 September 12, 2023	67/DK.API/2023	Persetujuan Usulan Pejabat Pengganti Sementara Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I Approval of the Proposed Temporary Replacement Director for Finance and Risk Management of PT Angkasa Pura I
20	9 Oktober 2023 October 9, 2023	71/DK.API/2023	Evaluasi atas Pelaksanaan Kebijakan dan Pengelolaan Pengadaan Barang/Jasa di Lingkungan PT Angkasa Pura I Evaluation of the Implementation of Goods/Services Procurement Policy and Management within PT Angkasa Pura I



No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
21	25 Oktober 2023 October 25, 2023	75/DK.API/2023	Tanggapan Dewan Komisaris atas Permohonan Rencana Aksi Korporasi oleh Pemegang Saham Response of the Board of Commissioners to Requests for Corporate Action Plans by Shareholders
22	25 Oktober 2023 October 25, 2023	76/DK.API/2023	Persetujuan Usulan Pejabat Pengganti Sementara Direktur Teknik PT Angkasa Pura I Approval of the Proposed Temporary Replacement Official for the Technical Director of PT Angkasa Pura I
23	30 Oktober 2023 October 30, 2023	77/DK.API/2023	Penyampaian Rencana Program Kerja dan Anggaran Dewan Komisaris PT Angkasa Pura I Tahun 2024 Submission of Work Program Plan and Budget for the Board of Commissioners of PT Angkasa Pura I for 2024
24	31 Oktober 2023 October 31, 2023	78/DK.API/2023	Tanggapan Dewan Komisaris atas Permohonan Revisi RKAP Tahun 2023 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's 2023 RKAP Revision Request
25	6 November 2023 November 6, 2023	79/DK.API/2023	Tanggapan Dewan Komisaris atas Capaian Kinerja Periode Triwulan III 2023 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's Performance Achievements for the Third Quarter 2023 Period
26	10 November 2023 November 10, 2023	80/DK.API/2023	Usulan Penunjukan dan Penetapan Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan PT Angkasa Pura I Tahun Buku 2023 Proposed Appointment and Determination of a Public Accounting Firm (PAF) to Audit the Financial Reports of PT Angkasa Pura I for the 2023 Fiscal Year
27	10 November 2023 November 10, 2023	81/DK.API/2023	Tanggapan Dewan Komisaris atas Permohonan Rencana Aksi Korporasi oleh Pemegang Saham Response of the Board of Commissioners to Requests for Corporate Action Plans by Shareholders
28	28 November 2023 November 28, 2023	84/DK.API/2023	Usulan Nama Anggota Komite Tata Kelola Terintegrasi PT Aviawi Pariwisata Indonesia (Persero) Proposed Names of Members of the Integrated Governance Committee of PT Aviawi Wisata (Indonesia) (Persero)
29	28 November 2023 November 28, 2023	85/DK.API/2023	Tanggapan atas Usulan Rencana Kerja dan Anggaran Perusahaan/ RKAP PT Angkasa Pura I Tahun 2024 Response to the Proposed Company Work Plan and Budget/CWPB PT Angkasa Pura I for 2024
30	4 Desember 2023 December 4, 2023	86/DK.API/2023	Rekomendasi Dewan Komisaris atas Usulan Penghapusbukuan Aktiva Tetap di Lingkungan PT Angkasa Pura I dengan Umur Ekonomis sampai dengan 5 (lima) Tahun Recommendation of the Board of Commissioners regarding the Proposed Write-Off of Fixed Assets within PT Angkasa Pura I with an Economic Life of up to 5 (five) Years
31	4 Desember 2023 December 4, 2023	87/DK.API/2023	Tanggapan Dewan Komisaris atas Usulan Penghapusbukuan Aktiva Tetap di Lingkungan PT Angkasa Pura I Periode Tahun 2023 dengan Umur Ekonomis di atas 5 (lima) Tahun Response of the Board of Commissioners to the proposal to write off fixed assets within PT Angkasa Pura I for the 2023 period with an economic age of more than 5 (five) years
32	19 Desember 2023 December 19, 2023	90/DK.API/2023	Tanggapan Dewan Komisaris atas Penyesuaian Indicative Terms Rencana Pendanaan Eksternal Tahun 2023 PT Angkasa Pura I Response of the Board of Commissioners to adjustments to the Indicative Terms of PT Angkasa Pura I's 2023 External Funding Plan

Pelaksanaan tugas Dewan Komisaris selama periode laporan telah berjalan efektif untuk mendukung Direksi dalam menjalankan bisnis perusahaan. Selain itu, secara garis besar Dewan Komisaris juga menjalankan pengawasan terhadap penerapan GCG, audit laporan keuangan, dan sistem manajemen risiko.

During the reporting period, the execution of the Board of Commissioners' duties has been effective in assisting the Board of Directors in running the Company's business. Furthermore, in general, the Board of Commissioners has carried out supervision on the implementation of GCG, audits of financial statements, and risk management system.



PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DEWAN KOMISARIS

PT Angkasa Pura I membuka kesempatan bagi anggota Dewan Komisaris untuk terus meningkatkan kompetensi agar dapat terus memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas masing-masing. Kebijakan terkait hal ini tertuang dalam Keputusan Dewan Komisaris Nomor KEP.110/OM.04/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I.

Selama 2023, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris adalah sebagai berikut:

No.	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer	Peserta Participant
1	Sosialisasi <i>Updating Talent Pool</i> Direksi BUMN Tahun 2023. Dissemination of the 2023 SOEs Board of Directors Talent Pool Update.	24 Februari 2023 February 24, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris President Commissioners PT Angkasa Pura I
2	Juknis Komposisi dan Kualifikasi Organ Pengelola Risiko Technical Guidelines for the Composition and Qualifications of Risk Management Organs	13 Juni 2023 June 13, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris President Commissioners PT Angkasa Pura I
3	BSE Masterclass 2023, Governance, Risk & Compliance BSE Masterclass 2023, Governance, Risk & Compliance	10 Agustus 2023 August 10, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris President Commissioners PT Angkasa Pura I
4	GRC Masterclass 2023, Joint Venture between SOE and Private Sector GRC Masterclass 2023, Joint Venture between SOE and Private Sector	19 Oktober 2023 October 19, 2023	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Dewan Komisaris President Commissioners PT Angkasa Pura I

Selain itu, perusahaan juga memiliki kebijakan melalui Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.110/OM.04/2019 dan Nomor KEP.02/DK.API/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I yang mengatur tentang program orientasi bagi anggota Dewan Komisaris yang baru diangkat.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dewan Komisaris memiliki tiga komite di bawahnya yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Prosedur penilaian komite-komite di bawahnya dilakukan Dewan Komisaris berdasarkan output yang dihasilkan sesuai batas waktu yang diatur di dalam Anggaran Dasar Perusahaan dan dari tingkat kehadiran dalam rapat. Selama periode laporan, secara umum seluruh komite telah melaksanakan tugas dan tanggung jawab dengan independen dan cukup efektif.

TRAINING AND/OR COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

PT Angkasa Pura I provides opportunities for members of the Board of Commissioners to continue to improve their competencies in order to keep up to date with the latest developments in the company's business activities and other knowledge related to the performance of their respective duties. Competency development policies are set forth in the Board of Commissioners Decree No. KEP.110/OM.04/2019 on on the Code of Corporate Governance of PT Angkasa Pura I.

During 2023, the training and/or competency development attended by members of the Board of Commissioners are as follows:

Furthermore, the company has a policy that regulates the orientation program for newly appointed members of the Board of Commissioners through the Joint Decree of PT Angkasa Pura I's Board of Directors and the Board of Commissioners Number KEP.110/OM.04/2019 and Number KEP.02/DK.API/2019 on the Code of Corporate Governance of PT Angkasa Pura I.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND BASIS FOR ASSESSMENT

The Board of Commissioners is comprised of three committees, namely the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. The Board of Commissioners assesses the committees based on the output produced within the time limit specified in the Company's Articles of Association and attendance at meetings. During the reporting period, all committees performed their duties and responsibilities independently and effectively.



Pada 2023, Komite Audit telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- a. Menyelenggarakan 12 kali rapat internal Komite Audit.
- b. Komite Audit telah melaksanakan tugas antara lain:
 - a) Evaluasi Pengendalian Internal
Pelaksanaan evaluasi pengendalian internal dilakukan melalui beberapa kegiatan sebagai berikut:
 - Pemberian masukan atas Rencana Kerja SPI
 - Evaluasi kinerja SPI dan pelaksanaan pengendalian internal oleh SPI secara triwulanan.
 - Pemberian masukan atas penyesuaian Piagam Internal Audit
 - *Monitoring* dan evaluasi tindak lanjut atas temuan auditor internal.
 - b) Evaluasi dan *Monitoring* Audit Eksternal
Pada 2023, Komite Audit melaksanakan evaluasi dan *monitoring* audit eksternal yang dilakukan baik oleh KAP, BPK, maupun BPKP, yang dijalankan melalui:
 - Pengusulan penunjukkan Kantor Akuntan Publik (KAP) yang mengaudit laporan keuangan Perusahaan.
 - *Monitoring* dan evaluasi hasil pelaksanaan audit oleh KAP.
 - Evaluasi tindak lanjut temuan auditor eksternal bersama SPI.
 - c) Memberikan rekomendasi yang diberikan kepada Dewan Komisaris menjadi bagian dari kajian yang disusun oleh Komite Audit. Beberapa hal utama yang direkomendasikan oleh Komite Audit, antara lain:
 - Rekomendasi atas evaluasi laporan manajemen triwulanan dan tahunan;
 - Rekomendasi atas evaluasi informasi keuangan untuk RJPP 2022-2026;
 - Rekomendasi atas evaluasi kinerja bandara;
 - Rekomendasi atas evaluasi permasalahan aset dan strategi optimalisasi;
 - Rekomendasi atas evaluasi pelaksanaan KAP untuk penunjukan KAP;
 - Rekomendasi atas usulan penghapusbukuan dan pemindahtanganan *asset*;
 - Rekomendasi atas evaluasi informasi keuangan untuk usulan pendanaan;
 - Rekomendasi atas evaluasi pelaksanaan program restrukturisasi keuangan dan *corporate transformation terkait cost leadership & revenue enhancement*;
 - Rekomendasi atas evaluasi pelaksanaan penunjukan lembaga pemeringkat kredit (*rating*) perusahaan untuk penilaian tingkat kesehatan.

carried out its duties and responsibilities through the following activities:

- a. Held 12 Audit Committee internal meetings.
- b. The Audit Committee has carried out the following duties:
 - a) Internal Control Evaluation Internal Control Evaluation was carried out through the following activities:
 - Providing input on the SPI Work Plan
 - Evaluation of SPI's performance and implementation of internal control by SPI on a quarterly basis.
 - Providing input on adjustments to the Internal Audit Charter
 - Monitoring and evaluating follow-up on internal auditor findings.
 - b) Evaluation and Monitoring of External Audits
In 2023, the Audit Committee will carry out evaluation and monitoring of external audits carried out by both PAF, BPK and BPKP, which are carried out through:
 - Proposing the appointment of a Public Accounting Firm (PAF) to audit the Company's financial statements.
 - Monitoring and evaluating the results of audit implementation by PAF.
 - Evaluation of the follow-up to the external auditor's findings with SPI.
 - c) Provide recommendations given to the Board of Commissioners as part of the study prepared by the Audit Committee. Some of the main things recommended by the Audit Committee include:
 - Recommendations on the evaluation of quarterly and annual management reports;
 - Recommendations on the evaluation of financial information for the 2022-2026 Long-Term Corporate Plan;
 - Recommendations for evaluating airport performance;
 - Recommendations for evaluating asset problems and optimization strategies;
 - Recommendations on evaluation of PAF implementation for PAF appointment;
 - Recommendations on proposed write-offs and asset transfers;
 - Recommendations on the evaluation of financial information for funding proposals;
 - Recommendations for evaluating the implementation of financial restructuring and corporate transformation programs related to cost leadership & revenue enhancement;
 - Recommendations for evaluating the implementation of the appointment of a company credit rating agency to assess the level of health.



- Rekomendasi atas informasi keuangan untuk revisi RKAP;
- Rekomendasi atas informasi keuangan untuk usulan RKAP 2024;
- Rekomendasi atas Konsep Keputusan Bersama tentang Pedoman Sistem Pelaporan Pelanggaran (WBS) terkait informasi keuangan Perusahaan.

Pada 2023, Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- a. Menyelenggarakan rapat internal sebanyak 12 kali rapat.
- b. Melakukan tinjauan kembali secara berkala atas sistem pengelolaan talenta (*talent management system*) perusahaan serta monitoring dan evaluasi atas pelaksanaannya.
- c. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian talenta (*talent classification*) yang dilakukan oleh Direksi.
- d. Melakukan validasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*selected talent*), untuk menghasilkan daftar talent yang akan dinominasikan oleh Dewan Komisaris kepada Rapat Umum Pemegang Saham/RUPS (*nominated talent*).
- e. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris anak perusahaan, sebelum diajukan kepada Rapat Umum Pemegang Saham/RUPS.
- f. Melakukan evaluasi atas usulan KPI anggota Direksi.
- g. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- h. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
- i. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.
- j. Memberikan evaluasi atas program restrukturisasi dan *corporate transformation*.

LAPORAN MENGENAI TUGAS PENGAWASAN YANG TELAH DILAKSANAKAN OLEH DEWAN KOMISARIS SELAMA TAHUN BUKU YANG BARU LAMPAU

Dalam menjalankan fungsinya dalam bidang pengawasan dan pemberian nasihat kepada Direksi atas jalannya perusahaan, Dewan Komisaris senantiasa melakukan pemantauan dan evaluasi atas program-program yang dijalankan Direksi maupun capaian-capaiannya. Adapun ringkasan pengawasan dan pemberian nasihat selama 2023 adalah sebagai berikut:

1. Pelaksanaan rapat internal Dewan Komisaris selama 2023 dilakukan sebanyak 21 kali dan rapat gabungan dengan Direksi sebanyak 14 kali dengan fokus utama

- Recommendations on financial information for revision of the CWPB;
- Recommendations on financial information for the proposed 2024 CWPB;
- Recommendations on the Joint Decision Concept regarding Violation Reporting System (WBS) Guidelines regarding the Company's financial information

In 2023, the Nomination and Remuneration Committee has carried out its duties and responsibilities, including:

- a. Holding 12 internal meetings;
- b. Conducting a regular review of the company talent management system as well as monitoring and evaluating its implementation;
- c. Carrying out an evaluation of the talent classification system and procedures carried out by the Board of Directors;
- d. Validating and calibrating the talents proposed by the Board of Directors to the Board of Commissioners (*selected talent*), to find a list of talents to be nominated by the Board of Commissioners to the General Meeting of Shareholders/GMS (*nominated talent*);
- e. Carrying out an evaluation of the company's prospective representatives to be proposed as members of the Board of Directors or members of the Board of Commissioners in the subsidiaries, prior to submission to the General Meeting of Shareholders/GMS;
- f. Carrying out an evaluation of the proposed KPI for members of the Board of Directors;
- g. Preparing a proposal for individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners;
- h. Preparing proposal for a development program for members of Board of Directors and/or members of Board of Commissioners;
- i. Evaluating the recommendations from the Board of Directors on the Company's organizational structure.
- j. Providing evaluation of the restructuring and corporate transformation program.

A REPORT ON THE SUPERVISION TASKS APPLIED FOR THE PAST FISCAL YEAR BY THE BOARD OF COMMISSIONERS

In carrying out its functions in the field of supervision and providing advice to the Board of Directors regarding the running of the company, the Board of Commissioners always monitors and evaluates the programs implemented by the Board of Directors and their achievements. The summary of supervision and provision of advice during 2023 is as follows:

1. During 2023, the Board of Commissioners held 21 internal meetings and 14 joint meetings with the Board of Directors, with the main focus of discussion being annual performance

DEWAN KOMISARIS
Board of Commissioners

pembahasan adalah evaluasi kinerja tahunan, evaluasi kinerja triwulanan, evaluasi capaian program transformasi, evaluasi pelaksanaan audit/ KAP tahun buku 2022, evaluasi remunerasi, evaluasi kinerja bandara rugi, evaluasi atas optimalisasi aset, evaluasi kualitas layanan bandara, dan beberapa program strategis lainnya.

2. Pada Semester I 2023, Dewan Komisaris juga telah melaksanakan RUPS yaitu RUPS Pengesahan Rencana Kerja dan Anggaran Tahun 2023 pada tanggal 30 Januari 2023 dan RUPS Pengesahan Laporan Tahunan Tahun Buku 2022 pada tanggal 23 Juni 2023 termasuk di dalamnya adalah menyampaikan hasil evaluasi pelaksanaan audit oleh KAP dan mengusulkan KAP untuk tahun buku 2023, serta mengusulkan remunerasi untuk Direksi dan Dewan Komisaris untuk tahun buku 2023 dan insentif kinerja tahun buku 2022.
3. Capaian kinerja perusahaan tercatat mencapai Rp4,23 triliun dengan capaian 33,1 juta penumpang. Capaian tersebut berasal dari peningkatan trafik penumpang sebesar 45% YoY dan adanya pertumbuhan dari sisi nonaeronautika yang berasal dari peningkatan sewa dan konsesi, pendapatan *subsidiary* dari jasa logistik dan *regulated agent* PT Angkasa Pura Logistik, serta *lounge* PT Angkasa Pura Hotel.
4. Dewan Komisaris telah melakukan evaluasi kinerja cabang selama Semester I 2023 dan tercatat 5 cabang bandara telah memberikan kontribusi laba yaitu Bandara I Gusti Ngurah Rai Bali sebesar Rp1,16 triliun, Bandara Juanda Surabaya sebesar Rp305 miliar, Bandara Sultan Hasanuddin Makassar sebesar Rp122 miliar, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan sebesar Rp36 miliar, dan Bandara Sentani Jayapura sebesar Rp5 miliar. Jika dilihat dari capaian EBITDA, dari total 15 cabang tercatat sebanyak 12 cabang menghasilkan EBITDA dan tersisa 3 cabang yang masih negatif yaitu Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, dan Bandara Adisutjipto Yogyakarta. Capaian tersebut menunjukkan kinerja cabang anak perusahaan, tercatat 2 anak perusahaan menghasilkan laba yaitu PT Angkasa Pura Logistik sebesar Rp13 miliar dan PT Angkasa Pura Hotel sebesar Rp44 miliar. Sedangkan sisanya yaitu PT Angkasa Pura Suport, PT Angkasa Pura Properti, dan PT Angkasa Pura Retail masih mencatatkan kinerja negatif.
5. Adapun dari sisi capaian kinerja anak perusahaan, tercatat 2 anak perusahaan menghasilkan laba yaitu PT Angkasa Pura Logistik sebesar Rp13 miliar dan PT Angkasa Pura Hotel sebesar Rp44 miliar. Sedangkan sisanya yaitu PT Angkasa Pura Suport, PT Angkasa Pura Properti, dan PT Angkasa Pura Retail masih mencatatkan kinerja negatif.

evaluation, quarterly performance evaluation, transformation program achievement evaluation, audit/PAF implementation evaluation for the 2022 financial year, remuneration evaluation, evaluation of airport performance at a loss, evaluation of asset optimization, evaluation of airport service quality, and several other strategic programs.

2. In Semester I 2023, the Board of Commissioners has also held a GMS, namely the GMS Ratifying the 2023 Work Plan and Budget on January 30, 2023 and the GMS Ratifying the Annual Report for the 2022 Financial Year on June 23, 2023, including presenting the results of the evaluation of the audit implementation by PAF and proposing PAF for the 2023 financial year, as well as proposing remuneration for the Board of Directors and Board of Commissioners for the 2023 financial year and performance incentives for the 2022 financial year.
3. The company's performance achievement was recorded at Rp4.23 trillion with 33.1 million passengers. This achievement came from an increase in passenger traffic of 45% YoY and growth from the non-aeronautica side which came from increased rent and concessions, subsidiary income from PT Angkasa Pura Logistik's logistics and regulated agent services, as well as PT Angkasa Pura Hotel lounges.
4. The Board of Commissioners conducted a performance evaluation of the branches during Semester I 2023, and it was recorded that 5 airport branches contributed to profits, namely I Gusti Ngurah Rai Airport Bali with Rp1.16 trillion, Juanda Airport Surabaya with Rp305 billion, Sultan Hasanuddin Airport Makassar with Rp122 billion, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan with Rp36 billion, and Sentani Airport Jayapura with Rp5 billion. In terms of EBITDA performance, out of a total of 15 branches, 12 branches generated positive EBITDA, and the remaining 3 branches experienced negative EBITDA, namely Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, dan Adisutjipto Airport Yogyakarta. This achievement indicates the performance of the subsidiary branches, with 2 subsidiaries generating profits, namely PT Angkasa Pura Logistik with Rp13 billion and PT Angkasa Pura Hotel with Rp44 billion. Meanwhile, the remaining subsidiaries, PT Angkasa Pura Support, PT Angkasa Pura Properti, and PT Angkasa Pura Retail, recorded negative performances.
5. In terms of subsidiary performance achievements, it was recorded that 2 subsidiary companies generated profits, namely PT Angkasa Pura Logistik amounting to Rp13 billion and PT Angkasa Pura Hotel amounting to Rp44 billion. Meanwhile, the rest, namely PT Angkasa Pura Suport, PT Angkasa Pura Properti and PT Angkasa Pura Retail, still recorded negative performance.



SEKRETARIS DEWAN KOMISARIS

Secretary Of The Board Of Commissioners

PROFIL DAN RIWAYAT HIDUP SINGKAT SEKRETARIS DEWAN KOMISARIS

PROFILE AND BRIEF BIOGRAPHY OF SECRETARY TO THE BOARD OF COMMISSIONERS



MUHAMMAD LUTFIL CHAKIM
Sekretaris Dewan Komisaris
Secretary to the Board of
Commissioners

Kewarganegaraan
Citizenship
Warga Negara Indonesia
Indonesian Citizen

Tempat & Tanggal Lahir
Place & Date of Birth
Kendal, 20 Februari 1984
Kendal, February 20, 1984

Domisili
Domicile
Bekasi, Indonesia

Usia
Age
39 tahun per Desember 2023
39 years old as of December 2023

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Muhammad Lutfil Chakim diangkat menjadi Sekretaris Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris Nomor KEP-01/ DK.API/2021 tanggal 01 Februari 2021

Muhammad Lutfil Chakim was appointed as Secretary to the Board of Commissioners based on the Board of Commissioners Decree Number KEP-01/ DK.API/2021 dated February 1, 2021.

Riwayat Pendidikan

Educational Background

- D3, Perpajakan, Sekolah Tinggi Akuntansi Negara (STAN), 2006
- S1, Manajemen, Universitas Indonesia, 2010
- S2, Ekonomi, Manajemen Strategik, Sekolah Bisnis Pertanian Bogor, 2019
- Diploma III, Taxation, State College of Accountancy (STAN), 2006
- Bachelor of Management, University of Indonesia, 2010
- Master of Economics, Strategic Management, School of Business IPB University, 2019

Riwayat Pekerjaan (Jabatan Internal BUMN dan Penugasan BUMN Group)

Job Experiences: (Position in Internal SOE and Assignment of SOE Group):

- Subkoordinator, Pengendali Subkelompok, Kepala Subbagian Manajemen Kinerja dan Pengelola Data Statistik, Kementerian BUMN;
- Sekretaris Dekom/Dewas, PT Hutama Karya (Persero);
- Anggota Komite, Perum Jasa Tirta II.
- Sub-coordinator, Subgroup Controller, Head of Subdivision of Performance Management and Statistical Data Manager, Ministry of State-Owned Enterprises
- Secretary to the Board of Commissioners/Supervisory Board, PT Hutama Karya (Persero)
- Committee Member, Perum Jasa Tirta II

REALISASI PELAKSANAAN KEGIATAN SEKRETARIS DEWAN KOMISARIS

Sepanjang 2023, Sekretaris Dewan Komisaris telah melaksanakan tugas berikut:

1. Melaksanakan kegiatan-kegiatan untuk mendukung fungsi dan kegiatan Dewan Komisaris.
2. Mempersiapkan rapat, termasuk mempersiapkan agenda dan materi rapat Dewan Komisaris.
3. Membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar PT Angkasa Pura I.
4. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar risalah rapat maupun dokumen lainnya, dan memastikan seluruh dokumen penyelenggaraan kegiatan Dewan Komisaris tersimpan dengan baik.

REALIZATION OF EXECUTION OF DUTIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

During 2023, the Secretary to the Board of Commissioners performed the following duties:

1. Carrying out activities to support the functions and activities of the Board of Commissioners.
2. Preparing meetings, including preparing the agenda and material for the Board of Commissioners meeting.
3. Preparing the minutes of the Board of Commissioners meeting in accordance with the provisions of the company's Articles of Association.
4. Administering the documents of the Board of Commissioners, such as incoming letters, outgoing minutes of meeting letters, and other documents, and ensuring that all documents for the implementation of the activities of the Board of Commissioners are properly stored.



5. Menyusun konsep rencana kerja dan anggaran Dewan Komisaris.
 6. Menyusun konsep laporan-laporan dan surat keluar Dewan Komisaris.
 7. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip GCG.
 8. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
 9. Mengoordinasikan anggota komite Dewan Komisaris, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris.
 10. Sebagai penghubung Dewan Komisaris dengan pihak lain.
 11. Melaksanakan tugas-tugas lainnya yang ditetapkan oleh Dewan Komisaris.
5. Preparing the concept of the work plan and budget for the Board of Commissioners.
 6. Preparing draft reports and outgoing letters from the Board of Commissioners.
 7. Ensuring that the Board of Commissioners complies with laws and regulations and applies GCG principles.
 8. Providing information needed by the Board of Commissioners on a regular basis and/or at any time if requested.
 9. Coordinating the committee member of the Board of Commissioners, if necessary, in order to facilitate the duties of the Board of Commissioners.
 10. As a liaison between the Board of Commissioners and other parties.
 11. Carrying out other duties as assigned by the Board of Commissioners.



DEWAN PENGAWAS SYARIAH

Shariah Supervisory Board

PT Angkasa Pura I tidak memiliki kegiatan usaha pembiayaan syariah dan tidak memiliki Dewan Pengawas Syariah. Untuk itu, dalam Laporan Tahunan ini tidak menyajikan informasi mengenai nama anggota Dewan Pengawas Syariah serta tugas dan tanggung jawabnya, serta frekuensi Dewan Pengawas Syariah dalam memberikan nasihat dan saran terkait prinsip syariah kepada jajaran manajemen.

Angkasa Pura PT I does not provide sharia financing and do not have a sharia Supervisory Board. For this reason, the Annual Report does not include information on the names of Sharia Supervisory Board members, their duties and responsibilities, or the frequency with which the Sharia Supervisory Board provides advice and suggestions to management on sharia principles.



DIREKSI

Board of Directors

Direksi adalah organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan untuk kepentingan perusahaan, bertindak sesuai dengan maksud dan tujuan serta mewakili perusahaan, baik di dalam maupun di luar perusahaan sesuai dengan ketentuan anggaran dasar. Direksi memiliki wewenang untuk merumuskan strategi operasional dan bisnis, rencana jangka panjang, serta rencana tahunan sesuai visi, misi, dan nilai-nilai perusahaan.

Anggota Direksi harus mematuhi Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran. Setiap anggota Direksi wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian, dengan mengindahkan perundang-undangan yang berlaku.

PEDOMAN TATA LAKSANA DIREKSI

Pedoman tata laksana/*Board Manual* Direksi PT Angkasa Pura I tertuang dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.144/OM.01/2019; KEP.06/DK.API/2019 sebagaimana diubah dengan Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.32/OM.01/2021. Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan anggaran dasar, peraturan perundang-undangan yang berlaku, serta praktik-praktik terbaik (*best practices*) GCG. Petunjuk tata laksana kerja bagi Direksi berisikan uraian aktivitas secara terstruktur dan sistematis, tentang bagaimana Direksi mengelola suatu perusahaan.

KRITERIA DIREKSI

Kriteria penetapan anggota Direksi PT Angkasa Pura I tercantum dalam Board Manual Direksi dan Dewan Komisaris, yaitu sebagai berikut:

1. Persyaratan formal bagi Direksi perusahaan yang dapat diangkat adalah orang perorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu lima tahun sebelum pengangkatan pernah mengalami salah satu dari kondisi berikut:
 - Dinyatakan pailit;
 - Menjadi anggota Direksi atau anggota Dewan Komisaris atau Dewan Pengawas yang dinyatakan menyebabkan suatu Badan Usaha Milik Negara (BUMN) dan/atau perusahaan lain dinyatakan pailit;
 - Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, Badan Usaha Milik Negara (BUMN), perusahaan lain dan/atau yang berkaitan dengan sektor keuangan.

The Board of Directors is the authorised and fully responsible organ of the company for management in the best interests of the company. They act in accordance with the purpose and objectives of the company and represent the company both within and outside of court in accordance with the provisions of the Articles of Association. The Board of Directors has the authority to formulate operational and business strategies, long-term plans, and annual plans in accordance with the company's vision, mission, and values.

Members of the Board of Directors must comply with the Company's Articles of Association and applicable laws and regulations and are obliged to adhere to principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness. Each member of the Board of Directors must perform their duties and responsibilities in good faith, with full responsibility and prudence, while complying with applicable laws and regulations.

BOARD MANUAL FOR THE BOARD OF DIRECTORS

Board Manual for the Board of Directors of PT Angkasa Pura I is set forth in the Joint Decree of the Board of Directors and Board of Commissioners of PT Angkasa Pura I Number KEP.144/OM.01/2019; KEP.06/DK.API/2019 as amended by the Board of Directors Decree of PT Angkasa Pura I Number KEP.DU.32/OM.01/2021. The Board Manual is based on principles of corporate law, provisions of the Articles of Association, applicable laws and regulations, and best practices of GCG. Board Manual for the Board of Directors contain descriptions of activities in a structured and systematic manner on how the Board of Directors manages a company.

QUALIFICATIONS FOR THE BOARD OF DIRECTORS

The following qualifications are listed in the Board Manual for Board of Directors and Board of Commissioners for determining members of Angkasa Pura I Board of Directors:

1. The formal qualifications for the Company's Board of Directors to be appointed are individuals capable of performing legal acts, unless they have experienced one of the following conditions within the previous 5 years prior to appointment:
 - Declared bankrupt;
 - Being a member of the Board of Directors, the Board of Commissioners, or the Supervisory Board declared to have caused the bankruptcy of a State-Owned Enterprise (SOE) and/or other companies;
 - Convicted of criminal offenses that endanger state finances, State-Owned Enterprises (SOEs), other companies, and/or those in the financial sector.



2. Pernyataan material bagi Direksi adalah memiliki unsur-unsur kepribadian, yaitu:
 - Keahlian;
 - Integritas;
 - Kepemimpinan;
 - Pengalaman;
 - Kejujuran;
 - Perilaku yang baik; dan
 - Dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.
3. Persyaratan lain, yaitu:
 - Bukan pengurus partai politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
 - Bukan calon kepala atau wakil kepala daerah dan/atau kepala atau wakil kepala daerah;
 - Tidak menjabat sebagai Direksi pada perusahaan selama dua kali masa jabatan secara berturut-turut;
 - Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya;
 - Sehat jasmani dan rohani (tidak menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Direksi), yang dibuktikan dengan surat keterangan sehat dari dokter.
2. The material qualifications for the Board of Directors shall include the following personal qualities:
 - Expertise;
 - Integrity;
 - Leadership;
 - Experience;
 - Honesty;
 - Good behaviour; and
 - High dedication to advancing and developing the Company.
3. Other qualifications include:
 - Not a functionary of a political party and/or legislative candidate and/or legislative member;
 - Not a candidate for the head/deputy regional head and/or head/deputy regional head
 - Not serving as the company's Board of Directors for 2 consecutive terms;
 - Having dedication and committing full-time to their duties;
 - Physically and mentally healthy (not suffering from any disease that could impede their performance as a Director), as evidenced by a doctor's health certificate.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Secara umum, tugas dan tanggung jawab Direksi adalah sebagai berikut:

1. Direksi bertanggung jawab penuh atas pengurusan perusahaan untuk kepentingan dan tujuan perusahaan, serta bertanggung jawab atas pencapaian tujuan dan target kinerja perusahaan.
2. Mematuhi ketentuan-ketentuan serta memastikan seluruh aktivitas perusahaan telah sesuai dengan peraturan perundangan yang berlaku, anggaran dasar dan keputusan RUPS.
3. Memimpin dan mengurus perusahaan sesuai dengan maksud dan tujuan perusahaan dan senantiasa berusaha untuk meningkatkan efisiensi dan efektivitas perusahaan.
4. Menguasai, memelihara, dan mengurus kekayaan perusahaan.
5. Melakukan segala tindakan dan perbuatan, baik mengenai pengurusan maupun pemilikan serta mengikat perusahaan dengan pihak lain dan/atau pihak lain dengan perusahaan, dengan pembatasan tertentu.
6. Menyiapkan susunan struktur organisasi dan tata kerja perusahaan.
7. Menyelenggarakan dan menyimpan daftar khusus sesuai ketentuan peraturan Perundang-undangan.
8. Memberikan informasi dan penjelasan tentang segala hal yang diperlukan Dewan Komisaris.
9. Menerapkan prinsip *Good Corporate Governance* (GCG) secara konsisten.

THE DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

In general, the duties and responsibilities of the Board of Directors are as follows:

1. The Board of Directors is fully responsible for managing the company for the interests and objectives of the company, as well as being responsible for achieving the company's goals and performance targets.
2. Complying with regulations and ensuring that all company activities comply with applicable laws and regulations, articles of association, and resolutions of the General Meeting of Shareholders.
3. Leading and managing the company in accordance with the purpose and objectives of the company, and always striving to improve the company's efficiency and effectiveness.
4. Controlling, maintaining, and managing the company's assets.
5. Taking all necessary actions and measures, both in terms of management and ownership, to bind the company to other parties and/or to bind other parties to the company, subject to particular constraints.
6. Preparing the organizational structure and work procedures of the company.
7. Establishing and maintaining a special register in accordance with the provisions of the applicable laws and regulations.
8. Providing information and explanations about all matters required by the Board of Commissioners.
9. Applying Good Corporate Governance (GCG) in a consistent manner.



KEWENANGAN DIREKSI

Wewenang Direksi dalam melaksanakan tugasnya mencakup:

1. Menetapkan kebijakan terkait dengan kepengurusan dan operasional perusahaan.
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili perusahaan di dalam dan di luar pengadilan.
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pegawai perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili perusahaan di dalam dan di luar pengadilan.
4. Mengatur ketentuan-ketentuan tentang kepegawaian perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi para pegawai berdasarkan Peraturan Perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai yang melampaui kewajiban yang ditetapkan Peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS.
5. Mengangkat dan memberhentikan pegawai perusahaan berdasarkan peraturan kepegawaian perusahaan dan Peraturan Perundang-undangan yang berlaku.
6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan perusahaan, dengan pihak lain dan/atau pihak lain dengan perusahaan, serta mewakili perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam Peraturan Perundang-undangan, anggaran dasar, dan/atau keputusan RUPS.
7. Kewenangan lainnya dengan persetujuan Dewan Komisaris dan/atau RUPS.

ETIKA JABATAN DIREKSI

Etika jabatan yang wajib dipatuhi Direksi dalam mengemban tugas dan tanggung jawabnya, antara lain:

1. Anggota Direksi dilarang melakukan tindakan yang memiliki benturan kepentingan dan mengambil keuntungan pribadi, baik secara langsung maupun tidak langsung dari pengambilan keputusan dan/atau kegiatan perusahaan, selain penghasilan yang sah.
2. Anggota Direksi wajib mengungkapkan kepemilikan sahamnya dan/atau keluarganya pada perusahaan lain di dalam daftar khusus.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Proses pengangkatan dan pemberhentian anggota Direksi merupakan kewenangan Pemegang Saham yang dalam pelaksanaannya dapat melibatkan anggota Direksi dan

AUTHORITY OF THE BOARD OF DIRECTORS

The authority of the Board of Directors in carrying out its duties includes:

1. Establishing policies related to the company's management and operations.
2. Granting power of attorney to one or more members of the Board of Directors to make decisions on behalf of the Board or represent the company in and out of court.
3. Granting power of attorney to one or more employees of the company, either individually or collectively, or to another person, to represent the company in and out of court.
4. Regulating the provisions on the company's personnel, including the determination of salaries, pensions or old-age benefits, and other income for employees based on applicable laws and regulations. The determination of salaries, pensions or old-age benefits, and other income for employees that exceed the obligations set forth in the laws and regulations must obtain prior approval from the GMS.
5. Appointing and dismissing the company's employees based on the company's personnel regulations and applicable laws and regulations.
6. Performing all other actions and deeds regarding the management and ownership of the company's assets, with other parties and/or other parties with the company, and representing the company in and out the court on all matters and all events, with the limitations as stipulated in the laws and regulations, articles of association, and/or resolutions of the GMS.
7. Other authorities with the approval of the Board of Commissioners and/or the GMS.

CODE OF CONDUCT FOR THE BOARD OF DIRECTORS

The code of conduct that must be adhered to by the Board of Directors in carrying out their duties and responsibilities includes:

1. Members of the Board of Directors are prohibited from taking actions that have a conflict of interest and taking personal benefits, either directly or indirectly, from decision-making and/or the company's activities, other than legitimate income.
2. Members of the Board of Directors must disclose their and/or their family's share ownership in other companies in a special register.

PROCEDURE FOR RESIGNATION AND DISMISSAL OF THE BOARD OF DIRECTORS

The process of appointing and dismissing members of the Board of Directors is the authority of the Shareholders. The implementation of this process may involve members of



Dewan Komisaris. Sesuai dengan Board Manual, mekanisme pengunduran diri dan pemberhentian Direksi PT Angkasa Pura I mencakup:

1. Masa jabatan anggota Direksi adalah lima tahun dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
 2. Setelah masa jabatannya berakhir, anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.
 3. Jabatan anggota Direksi akan berakhir, jika:
 - Masa jabatan berakhir.
 - Mengundurkan diri sesuai ketentuan yang berlaku.
 - Tidak lagi memenuhi persyaratan peraturan perundang-undangan yang berlaku.
 - Meninggal dunia.
 - Diberhentikan berdasarkan keputusan RUPS.
 4. RUPS dapat memberhentikan jabatan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir dengan menyebutkan alasan pemberhentiannya.
 5. Dewan Komisaris berhak memberhentikan untuk sementara waktu seorang atau lebih anggota Direksi, jika mereka bertindak bertentangan dengan Anggaran Dasar atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi perusahaan.
 6. Pemberhentian sementara tersebut harus diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan tersebut.
 7. Dalam waktu 30 hari setelah pemberhentian sementara tersebut, Dewan Komisaris diwajibkan untuk memanggil RUPS yang akan memutuskan apakah anggota Direksi yang bersangkutan akan diberhentikan seterusnya atau dikembalikan kepada kedudukannya, dengan terlebih dulu memberikan kesempatan pada anggota Direksi tersebut untuk membela diri.
 8. Jika RUPS tidak diselenggarakan dalam jangka waktu 30 hari, maka pemberhentian sementara tersebut dinyatakan batal dan anggota Direksi yang diberhentikan kembali menjalankan tugas dengan kuasa dan kewenangan yang sama.
 9. Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada perusahaan dengan tembusan kepada Pemegang Saham, Dewan Komisaris, dan anggota Direksi lainnya paling lambat tiga puluh hari sebelum tanggal pengunduran dirinya dan berlaku sejak tanggal disetujui permohonan pengunduran dirinya oleh RUPS, namun jika tidak ada keputusan dari RUPS maka anggota Direksi tersebut berhenti pada tanggal yang diminta atau dengan lewatnya waktu tiga puluh hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS.
 10. Anggota Direksi yang mengundurkan diri tersebut wajib menyampaikan pertanggungjawaban atas tindakan-tindakannya yang belum diterima pertanggungjawabannya oleh RUPS.
- the Board of Directors and the Board of Commissioners. In accordance with the Board Manual, the procedure for the resignation and dismissal of the Board of Directors of PT Angkasa Pura I includes:
1. The tenure for members of the Board of Directors is five years without prejudice to the right of the GMS to dismiss them at any time.
 2. After their tenure ends, members of the Board of Directors may be reappointed by the GMS for one more term.
 3. The position of members of the Board of Directors may end in the event of:
 - Expiry of the term of office.
 - Resignation in accordance with applicable regulations.
 - No longer meeting the requirements of applicable laws and regulations.
 - Death.
 - Dismissal based on GMS resolution.
 4. The General Meeting of Shareholders has the authority to dismiss a member of the Board of Directors at any time before the end of their term by stating the reasons for their dismissal.
 5. The Board of Commissioners has the right to temporarily dismiss one or more members of the Board of Directors if they act in violation of the Articles of Association, neglect their duties, or in case of urgent reasons for the Company.
 6. Such temporary dismissal must be communicated in writing to the concerned party, along with the reasons for the action taken.
 7. Within 30 days of such temporary dismissal, the Board of Commissioners is obliged to convene a General Meeting of Shareholders, which will decide whether the member of the Board of Directors concerned will be permanently dismissed or reinstated, after giving the member of the Board of Directors an opportunity to mount a defense.
 8. If the General Meeting of Shareholders is not held within a period of 30 days, the temporary dismissal shall be declared void and the dismissed members of the Board of Directors shall resume their duties with the same power and authority.
 9. A member of the Board of Directors has the right to resign by notifying the Company in writing of their intention to resign, with a copy to the shareholders, the Board of Commissioners, and other members of the Board of Directors, no later than 30 (thirty) days prior to the resignation date. The resignation is effective upon approval by the General Meeting of Shareholders. However, if no decision is made by the General Meeting of Shareholders, the member of the Board of Directors shall resign on the requested date or after 30 (thirty) days from the date the resignation letter is received, without requiring the approval of the General Meeting of Shareholders.
 10. A resigning member of the Board of Directors must be accountable for any actions that have not been accounted for by the General Meeting of Shareholders.



MASA JABATAN DIREKSI

Masa jabatan anggota Direksi lima tahun dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Setelah masa jabatannya berakhir, anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatannya.

KOMPOSISI DAN DASAR PENGANGKATAN DIREKSI

Komposisi Direksi harus sedemikian rupa disesuaikan dengan besarnya kegiatan perusahaan sehingga memungkinkan pengambilan keputusan yang efektif, tepat, dan cepat dalam segala bidang usaha PT Angkasa Pura I, serta dapat bertindak secara independen, dalam hal ini tidak mempunyai kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara mandiri dan kritis. Pengangkatan calon anggota Direksi dilakukan dengan Keputusan Menteri.

Seluruh anggota Direksi perusahaan telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelaikan (*fit and proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait. Seluruh anggota Direksi memiliki integritas, kompetensi, dan reputasi yang memadai. Pada 2023, Direksi PT Angkasa Pura I terdiri dari 2 orang.

TERM OF OFFICE FOR BOARD OF DIRECTORS

The term of office for members of the Board of Directors is five years, while retaining the right of the General Meeting of Shareholders to dismiss them at any time. After the term of office expires, the GMS may reappoint members of Board of Directors for one subsequent term of office.

COMPOSITION AND BASIS FOR APPOINTMENT OF BOARD OF DIRECTORS

The composition of the Board of Directors should be tailored to the scale of the company's operations in order to enable effective, accurate, and timely decision-making in all business lines of PT Angkasa Pura I, and to act independently without any interests that may impede their ability to carry out their tasks independently and critically. The appointment of candidate members of the Board of Directors shall be made in accordance with the Ministerial Decree.

All members of the Company's Board of Directors have met the criteria and requirements set forth in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations on good corporate governance, and other relevant regulations and provisions. All members of the Board of Directors possess integrity, competence, and adequate reputation. As of 2023, the Board of Directors of PT Angkasa Pura I consisted of 2 members.

Komposisi Direksi Per 31 Desember 2023 Composition of the Board of Directors as of December 31, 2023

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
MMA Indah Preastuty	Direktur Utama President Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0094 Copy of the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia Number SK 388/ MBU/12/2023 and Number KEP. INJ.01.01/23/12/2023/A.0094	28 Desember 2023 December 28, 2023
Wahyudi	Direktur Operasi Operation Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-388/MBU/12/2023 dan Nomor KEP. INJ.01.01/23/12/2023/A.0094 Copy of the Decree of the Minister of State-Owned Enterprises and the President Director of PT Aviassi Pariwisata Indonesia Number SK- 388/MBU/12/2023 and Number KEP. INJ.01.01/23/12/2023/A.0094	28 Desember 2023 December 28, 2023



PROGRAM ORIENTASI DIREKSI BARU

Program pengenalan dimaksudkan agar Direksi yang berasal dari berbagai latar belakang dapat saling mengenal dan memahami perusahaan. Pelaksanaan program orientasi ini dibantu oleh Sekretaris Perusahaan. Program orientasi Direksi baru mengacu pada Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.110/OM.04/2019 dan Nomor KEP.02/DK.API/2019 tanggal 7 Mei 2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I (Persero).

Dalam pelaksanaan program pengenalan, materi yang diberikan kepada Direksi adalah mengenai gambaran umum perusahaan yang berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya. Direksi juga diberikan pelatihan dan pemahaman mengenai prinsip-prinsip GCG, kewenangan yang didelegasikan, tugas dan tanggung jawab Direksi, hubungan kerja dengan Dewan Komisaris, serta hal-hal yang tidak diperbolehkan dilakukan oleh anggota Direksi.

Selain dalam bentuk pemaparan materi presentasi, program pengenalan yang diberikan dapat berupa pertemuan atau kunjungan ke kantor-kantor cabang perusahaan, atau program-program lain sesuai kebutuhan. Dengan adanya program pengenalan, Direksi diharapkan dapat memahami kondisi perusahaan dan mampu menciptakan strategi ke depan untuk PT Angkasa Pura I.

Pada tahun 2023, terdapat kegiatan pengenalan kepada:

- Direktur Operasi MMA Indah Preastuty yang dilaksanakan pada 5 Mei 2023; dan
- Direktur Keuangan dan Manajemen Risiko Yanindya Bayu Wirawan yang dilaksanakan pada 31 Oktober 2023.

TUGAS DAN TANGGUNG JAWAB Masing-masing Anggota Direksi

Direksi bertugas secara kolegal, namun agar lebih efisien dan efektif dalam menjalankan tugas dilakukan pembidangan tugas antar masing-masing anggota Direksi. Berdasarkan Keputusan Direksi Nomor KEP. DU.32/OM.01/2021 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I, pembidangan tugas Direksi diatur sebagai berikut:

ORIENTATION PROGRAM FOR NEW DIRECTORS

The orientation program is designed to help members of the Board of Directors from various backgrounds get to know one another and understand the Company. The Corporate Secretary assists with program implementation. The orientation program for new Director refers to the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.110/ OM.04/2019 and Number KEP.02/DK.API/2019 dated May 7, 2019 on Code of Corporate Governance of PT Angkasa Pura I (Persero).

During the implementation of the orientation program, the new Director receives materials on the general overview of the Company related to the objectives, nature, scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks and various other strategic issues. The Board of Directors is also provided with training and understanding on GCG principles, delegated authority to members, the duties and responsibilities of the Board of Directors, the working relationships with the Board of Commissioners, and matters prohibited for members of the Board of Directors.

In addition to the presentation, the orientation program may include meetings or visits to the company's branch offices, as well as other programs as needed. The Directors are expected to understand the company's current state and develop future strategies for PT Angkasa Pura I as a result of the orientation program.

In 2023, an orientation program was held for:

- Operation Director, MMA Indah Preastuty, held on May 5, 2023; and
- Finance and Risk Management Director Yanindya Bayu Wirawan, held on October 31, 2023.

DUTIES AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

The Board of Directors carries out its duties collegially, but in order to be more efficient and effective in carrying out its duties, a division of duties is carried out among each member of the Board of Directors. Based on Board of Directors Decree No. KEP. DU.32/OM.01/2021 on the Organization and Work Procedures of the Head Office of PT Angkasa Pura I, the division of duties of the Board of Directors is regulated as follows:



Direktur Utama President Director

Pembidangan Tugas

Distribution of Duties

Memastikan penyelenggaraan fungsi pengurusan/pengelolaan oleh para anggota Direksi sesuai tugas pokok Perusahaan melalui penetapan kebijakan yang dilakukan oleh Direktur dan pengendalian pelaksanaan tugas bidang internal audit, *corporate secretary*, *corporate planning and transformation*, dan *legal and compliance* termasuk penerapan program pengendalian gratifikasi, system pelaporan pelanggaran (*whistleblowing system*), tata kelola perusahaan yang baik (*good corporate governance*), pelaporan hasil atas Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), serta Sistem Manajemen Anti Penyuapan (SMAP) guna mendukung pencapaian visi dan misi Perusahaan sesuai dengan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the implementation of the management/administration function by members of the Board of Directors in accordance with the Company's main duties through the establishment of policies by the Directors and controlling the implementation of duties in the areas of internal audit, corporate secretary, corporate planning and transformation, and legal and compliance, including the implementation of gratuity control program, whistleblowing system, good corporate governance, reporting on the results of the State Officials' Wealth Report (LHKPN), and the Anti-Bribery Management System (ABMS) to support the achievement of the Company's vision and mission in accordance with the articles of association, policies established by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkan kebijakan dan strategi Perusahaan termasuk penerapan program pengendalian gratifikasi, sistem pelaporan pelanggaran (*whistleblowing system*), tata kelola perusahaan yang baik (*good corporate governance*), pelaporan hasil atas Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), dan Sistem Manajemen Anti Penyuapan (SMAP) yang efektif berdasarkan ketentuan yang berlaku yang efektif berdasarkan ketentuan yang berlaku;
 2. Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSIL peningkatan pendapatan aeronautika dan non aeronautika, serta kontribusi terhadap lingkungan yang terkait dengan operasional bandar udara;
 3. Memastikan penerapan dan pemantauan (*monitoring*) proses serta mekanisme pengelolaan Perusahaan berlandaskan peraturan perundang-undangan, etika berusaha, dan prinsip tata kelola perusahaan yang baik (*good corporate governance*).
1. Ensuring the establishment of effective Company policies and strategies including the implementation of the gratuity control program, whistleblowing system, good corporate governance, reporting on the results of the State Officials' Wealth Report (LHKPN), and the Anti-Bribery Management System (ABMS) based on applicable regulations;
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment related to airport operations;
 3. Ensuring the implementation and monitoring of the processes and mechanisms for managing the Company based on laws and regulations, business ethics, and the principles of good corporate governance.



Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director

Pembidangan Tugas

Distribution of Duties

Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non aeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *aeronautical business and cargo development, airport commercial and business development, customer experience, dan technology and innovation* guna mendukung pencapaian visi dan misi Perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment through the establishment of policies and strategies in the areas of aeronautical business and cargo development, airport commercial and business development, customer experience, and technology and innovation to support the achievement of the Company's vision and mission based on the articles of association, policies established by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkan kebijakan dan strategi bidang *aeronautical business and cargo development, airport commercial and business development, customer experience, dan technology and innovation* yang efektif berdasarkan ketentuan yang berlaku;
 2. memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non aeronautika, serta kontribusi terhadap lingkungan yang terkait dengan bidang *aeronautical business and cargo development, airport commercial and business development, customer experience, dan technology and innovation*.
1. Ensuring the establishment of effective policies and strategies in the areas of aeronautical business and cargo development, airport commercial and business development, customer experience, and technology and innovation based on applicable regulations;
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment related to the areas of aeronautical business and cargo development, airport commercial and business development, customer experience, and technology and innovation.

Direktur Komersial dan Pelayanan Commercial and Services Director

Pembidangan Tugas

Distribution of Duties

Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *aeronautical business and airline development, dan airport commercial, branding, and service experience* guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment through the establishment of policies and strategies in the areas of aeronautical business and airline development, and airport commercial, branding, and service experience to support the achievement of the Company's vision and mission based on the articles of association, policies established by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkan kebijakan dan strategi bidang *aeronautical business and airline development, airport commercial, branding, dan service experience* yang efektif berdasarkan ketentuan yang berlaku.
 2. Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan nonaeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang *aeronautical business and airline development, airport commercial, branding, dan service experience*.
1. Ensuring the establishment of effective policies and strategies in the areas of aeronautical business and airline development, airport commercial, branding, and service experience based on applicable regulations.
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment related to the areas of aeronautical business and airline development, airport commercial, branding, and service experience.



Direktur Operasi Operation Director

Pembidangan Tugas

Distribution of Duties

Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), mendukung peningkatan pendapatan aeronautika dan non-aeronautika serta berkontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *airport operation and services*, *airport security*, dan *airport safety* guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, supporting increased aeronautical and non-aeronautical revenues, and contributing to the environment through the establishment of policies and strategies in the areas of airport operation and services, airport security, and airport safety to support the achievement of the Company's vision and mission based on the articles of association, policies established by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkannya kebijakan dan strategi bidang *airport operation*, *airport security*, dan *airport safety* yang efektif berdasarkan ketentuan yang berlaku;
 2. Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), mendukung peningkatan pendapatan aeronautika dan non-aeronautika serta berkontribusi terhadap lingkungan yang terkait dengan bidang *airport operation and services*, *airport security*, dan *airport safety*.
1. Ensuring the establishment of effective policies and strategies in the areas of airport operation, airport security, and airport safety based on applicable regulations;
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, supporting increased aeronautical and non-aeronautical revenues, and contributing to the environment related to the areas of airport operation and services, airport security, and airport safety.

Direktur Teknik Technical Director

Pembidangan Tugas

Distribution of Duties

Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *airport planning and project development*, *airport facilities management*, dan *airport equipment management* untuk mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment through the establishment of policies and strategies in the areas of airport planning and project development, airport facilities management, and airport equipment management to support the achievement of the Company's vision and mission based on the articles of association, policies established by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkannya kebijakan dan strategi bidang *airport planning and project development*, *airport facilities management*, dan *airport equipment management* yang efektif berdasarkan ketentuan yang berlaku.
 2. Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang *airport planning and project development*, *airport facilities management*, dan *airport equipment management*.
1. Ensuring the establishment of effective policies and strategies in the areas of airport planning and project development, airport facilities management, and airport equipment management based on applicable regulations.
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, and contributions to the environment related to the areas of airport planning and project development, airport facilities management, and airport equipment management.



Direktur Human Capital Human Capital Director

Pembidangan Tugas

Distribution of Duties

Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan nonaeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *human capital, training and people development*, dan *general services and corporate social responsibility* dan *procurement* guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, as well as contributions to the environment through the establishment of policies and strategies in the areas of human capital, training and people development, and general services and corporate social responsibility and procurement to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

Tanggung Jawab

Responsibilities

1. Memastikan ditetapkannya kebijakan dan strategi bidang *human capital, training and people development*, dan *general services and corporate social responsibility* dan *procurement* yang efektif berdasarkan ketentuan yang berlaku.
 2. Memastikan tercapainya peningkatan *Customer Satisfaction Index* (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang *human capital, training and people development*, dan *general services and corporate social responsibility* dan *procurement*
1. Ensuring the establishment of effective policies and strategies in the areas of human capital, training and people development, and general services and corporate social responsibility and procurement based on applicable regulations.
 2. Ensuring the achievement of Customer Satisfaction Index (CSI) improvement, increased aeronautical and non-aeronautical revenues, as well as contributions to the environment related to the areas of human capital, training and people development, and general services and corporate social responsibility and procurement

KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

BOARD OF DIRECTORS DECISIONS AND EXECUTION OF DUTIES

No.	Nomor Surat Reference Number	Perihal Subject	Tanggal Date
1	KEP.DU.02/TI.01/2023	Pengelolaan Keamanan Informasi Information Security Management	6 Januari 2023 January 6, 2023
2	KEP.DU.0003/KB.03/2023	Perubahan atas Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.0017/KB.03/2022 Tentang Tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di Bandar Udara yang Dikelola PT Angkasa Pura I Amendment to PT Angkasa Pura I Board of Directors' Decree Number KEP. DU.0017/KB.03/2022 on the Tariffs for Cargo and Aircraft Postal Services (PJKP2U) at Airports Managed by PT Angkasa Pura I	11 Januari 2023 January 11, 2023
3	KEP.DU.0004/OM.01/2023	Struktur Organisasi Kantor Pusat Organizational Structure of Head Office	25 Januari 2023 January 25, 2023
4	KEP.DU.0005/OM.01/2023	Nomenklatur Kantor Pusat Nomenclature of Head Office	25 Januari 2023 January 25, 2023



No.	Nomor Surat Reference Number	Perihal Subject	Tanggal Date
5	KEP.DU.006/KB.03.05/2023	Tarif Masuk Pelataran Terminal atau Parkir untuk Kendaraan Bermotor di Kantor Cabang PT Angkasa Pura I Bandar Udara Internasional Yogyakarta Kulon Progo Entry Tariff for the Terminal Area or Parking for Motor Vehicles at PT Angkasa Pura I Yogyakarta International Airport Kulon Progo Branch Office	30 Januari 2023 January 30, 2023
6	KEP.DU.0007/KB.02.03/2023	Pedoman Sistem Manajemen Keselamatan (<i>Safety Management System</i>) PT Angkasa Pura I Safety Management System Guidelines of PT Angkasa Pura I	7 Maret 2023 March 7, 2023
7	KEP.DU.0008/DL.01/2023	Pelaksanaan <i>Coaching, Mentoring, dan Counseling</i> di Lingkungan PT Angkasa Pura I Implementation of Coaching, Mentoring, and Counseling within PT Angkasa Pura I	17 Mei 2023 May 17, 2023
8	KEP.DU.0009/DL.13/2023	Pelaksanaan Magang dan Praktik Kerja Lapangan Bagi Peserta Didik Implementation of Internship and Field Work Practices for Participants	17 Mei 2023 May 17, 2023
9	KEP.DU.0010/KU.13/2023	Perubahan Atas Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.DU.12/KU.13/2021 Tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Serta Program Tanggung Jawab Sosial dan Lingkungan PT Angkasa Pura I (Persero) Amendment to PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.DU.12/KU.13/2021 on the Guidelines for Micro and Small Enterprises (MSE) Funding Program and Social and Environmental Responsibility Program of PT Angkasa Pura I (Persero)	31 Mei 2023 May 31, 2023
10	KEP.DU.0011/HM.12/2023	Pedoman Penggunaan Logo PT Angkasa Pura I Guidelines for the Use of PT Angkasa Pura I Logo	12 Juli 2023 July 12, 2023
11	KEP.DU.0013/KB.03/2023	Perubahan Kedua atas Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.54/KB.03/2017-B Tentang Tarif Masuk Pelataran Terminal atau Parkir untuk Kendaraan Bermotor di Kantor Cabang PT Angkasa Pura I Bandar Udara Pattimura Ambon Second Amendment to PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.54/KB.03/2017-B on Entry Tariff for the Terminal Area or Parking for Motor Vehicles at PT Angkasa Pura I Pattimura Airport Ambon Branch Office	14 Juli 2023 July 14, 2023
12	KEP.DU.0014/KP.06.07/2023	Pedoman Kerja Sama Bantuan Pengamanan Operasional Bandara Guidelines for Cooperation in Airport Operational Security Assistance	8 Agustus 2023 August 8, 2023
13	KEP.DU.0016/OM.13/2023	Pedoman Manajemen Perubahan PT Angkasa Pura I Change Management Guidelines of PT Angkasa Pura I	14 Agustus 2023 August 14, 2023
14	KEP.DU.0018/OM.01/2023	Struktur Organisasi Bandara Dhoho Kediri Organizational Structure of Dhoho Airport Kediri	1 September 2023 September 1, 2023
15	KEP.DU.19/OM.01/2023	Nomenklatur Bandara Dhoho Kediri Nomenclature of Dhoho Airport Kediri	1 September 2023 September 1, 2023
16	KEP.DU.20/KB.03/2023	Perubahan Atas Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.66/KB.03/2020 Tentang Tarif Masuk Pelataran Terminal atau Parkir Balikpapan Amendment to PT Angkasa Pura I Board of Directors' Decree Number KEP. DU.66/KB.03/2020 on Entry Tariff for the Terminal Area or Parking for Motor Vehicles at Balikpapan Airport	12 September 2023 September 12, 2023



No.	Nomor Surat Reference Number	Perihal Subject	Tanggal Date
17	KEP.DU.021/HK.01/2023	Standar Pelaksanaan Kebersihan Terminal Penumpang Non Terminal Penumpang, <i>Landside</i> dan <i>Landscape</i> di Bandar Udara yang Dikelola PT Angkasa Pura I Standard for Implementation of Cleanliness of Non-Passenger Terminals, Landside, and Landscape at Airports Managed by PT Angkasa Pura I	13 September 2023 September 13, 2023
18	KEP.DU.022/HK.01/2023	Standar Operasional Pelayanan <i>Trolleyman</i> di Bandar Udara yang Dikelola PT Angkasa Pura I Standard Operating Procedure for Trolleyman Service at Airports Managed by PT Angkasa Pura I	13 September 2023 September 13, 2023
19	KEP.DU.0023/KP.06.04.16/2023	Tunjangan Pelaksana Tugas (PLT) dan Pejabat Pengganti Sementara (PGS) Acting Duty Allowance (PLT) and Acting Officer (PGS)	13 September 2023 September 13, 2023
20	KEP.DU.0024/KP.06.04.21/2023	Tunjangan Lisensi License Allowance	22 September 2023 September 22, 2023
21	KEP.DU.0026/KP.06.07/2023	Perubahan atas Keputusan Direksi Nomor KEP.DU.31/KP.06.07/2022 Tentang Remunerasi Pegawai Amendment to Board of Directors Decree Number KEP.DU.31/ KP.06.07/2022 on Employee Remuneration	11 Oktober 2023 October 11, 2023
22	KEP.DU.027/KB.03.05/2023	Tarif Masuk Pelataran Terminal atau Parkir untuk Kendaraan Bermotor di Kantor Cabang PT Angkasa Pura I Bandara Udara Jenderal Ahmad Yani Semarang Entry Tariff for the Terminal Area or Parking for Motor Vehicles at PT Angkasa Pura I Jenderal Ahmad Yani Semarang Airport Branch Office	31 Oktober 2023 October 31, 2023
23	KEP.DU.028/PR.02.04/2023	Pedoman Pelaksanaan Laporan Tahunan (<i>Annual Report</i>) dan Laporan Keberlanjutan (<i>Sustainability Report</i>) PT Angkasa Pura I Guidelines for the Implementation of the Annual Report and Sustainability Report of PT Angkasa Pura I	31 Oktober 2023 October 13, 2023
24	KEP.DU.0031/OM.15/2023	Pedoman Pengukuran Maturitas Sistem Manajemen Mutu PT Angkasa Pura I Guidelines for Measuring the Maturity of the Quality Management System of PT Angkasa Pura I	29 November 2023 November 29, 2023
25	KEP.DU.032/KP.06.10/2023	Perubahan atas Keputusan Direksi Nomor KEP.247/KP.10.41/2018 Tentang Program Jaminan Kesehatan Pensiun PT Angkasa Pura I (Persero) Amendment to Board of Directors Decree Number KEP.247/ KP.10.41/2018 on PT Angkasa Pura I (Persero) Pension Health Insurance Program	29 November 2023 November 29, 2023
26	KEP.DU.033/KB.03/2023	Pedoman Kegiatan Komersial PT Angkasa Pura I PT Angkasa Pura I Commercial Activity Guidelines	12 Desember 2023 December 12, 2023
27	KEP.DU.034/HM.03/2023	Pedoman Pengelolaan Komunikasi Perusahaan di Lingkungan PT Angkasa Pura I Guidelines for Commercial Activities of PT Angkasa Pura I	13 Desember 2023 December 13, 2023
28	KEP.DU.35/KB.03.05/2023	Tarif Masuk Pelataran Terminal atau Parkir untuk Kendaraan Bermotor di Kantor Cabang PT Angkasa Pura I Bandar Udara Pattimura Ambon Entry Tariff for the Terminal Area or Parking for Motor Vehicles at PT Angkasa Pura I Pattimura Airport Ambon Branch Office	15 Desember 2023 December 15, 2023
29	KEP.DU.0036/KB.02/2023	Standar Pelayanan Jasa Kebandarudaraan Pelayanan Jasa Kargo dan Pos Pesawat Udara Airport Service Standards for Aircraft Cargo and Post Services	20 Desember 2023 December 20, 2023
30	KEP.DU.037/HM01/2023	Pedoman Pelaksanaan Layanan Keprotokoleran di PT Angkasa Pura I Guidelines for Protocol Services at PT Angkasa Pura I	27 Desember 2023 December 27, 2023



No.	Nomor Surat Reference Number	Perihal Subject	Tanggal Date
31	KEP.DU.038/KB.03.05/2023	Perubahan Kedua atas Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.DU.66/KB.03/2020 Tentang Tarif Masuk Pelataran Terminal atau Parkir untuk Kendaraan Bermotor di Kantor Cabang PT Angkasa Pura I (Persero) Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan Second Amendment to PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.DU.66/KB.03/2020 on Entry Tariff for the Terminal Area or Parking for Motor Vehicles at PT Angkasa Pura I (Persero) Sultan Aji Muhammad Sulaiman Airport Balikpapan Branch Office	27 Desember 2023 December 27, 2023
32	KEP.DU.039/KB.03/2023	Pedoman Standar Desain Kendaraan Patroli Keamanan di Bandar Udara PT Angkasa Pura I Guidelines for Standard Design of Security Patrol Vehicles at PT Angkasa Pura I Airports	29 Desember 2023 December 29, 2023

Selama 2023, Direksi telah melaksanakan tugas dan tanggung jawab dalam menjalankan bisnis perusahaan yang direalisasikan melalui berbagai kebijakan dan keputusan strategis, antara lain:

- Melakukan upaya pemenuhan target kinerja perusahaan berdasarkan *key performance indicator* (KPI). Dari target skor KPI yang ditetapkan sebesar 100,00%, capaian KPI tahun 2023 (*audited*) adalah sebesar 105,68%. Selain itu, *Final Rating* PT Angkasa Pura I yang diterbitkan PT Pemeringkat Efek Indonesia (PEFINDO) adalah idAAA/stable. Dengan demikian, Tingkat Kesehatan untuk PT Angkasa Pura I pada tahun buku 2023 adalah SANGAT SEHAT (AAA) sebagaimana diatur dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
- Melakukan pengembangan usaha perusahaan sekaligus menjawab tantangan *lack of capacity* melalui pengembangan beberapa bandara yang diselesaikan pada 2023, antara lain beautifikasi gedung terminal penumpang dan gedung parkir di Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan dan pengembangan bandara lainnya.
- Sesuai Surat Menteri Perhubungan Republik Indonesia yang menyatakan telah menyetujui penetapan tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara pada 14 bandara kelolaan PT Angkasa Pura I melalui Surat Menteri Perhubungan Republik Indonesia Nomor PR.303/1/1 PHB 2023 tanggal 6 Januari 2023 tentang Rekomendasi Penetapan Tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) pada 14 (empat belas) Bandar Udara yang Dikelola oleh PT Angkasa Pura I, maka perusahaan menindaklanjuti dengan penerbitan Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0003/KB.03/2023 tentang Perubahan Atas Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0017/KB.03/2022 tentang tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di bandara yang dikelola PT Angkasa Pura I sebagai salah satu upaya dan komitmen perusahaan dalam meningkatkan kualitas pelayanan kepada pengguna jasa bandara.

During 2023, the Board of Directors carried out its duties and responsibilities in conducting the company's business, realized through various strategic policies and decisions, including:

- Achieving the company's performance targets based on Key Performance Indicators (KPIs). With the set KPI target score of 100%, the 2023 (*audited*) KPI achievement was 105.68%. Additionally, PT Angkasa Pura I's Final Rating issued by PT Pemeringkat Efek Indonesia (PEFINDO) was idAAA/stable. Thus, the Soundness Level for PT Angkasa Pura I in the 2023 fiscal year was VERY HEALTHY (AAA) as stipulated in the Copy of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
- Expanding the company's business while addressing the challenge of lack of capacity through the development of several airports completed in 2023, including the beautification of passenger terminal buildings and parking buildings at Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan and the development of other airports.
- In accordance with the Letter of the Minister of Transportation of the Republic of Indonesia stating the approval of the determination of Aircraft Cargo and Postal Services Tariff at 14 airports managed by PT Angkasa Pura I through the Letter of the Minister of Transportation of the Republic of Indonesia Number PR.303/1/1 PHB 2023 dated January 6, 2023, on Recommendations for Determination of Aircraft Cargo and Post Services (PJKP2U) Tariff at 14 (fourteen) Airports Managed by PT Angkasa Pura I, the company followed up with the issuance of PT Angkasa Pura I's Board of Directors Decree Number KEP.DU.0003/KB.03/2023 on Amendment to PT Angkasa Pura I's Board of Directors Decree Number KEP.DU.0017/KB.03/2022 on Aircraft Cargo and Post Services (PJKP2U) Tariff at Airports Managed by PT Angkasa Pura I as the company's effort and commitment to improve the quality of service to airport service users.



4. Meningkatkan komitmen penerapan tata kelola perusahaan yang baik (*good corporate governance*) berdasarkan skor GCG *assessment* 95,83 dengan peringkat kualitas penerapan GCG Sangat Baik untuk periode pengukuran tahun 2023.
5. Menyelenggarakan rapat-rapat Direksi secara rutin, menghadiri rapat gabungan dengan Dewan Komisaris, dan Rapat Umum Pemegang Saham (RUPS).
6. Melakukan pengawasan dan perbaikan proses bisnis internal dengan menindaklanjuti temuan Internal Audit dan auditor eksternal, termasuk pengawasan kinerja dan permasalahan anak perusahaan PT Angkasa Pura I.
7. Menjalankan program transformasi untuk mempercepat peningkatan kinerja keuangan serta kinerja operasional.
8. Penerbitan Keputusan Direksi Nomor KEP.DU.0010/KU.13/2023 tentang Perubahan atas Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.DU.12/KU.13/2021 tanggal 31 Mei 2023 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) serta Program Tanggung Jawab Sosial dan Lingkungan PT Angkasa Pura I.
9. Dalam rangka mendukung pencapaian target Rencana Jangka Panjang Perusahaan (RJPP), PT Angkasa Pura I menetapkan Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.DU.064/OM.15.09/2021 tentang Pedoman Penyusunan, Pengukuran, dan Pemantauan *Key Performance Indicators* (KPI) PT Angkasa Pura I (Persero), Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.019/LB.01/01/2020 tentang Pedoman Penyusunan Rencana Jangka Panjang Perusahaan (RJPP) PT Angkasa Pura I (Persero), serta Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.016/OM.13/2023 tentang Pedoman Manajemen Perubahan PT Angkasa Pura I.
10. Perusahaan menetapkan ketentuan mengenai pelaksanaan kegiatan komersial dalam kondisi khusus di PT Angkasa Pura I yaitu Keputusan Direksi Nomor KEP.DU.68/KB.03/2021 sebagai panduan dalam memberikan kebijakan pelaksanaan kegiatan komersial di perusahaan dalam kondisi khusus. Sehubungan dengan telah ditetapkan berakhirnya status pandemi *Corona Virus Disease* 2019 (COVID-19) di Indonesia dalam Keputusan Presiden Republik Indonesia Nomor 17 Tahun 2023 perusahaan telah menerbitkan Surat Direktur Komersial dan Pelayanan PT Angkasa Pura I Nomor AP.I.4164/KB.03/2023/DC-B tanggal 10 Juli 2023 perihal Kebijakan Kegiatan Komersial atas Keputusan Presiden Nomor 17 Tahun 2023.
11. Dalam rangka meningkatkan pelayanan kepada para pengguna jasa parkir kendaraan bermotor di Bandara I Gusti Ngurah Rai Bali, perusahaan menetapkan kembali tarif masuk pelataran terminal atau parkir kendaraan bermotor di Bandara I Gusti Ngurah Rai Bali dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.29/KB.03.05/2023.
4. Reinforcing the commitment to implementing good corporate governance based on a GCG assessment score of 95.83 and a rating of "VERY GOOD" for GCG implementation quality for the 2023 measurement period.
5. Holding regular Board of Directors meetings, attending joint meetings with the Board of Commissioners, and General Meetings of Shareholders (GMS).
6. Supervising and improving internal business processes by following up on findings from Internal Audit and external auditors, including monitoring the performance and issues of PT Angkasa Pura I's subsidiaries.
7. Implementing a transformation program to accelerate improvements in financial and operational performance.
8. Issuing the Board of Directors Decree Number KEP.DU.0010/KU.13/2023 on Amendment to PT Angkasa Pura I (Persero)'s Board of Directors Decree Number KEP.DU.12/KU.13/2021 dated May 31, 2023, on Guidelines for Micro and Small Enterprises (MSE) Funding Program and Social and Environmental Responsibility Program of PT Angkasa Pura I (Persero).
9. In order to support the achievement of the Company's Long-Term Plan (RJPP) targets, PT Angkasa Pura I established PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.DU.064/OM.15.09/2021 on Guidelines for the Preparation, Measurement, and Monitoring of Key Performance Indicators (KPI) of PT Angkasa Pura I (Persero), PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.019/LB.01/01/2020 on Guidelines for the Preparation of the Company's Long-Term Plan (RJPP) of PT Angkasa Pura I (Persero), and PT Angkasa Pura I (Persero) Board of Directors Decree Number KEP.DU.016/OM.13/2023 on Change Management Guidelines of PT Angkasa Pura I.
10. The company established provisions regarding the implementation of commercial activities under special conditions at PT Angkasa Pura I, namely the Board of Directors Decree Number KEP.DU.68/KB.03/2021 as a guideline in providing policies for the implementation of commercial activities in the company under special conditions. In connection with the determination of the end of the Coronavirus Disease 2019 (COVID-19) Pandemic status in Indonesia in the Presidential Decree of the Republic of Indonesia Number 17 of 2023, the company issued the Letter of the Commercial and Service Director of PT Angkasa Pura I Number AP.I.4164/KB.03/2023/DC-B dated July 10, 2023 on the Commercial Activity Policy on Presidential Decree Number 17 of 2023.
11. In order to enhance the services for parking lot users at I Gusti Ngurah Rai Airport Bali, the company re-established the entrance tariff for the terminal area or motor vehicle parking at I Gusti Ngurah Rai Airport Bali through PT Angkasa Pura I Board of Directors Decree Number KEP.DU.29/KB.03.05/2023.



12. Dalam rangka meningkatkan pelayanan kepada para pengguna jasa parkir kendaraan bermotor di Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan, perusahaan menetapkan kembali tarif masuk pelataran terminal atau parkir kendaraan bermotor di Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.20/KB.03/2023.
13. Dalam rangka meningkatkan pelayanan kepada para pengguna jasa parkir kendaraan bermotor di Bandara Jenderal Ahmad Yani Semarang ditetapkan kembali tarif masuk pelataran terminal atau parkir kendaraan bermotor di Bandara Jenderal Ahmad Yani Semarang dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU. 0027/KB.03/05/2023.
14. Dalam rangka meningkatkan pelayanan kepada para pengguna jasa parkir kendaraan bermotor di Bandara Internasional Yogyakarta Kulon Progo, perusahaan menetapkan kembali tarif masuk pelataran terminal atau parkir kendaraan bermotor di Bandara Internasional Yogyakarta Kulon Progo dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0006/KB.03.05/2023.
15. Dalam rangka meningkatkan pelayanan kepada para pengguna jasa parkir kendaraan bermotor di Bandara Pattimura Ambon ditetapkan kembali tarif masuk pelataran terminal atau parkir kendaraan bermotor di Bandara Pattimura Ambon dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.35/KB.03.05/2023.
16. Menerbitkan Keputusan Direksi Nomor KEP.DU.02/TI.01/2023 tentang Pengelolaan Keamanan Informasi PT Angkasa Pura I.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DIREKSI

Program peningkatan kapabilitas merupakan salah satu program penting agar anggota Direksi dapat selalu memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas masing-masing. Perusahaan memberikan kesempatan bagi anggota Direksi untuk terus meningkatkan kompetensi, terlebih untuk menghadapi dinamika dan perubahan bisnis saat ini. Kebijakan terkait pelatihan Direksi tertuang dalam Keputusan Direksi No. KEP.02/DK.API/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I.

Selama 2023, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi adalah sebagai berikut:

12. In order to enhance services for users of motor vehicle parking at Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan, the company re-established the entrance tariff for the terminal area or motor vehicle parking at Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan through PT Angkasa Pura I Board of Directors Decree Number KEP.DU.20/KB.03/2023.
13. In order to enhance services for users of motor vehicle parking at Jenderal Ahmad Yani Airport Semarang, the entrance tariff for the terminal area or motor vehicle parking at Jenderal Ahmad Yani Airport Semarang was re-established through PT Angkasa Pura I Board of Directors Decree Number KEP.DU.0027/KB.03/05/2023.
14. In order to enhance services for users of motor vehicle parking at Yogyakarta International Airport Kulon Progo, the company re-established the entrance tariff for the terminal area or motor vehicle parking at Yogyakarta International Airport Kulon Progo through PT Angkasa Pura I Board of Directors Decree Number KEP.DU.0006/KB.03.05/2023.
15. In order to enhance services for users of motor vehicle parking at Pattimura Airport Ambon, the entrance tariff for the terminal area or motor vehicle parking at Pattimura Airport Ambon was re-established through PT Angkasa Pura I Board of Directors Decree Number KEP.DU.35/KB.03.05/2023.
16. Issuing the Board of Directors Decree Number KEP.DU.02/TI.01/2023 on Information Security Management of PT Angkasa Pura I.

DIRECTOR TRAINING AND/OR COMPETENCY ENHANCEMENT

Competency enhancement program is a critical instrument for ensuring that members of the Board of Directors remain abreast of the latest developments within the Company's business operations, and other relevant knowledge related to the implementation of their respective duties. The company provides opportunities for members of the Board of Directors to continuously enhance their competencies, particularly to face the current business dynamics and changes. The policy on training for the Board of Directors is outlined in the Board of Directors Decree No. KEP.02/DK.API/2019 on the Code of Corporate

During 2023, the training and/or competency enhancement program attended by members of the Board of Directors was as follows:



Peserta Participant	Jabatan Position	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer
Faik Fahmi	Direktur Utama President Director	- BOD Alignment Workshop Angkasa Pura I BOD Alignment Workshop Angkasa Pura I	6 Februari 2023 February 6, 2023	ACT Consulting (ESQ Group)
		- Finance Essentials for High Level Executive 2023 Finance Essentials for High Level Executive 2023	7-9 Maret 2023 March 7-9, 2023	PT Aviassi Pariwisata Indonesia
		- One Day Outly Rising Expectation Workshop - Focusing on Developing & Alignment Service Mindset One Day Outly Rising Expectation Workshop - Focusing on Developing & Alignment Service Mindset	30 Maret 2023 March 30, 2023	PT Service Centre Indonesia
		- ASQ Forum & Customer Experience Global Summit ASQ Forum & Customer Experience Global Summit	5-7 September 2023 September 5-7, 2023	Airports Council International
MMA Indah Preastudy	Direktur Operasi/ Operation Director : 05/05/2023- 27/12/2023	- The ACI Customer Global Summit The ACI Customer Global Summit	3 - 7 September 2023 September 3 - 7, 2023	Airports Council International
	PGS. Direktur Teknik/ Acting Technical Director: 25/10/2023- 27/12/2023	- Side Event Konferensi Tingkat Tinggi Archipelagic and Island States (AIS) Forum The Archipelagic and Island States (AIS) Forum Summit Side Events	9 - 11 Oktober 2023 October 9-11, 2023	Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia
	Direktur Utama/ President Director: 28/12/2023- sekarang/ present			
Wendo Asrul Rose	Direktur Operasi Operation Director	- BOD Alignment Workshop Angkasa Pura I BOD Alignment Workshop Angkasa Pura I	- 6 Februari 2023 February 6, 2023	ACT Consulting (ESQ Group)
		- Finance Essentials For High Level Executive 2023 Finance Essentials For High Level Executive 2023	- 21-23 Februari 2023 February 21 - 23, 2023	PT Aviassi Pariwisata Indonesia (Persero)
Wahyudi	Direktur Operasi Operation Director	-	-	-



Peserta Participant	Jabatan Position	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer
Lukman F. Laisa	Direktur Teknik Technical Director	<ul style="list-style-type: none"> - Executive Workshop Implementary Doktrin Fiduciary Duty Pada Perseroan Terbatas Secara Pribadi Direksi Terhadap Kerugian Perusahaan Executive Workshop Implementing Fiduciary Duty Doctrine in Limited Liability Companies Personally Directors Against Company Losses - BOD Alignment Workshop Angkasa Pura I BOD Alignment Workshop Angkasa Pura I - Finance Essentials For High Level Executive 2023 Finance Essentials For High Level Executive 2023 	<p>13 Desember 2022 December 13, 2022</p> <p>6 Februari 2023 February 6, 2023</p> <p>21- 23 Februari 2023 February 21-23, 2023</p>	<ul style="list-style-type: none"> - PT Angkasa Pura I - ACT Consulting (ESQ Group) - PT Aviasi Pariwisata Indonesia (Persero)
Dendi T. Danianto	Direktur Komersial dan Pelayanan Commercial and Services Director	<p>Finance Essentials For High Level Executive 2023</p> <p>Finance Essentials For High Level Executive 2023</p> <p>Master Storytelling for Authentic Leadership</p> <p>Master Storytelling for Authentic Leadership</p>	<p>21- 23 Februari 2023 February 21-23, 2023</p> <p>Desember 2023-Januari 2024 December 2023 – January 2024</p>	<p>PT Aviasi Pariwisata Indonesia (Persero)</p> <p>Stanford Graduate School of Business</p>
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	CFO Leadership Program CFO Leadership Program	27-31 Maret 2023 March 27 – 31, 2023	Harvard Business School
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Pelatihan Risk Management Program Certification QRGP QRGP Certification Program Risk Management Training	7 Desember 2023 December 7, 2023	IRBA
Israwadi	Direktur Human Capital Human Capital Director	<ul style="list-style-type: none"> - CHRO Workshop Modul I CHRO Workshop Module I - CHRO Workshop Modul II CHRO Workshop Module II - Chief Human Resource Officer (CHRO) School Tahun 2023 Chief Human Resource Officer (CHRO) School in 2023 - Finance Essentials For High Level Executive 2023 Finance Essentials For High Level Executive 2023 	<p>13-14 Oktober 2023 October 13 – 14, 2023</p> <p>17-18 November 2023 November 17 – 18, 2023</p> <p>20 September 2023 September 20, 2023</p> <p>21-23 Februari 23 February 21-23, 2023</p>	<p>BUMN School of Excellence</p> <p>BUMN School of Excellence</p> <p>Forum Human Capital Indonesia</p> <p>PT Aviasi Pariwisata Indonesia (Persero)</p>



PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Salah satu fungsi pengawasan penerapan manajemen risiko yang dimiliki oleh PT Angkasa Pura I ialah Komite Manajemen Risiko yang diketuai oleh Direktur Keuangan dan Manajemen Risiko dan beranggotakan seluruh Direksi sampai dengan pejabat 1 (satu) tingkat di bawah Direksi, sesuai dengan Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.DU.172/ PG.01/2021 tentang Perubahan Kedua atas Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.196/PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I (Persero).

Adapun kegiatan, tugas, dan tanggung jawab yang telah dilakukan oleh Komite Manajemen Risiko selama periode tahun 2023, mencakup hal-hal sebagai berikut:

1. Menetapkan kebijakan dan strategi manajemen risiko dalam hal selera risiko (*risk appetite*) dan toleransi risiko (*risk tolerance*);
2. Memantau pelaksanaan kebijakan manajemen risiko dan eksposur yang diambil oleh perusahaan secara keseluruhan;
3. Mengevaluasi efektivitas penerapan manajemen risiko perusahaan secara berkala;
4. Melakukan kaji ulang (*review*) secara berkala untuk mengantisipasi apabila terjadi perubahan situasi, kondisi, serta perkembangan eksternal dan internal perusahaan;
5. Menetapkan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (*irregularities*);
6. Memantau independensi dari unit kerja yang membidangi fungsi *risk management*;
7. Memantau kegiatan yang dilakukan oleh unit kerja yang membidangi fungsi *risk management*;
8. Mengembangkan budaya sadar risiko pada seluruh pegawai perusahaan;
9. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.

Secara umum Direksi menilai bahwa Komite Manajemen Risiko telah melaksanakan tugas dan tanggung jawabnya dengan efektif.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS AND BASIS FOR ASSESSMENT

The Risk Management Committee presided over by the Finance and Risk Management Director, is one of the oversight mechanisms for the execution of risk management at PT Angkasa Pura I. It is composed of all members of the Board of Directors and one level below the Directors, per the Decree of the Directors of PT Angkasa Pura I (Persero) Number SKEP.DU.172/ PG.01/2021 amending the Decree of the Board of Directors of PT Angkasa Pura I (Persero) Number SKEP.196/PG.01/2018 concerning the Establishment of the PT Angkasa Pura I Risk Management Committee (Persero).

The activities, duties, and responsibilities performed by the Risk Management Committee during the 2023 period are as follows:

1. Establish risk management policies and strategies in terms of risk appetite and risk tolerance;
2. Monitor the implementation of risk and exposure management policies taken by the company as a whole;
3. Evaluate the effectiveness of the company's risk management implementation on a regular basis;
4. Conduct regular reviews to anticipate changes in the company's situation, conditions and external and internal developments;
5. Determine matters related to business decisions that deviate from normal procedures (*irregularities*);
6. Monitor the independence of the work unit in charge of risk management functions;
7. Monitor activities carried out by work units in charge of risk management functions;
8. Develop a risk awareness culture among all company employees;
9. Develop human resource competencies related to risk management.

In summary, the Board of Directors has determined that the Risk Management Committee has fulfilled its duties and responsibilities with great effectiveness.



HUBUNGAN AFILIASI

Affiliate Relationship



Untuk menjaga integritas dan independensi, PT Angkasa Pura I memastikan bahwa anggota Dewan Komisaris dan Direksi tidak memiliki hubungan afiliasi. Pengungkapan hubungan afiliasi mencakup:

1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;
3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;
4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya;
5. Hubungan afiliasi antara Pemegang Saham Utama dan/atau Pengendali.

Dewan Komisaris tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Pengendali. Dewan Komisaris dianggap mampu menjalankan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan. Demikian pula, tidak terdapat anggota Direksi yang memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, Dewan Komisaris, dan/atau Pemegang Saham Pengendali. PT Angkasa Pura I menjamin seluruh anggota Direksi dapat melaksanakan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan.

In order to maintain integrity and independence, PT Angkasa Pura I ensures that members of the Board of Commissioners and the Board of Directors have no affiliate relationships. Affiliate relationships are disclosed as follows:

1. Affiliate relationship between members of the Board of Directors and other members of the Board of Directors;
2. Affiliate relationship between members of the Board of Directors and members of the Board of Commissioners;
3. Affiliate relationship between members of the Board of Directors and Main and/or Controlling Shareholders;
4. Affiliate relationship between members of the Board of Commissioners and other members of the Board of Commissioners;
5. Affiliate relationship between Main and/or Controlling Shareholders.

The Board of Commissioners have no affiliate relationship with other members of the Board of Commissioners, Board of Directors, or Controlling Shareholders. In this regard, the Board of Commissioners is deemed capable of carrying out its duties and responsibilities independently and without any conflict of interest. Similarly, no members of the Board of Directors have affiliate relationships with other members of the Board of Directors, the Board of Commissioners, and/or Controlling Shareholders. PT Angkasa Pura I ensures that all members of the Board of Directors can carry out its duties and responsibilities independently and without any conflict of interest.



Pengungkapan Hubungan Afiliasi Dewan Komisaris dan Direksi Disclosure of Affiliate Relationship of Board of Commissioners and Board of Directors

Hubungan Keuangan, Keluarga, dan Kepengurusan Dewan Komisaris Financial, Familial and Management Relations of Board of Commissioners															
Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relations with						Hubungan Keuangan Dengan Financial Relations with						Hubungan Kepengurusan di Entitas Lain Management Relations at Other Entities	
		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Ya Yes	Tidak No
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No		
Komisaris Commissioner															
Djoko Sasono	Komisaris Utama (menjabat hingga 19 Juli 2023) President Commissioner (serving until July 19, 2023)	-	√	-	-	-	-	-	-	-	-	-	-	-	√
Tri Budi Satriyo	Komisaris Independen (menjabat hingga 28 Desember 2023) Independent Commissioner (serving until December 28, 2023)	-	√	-	-	-	-	-	√	-	√	-	-	-	√
Danang Parikesit	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	-	√	-	-	-	-	-	√	-	√	-	-	-	√
Irfan Wahid	Komisaris Independen Independent Commissioner	-	√	-	-	-	-	√	-	√	-	-	-	-	√
Erwan Agus Purwanto	Komisaris Independen (menjabat sebagai Komisaris Independen hingga 28 Desember 2023, lalu menjabat sebagai Komisaris Utama sejak 28 Desember 2023) Independent Commissioner (serving as Independent Commissioner until December 28, 2023, then serving as President Commissioner from December 28, 2023)	-	√	-	-	-	-	-	√	-	√	-	-	-	√
Elen Setiadi	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	-	√	-	-	-	-	-	√	-	√	-	-	-	√
Hidayat Amir	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	-	√	-	-	-	-	-	√	-	√	-	-	-	√
Direksi Directors															
Faik Fahmi	Direktur Utama (menjabat hingga 28 Desember 2023) President Director (serving until December 28, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
MMA, Indah Preastuty	- Direktur Operasi (menjabat sejak 5 Mei 2023 hingga 28 Desember 2023) - PGS, Direktur Teknik (menjabat sejak 25 Oktober 2023 hingga 28 Desember 2023) - Direktur Utama (menjabat sejak 28 Desember 2023 hingga sekarang) - Operation Director (serving from May 5, 2023 until December 28, 2023) - Acting Technical Director (serving from October 25, 2023 until December 28, 2023) - President Director (serving from December 28, 2023 until present)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Wendo Asrul Rose	Direktur Operasi (menjabat hingga 5 Mei 2023) Operation Director (serving until May 5, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Wahyudi	Direktur Operasi (menjabat sejak 28 Desember 2023 hingga sekarang) Operation Director (serving from December 28, 2023 until present)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lukman F. Laisa	Direktur Teknik (menjabat hingga 23 Oktober 2023) Technical Director (serving until October 23, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Dendi T. Danianto	Direktur Komersial dan Pelayanan (menjabat hingga 28 Desember 2023) Commercial and Service Director (serving until December 28, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Israwadi	Direktur Human Capital (menjabat hingga 28 Desember 2023) Human Capital Director (serving until December 28, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko (menjabat hingga 24 Oktober 2023) Finance and Risk Management Director (serving until October 24, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko (menjabat sejak 24 Oktober 2023 hingga 28 Desember 2023) Finance and Risk Management Director (serving from October 24, 2023 until December 28, 2023)	-	-	-	√	-	√	-	-	-	√	-	√	-	√



KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

The Board of Commissioners and Directors Share Ownership

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Dewan Komisaris memiliki kewajiban untuk mengungkapkan kepemilikan saham milik pribadi dan keluarganya di perusahaan serta perusahaan lain beserta perubahannya. Seluruh anggota Dewan Komisaris tidak memiliki kepemilikan langsung maupun tidak langsung atas saham PT Angkasa Pura I.

SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is required to disclose personal and family share ownership in the company and other companies, as well as changes in share ownership. All members of the Board of Commissioners have no direct or indirect share ownership in PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I oleh Dewan Komisaris

Share Ownership of the Board of Commissioners of PT Angkasa Pura I

Nama Name	Jabatan Position	Kepemilikan Saham Dewan Komisaris Share Ownership of the Board of Commissioner
Novie Riyanto	Komisaris Utama President Commissioner	Tidak ada None
Djoko Sasono	Komisaris Utama President Commissioner	Tidak ada None
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Tidak ada None
Irfan Wahid	Komisaris Independen Independent Commissioner	Tidak ada None
Tri Budi Satrio	Komisaris Independen Independent Commissioner	Tidak ada None
Danang Parikesit	Komisaris Commissioner	Tidak ada None
Elen Setiadi	Komisaris Commissioner	Tidak ada None
Hidayat Amir	Komisaris Commissioner	Tidak ada None

KEPEMILIKAN SAHAM DIREKSI

Seluruh anggota Direksi tidak memiliki kepemilikan langsung maupun tidak langsung atas saham PT Angkasa Pura I. Namun demikian, anggota Direksi wajib mengungkapkan kepemilikan saham pribadi maupun keluarga di PT Angkasa Pura I maupun perusahaan lain guna menghindari benturan kepentingan.

SHARE OWNERSHIP OF THE BOARD OF DIRECTORS

All members of the Board of Directors have no direct or indirect ownership of shares in PT Angkasa Pura I. However, members of the Board of Directors are required to disclose personal and family ownership of shares in PT Angkasa Pura I and other companies in order to avoid conflicts of interest.



Kepemilikan Saham PT Angkasa Pura I oleh Direksi
Share Ownership of the Board of Directors of PT Angkasa Pura I

Nama Name	Jabatan Position	Kepemilikan Saham Direksi Share Ownership of the Board of Directors	
		PT Angkasa Pura I	Perusahaan Lain Other Companies
Faik Fahmi	Direktur Utama President Director	-	PT Garuda Indonesia Tbk PT Pancanaka Indonesia
MMA. Indah Preastuty	Direktur Operasi Operation Director PGS. Direktur Teknik Acting Technical Director Direktur Utama 28/12/2023-sekarang President Director 27/12/2023-present	-	-
Wendo Asrul Rose	Direktur Operasi Operation Director	-	-
Wahyudi	Direktur Operasi Operation Director	-	-
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	-	PT Adhi Karya Persero Tbk. PT Bumi Serpong Damai Tbk. PT Summarecon Agung Tbk. PT Danianto Ventura Indonesia Tbk
Israwadi	Direktur Kepatuhan, Aset, dan Pengadaan Compliance, Assets, and Procurement Director	-	-
Lukman F. Laisa	Direktur Teknik Technical Director	-	-
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	PT Sari Melati Kencana Tbk. PT Darun Investasi Nusantara
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	-



RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Concurrent Position of The Board of Commissioners and The Board of Directors

KEBIJAKAN RANGKAP JABATAN DEWAN KOMISARIS

Sesuai Board of Manual, Dewan Komisaris boleh/tidak diperbolehkan memangku jabatan rangkap sebagai berikut:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, atau Badan Usaha Milik Swasta.
2. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah.
3. Jabatan lain yang dapat menimbulkan benturan kepentingan.

Anggota Dewan Komisaris PT Angkasa Pura I memangku jabatan rangkap selain yang diatur dalam *Board Manual* dan tidak menimbulkan benturan kepentingan.

CONCURRENT POSITION OF THE BOARD OF COMMISSIONERS MEMBERS POLICY

In accordance with the Board of Manual, the Board of Commissioners may/may not hold the following concurrent positions:

1. Members of the Board of Directors of State-Owned Enterprises, Region-Owned Enterprises, or Private Enterprises.
2. Other positions in accordance with the prevailing laws and regulations, as functionaries of political parties and/or legislative candidates/members and/or candidates for Regional Head/Deputy Regional Head.
3. Other positions that may cause a conflict of interest.

Members of the Board of Commissioners of PT Angkasa Pura I may hold concurrent positions other than those specified in the Board Manual as long as they do not create a conflict of interest.

Rangkap Jabatan Dewan Komisaris PT Angkasa Pura I Tahun 2022

Concurrent Positions of Board of Commissioners of PT Angkasa Pura I in 2022

Nama Name	Jabatan di PT Angkasa Pura I Position in PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Concurrent Position in PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/Instansi Lain Name of Other Company/Organization
Novie Riyanto R	Komisaris Utama President Commissioner		<ul style="list-style-type: none"> • Sekretaris Jenderal Kementerian Perhubungan (2022-Sekarang); • Secretary General of the Ministry of Transportation (2022-Present); • Direktur Jenderal Perhubungan Udara (2020-2022) • Director General of Civil Aviation (2020-2022) 	<ul style="list-style-type: none"> • Kementerian Perhubungan Republik Indonesia • Ministry of Transportation of the Republic of Indonesia
Djoko Sasono	Komisaris Utama President Commissioner	-	<ul style="list-style-type: none"> • Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan (2022) • Head of the Human Resources Development Agency Transportation of (2022) 	<ul style="list-style-type: none"> • Kementerian Perhubungan Republik Indonesia • Ministry of Transportation of the Republic of Indonesia
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	<ul style="list-style-type: none"> • Guru Besar dalam Bidang Kebijakan Publik, FISIPOL Universitas Gadjah Mada • Professor in Public Policy, Faculty of Social and Political Sciences, Gadjah Mada University • Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan • Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision 	<ul style="list-style-type: none"> • Universitas Gadjah Mada • Gadjah Mada University • Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi • Ministry of Administrative and Bureaucratic Reform



Nama Name	Jabatan di PT Angkasa Pura I Position in PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Concurrent Position in PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/Instansi Lain Name of Other Company/Organization
Irfan Wahid	Komisaris Independen Independent Commissioner	Wakil Ketua Komite Nominasi dan Remunerasi Vice Chairman of the Nomination and Remuneration Committee	<ul style="list-style-type: none"> • Tim Khusus, Kementerian Koordinator Bidang Perekonomian • Special Team, Coordinating Ministry for Economic Affairs • Komisaris • Commissioner 	<ul style="list-style-type: none"> • Kementerian Koordinator Bidang Perekonomian Republik Indonesia • Coordinating Ministry for Economic Affairs of the Republic of Indonesia • Shipper Indonesia • Shipper Indonesia
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	Tidak memiliki rangkap jabatan di perusahaan lain Does not have concurrent positions in other companies	Tidak memiliki rangkap jabatan di perusahaan lain Does not have concurrent positions in other companies
Danang Parikesit	Komisaris Commissioner	Ketua Komite Risiko Usaha dan GCG Chair of Business Risk and GCG Committee	Kepala Badan Pengatur Jalan Tol Head of Toll Road Regulatory Agency	Badan Pengatur Jalan Tol - Kementerian Pekerjaan Umum dan Perumahan Rakyat RI Toll Road Regulatory Agency - Ministry of Public Works and Housing of the Republic of Indonesia
Elen Setiadi	Komisaris Commissioner	Wakil Ketua Komite Risiko Usaha dan GCG Vice Chairman of the Business Risk and GCG Committee	<ul style="list-style-type: none"> • Deputy Bidang Koordinasi Pengembangan Badan Usaha Milik Negara, Riset, dan Inovasi • Deputy for Coordination of State-Owned Enterprise Development, Research and Innovation • Plt Staf Ahli Bidang Regulasi, Penegakan Hukum, dan Ketahanan Ekonomi • Acting Expert Staff for Regulation, Law Enforcement and Economic Resilience 	<ul style="list-style-type: none"> • Kementerian Koordinator Bidang Perekonomian Republik Indonesia • Coordinating Ministry for Economic Affairs of the Republic of Indonesia • Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus (KEK) • Secretariat General of the National Special Economic Zones (SEZ) Council
Hidayat Amir	Komisaris Commissioner	<ul style="list-style-type: none"> • Wakil Ketua Komite Audit • Vice Chairman of the Audit Committee 	<ul style="list-style-type: none"> • Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal • Head of Center for Policy Analysis and Harmonization at the Secretariat General 	<ul style="list-style-type: none"> • Kementerian Keuangan Republik Indonesia • Ministry of Finance of the Republic of Indonesia



KEBIJAKAN RANGKAP JABATAN DIREKSI

PT Angkasa Pura I memastikan bahwa seluruh anggota Direksi tidak memiliki rangkap jabatan yang melanggar Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Perusahaan secara berkala memperbarui daftar rangkap jabatan dari anggota Direksi yang sedang menjabat.

POLICY ON CONCURRENT POSITIONS OF THE BOARD OF DIRECTORS

PT Angkasa Pura I ensures that all members of the Board of Directors do not hold concurrent positions that violate the provisions of the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The company periodically updates the list of concurrent positions held by the current members of the Board of Directors.

Rangkap Jabatan Direksi per 31 Desember 2023 Concurrent Position of the Board of Directors

Nama Name	Jabatan di PT Angkasa Pura I Position in PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Concurrent Position in PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/Instansi Lain Name of Other Company/Organization
Faik Fahmi	Direktur Utama President Director	Tidak ada None	Tidak ada None	Tidak ada None
MMA. Indah Preastuty	Direktur Operasi: Operation Director 05/05/2023-27/12/2023 PGS. Direktur Teknik: Acting Technical Director 25/10/2023-27/12/2023 Direktur Utama: President Director 28/12/2023-sekarang 28/12/2023-present	Tidak ada None	Tidak ada None	Tidak ada None
Wendo Asrul Rose	Direktur Operasi Operation Director	Tidak ada None	Tidak ada None	Tidak ada None
Wahyudi	Direktur Operasi Operation Director	Tidak ada None	Tidak ada None	Tidak ada None
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	Tidak ada None	Tidak ada None	Tidak ada None
Israwadi	Direktur Kepatuhan, Aset, dan Pengadaan Compliance, Assets, and Procurement Director	Tidak ada None	Ketua Pembina Chairman of the Board of Trustee Ketua Dewan Pengawas Chairman of the Supervisory Board	YAKKAP I DAPENRA
Lukman F. Laisa	Direktur Teknik Technical Director	Tidak ada None	Tidak ada None	Tidak ada None
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Tidak ada None	Tidak ada None	Tidak ada None
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Tidak ada None	Tidak ada None	Tidak ada None



KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Diversity of the Board of Commissioners and the Board of Directors

KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN PENERAPANNYA

Kebijakan keberagaman komposisi Dewan Komisaris pada PT Angkasa Pura I dilakukan berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Perusahaan memastikan bahwa tidak ada diskriminasi dalam pengangkatan anggota Dewan Komisaris. Pemilihan Dewan Komisaris PT Angkasa Pura I telah dengan mempertimbangkan kualitas, kompetensi, latar belakang pendidikan, pengalaman, dan keahlian yang berbeda guna memenuhi kebutuhan perusahaan.

BOARD OF COMMISSIONERS DIVERSITY POLICY AND IMPLEMENTATION

The policy on diversity in the composition of the Board of Commissioners at PT Angkasa Pura I is in accordance with the SOE Minister Regulation Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The Company ensures no discrimination in the appointment of members of the Board of Commissioners. The selection of the Board of Commissioners of PT Angkasa Pura I has taken into account their different qualities, competencies, educational backgrounds, experiences, and expertise in order to meet the company's needs.

Keberagaman Dewan Komisaris PT Angkasa Pura I

Diversity of the Board of Directors of PT Angkasa Pura I

Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Novie Riyanto R	Komisaris Utama President Commissioner	Laki-laki Male	57	Master (S2), Aeronautika, Enac Perancis, 1998 Master's Degree, Aeronautics, Enac France, 1998	<ul style="list-style-type: none"> • Sekretaris Jenderal Kementerian Perhubungan (2022-sekarang); • Direktur Jenderal Perhubungan Udara (2020-2022); • Direktur Utama Perusahaan Umum LPPNPI (2017); • Direktur Navigasi Penerbangan (2015-2017); • Kepala Kantor Otoritas Bandara Kelas I Wilayah II Kualanamu Medan (2015); • Kasubdit Manajemen Informasi Aeronautika, Direktorat Navigasi Penerbangan (2014). • Secretary General of the Ministry of Transportation (2022-Present); • Director General of Civil Aviation (2020-2022); • President Director of LPPNPI Public Company (2017); • Aviation Navigation Director (2015-2017); • Head of Class I Airport Authority Region II Kualanamu Medan (2015); • Head of Sub-Directorate for Aeronautical Information Management, Directorate of Aviation Navigation (2014).
Djoko Sasono	Komisaris Utama President Commissioner	Laki-laki Male	60	Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002 Doctor of Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002 Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002	<ul style="list-style-type: none"> • Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan Republik Indonesia (2022) • Sekretaris Jenderal Kementerian Perhubungan Republik Indonesia (2018) • Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan Republik Indonesia (2017-2018) • Head of the Transportation Human Resources Development Agency, Ministry of Transportation of the Republic of Indonesia (2022) • Secretary General of the Ministry of Transportation of the Republic of Indonesia (2018) • Head of the Transportation Human Resources Development Agency, Ministry of Transportation of the Republic of Indonesia (2017-2018)
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Laki-laki Male	55	Doktor (S3), Amsterdam School for Social Science Research, Faculty of Social and Behavioural Science, University of Amsterdam, 2004 Doctorate degree, Amsterdam School for Social Science Research, Faculty of Social and Behavioral Science, University of Amsterdam, 2004	<ul style="list-style-type: none"> • Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan, Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia (2021) • Guru Besar dalam Bidang Kebijakan Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada (2019) • Panelis Debat Presiden dengan topik: ideologi, politik dan governance, pertahanan, dan urusan internasional (2019) • Deputy for Bureaucratic Reform, Apparatus Accountability and Supervision, Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (2021) • Professor in Public Policy, Faculty of Social and Political Sciences, Gadjah Mada University (2019) • Presidential Debate Panelists with topics: ideology, politics and governance, defense, and international affairs (2019)



Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Irfan Wahid	Komisaris Independen Independent Commissioner	Laki-laki Male	54	Master (S2), Magister Management Universitas Gajayana, Malang (2022) Master degree in Management, Gajayana University, Malang (2022)	<ul style="list-style-type: none"> • Tim Khusus, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (2022) • Komisaris, Shipper Indonesia (2021) • Penasihat Khusus Bidang Kepariwisata untuk Menteri Koordinator Kemaritiman dan Investasi Republik Indonesia (2019) • Special Team, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2022) • Commissioner, Indonesian Shipper (2021) • Special Advisor on Tourism to the Coordinating Minister for Maritime Affairs and Investment of the Republic of Indonesia (2019)
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Laki-laki Male	62	Master (S2), Manajemen, Universitas IMMI, 2010 Master degree in Management, IMMI University, 2010	TNI Angkatan Udara Indonesian Air Force
Danang Parikesit	Komisaris Commissioner	Laki-laki Male	58	Dr-Tech (S3), Summa Cum Laude, Vienna University of Technology, Austria, 1996 Doctor of Technology (Dr-Tech), Summa Cum Laude, Vienna University of Technology in Austria, 1996	<ul style="list-style-type: none"> • Kepala Badan Pengatur Jalan Tol, Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia (Februari 2019- saat ini) • Komisaris PT Pelni (Persero) (2018) • Komisaris PT Transportasi Jakarta (2018) • Head of Toll Road Regulatory Agency, Ministry of Public Works and Housing of the Republic of Indonesia (February 2019-present). • Commissioner of PT Pelni (Persero) (2018) • Commissioner of PT Transportasi Jakarta (2018)
Wempi Saputra	Komisaris Commissioner	Laki-laki Male	49	Doctor (S3) Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Jepang, 2012 Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Japan, 2012	<ul style="list-style-type: none"> • Staf Ahli Bidang Ekonomi Makro dan Keuangan Internasional (2022) • Kepala Pusat Analisis dan Harmonisasi Kebijakan (Chief of Staff Menteri Keuangan), Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (Agustus 2017) • Chief Change Management Officers II, Central Transformation Officer (CTO), Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (September 2014 - Agustus 2017). • Expert Staff on Macroeconomics and International Finance, (2022) • Head of Center for Policy Analysis and Harmonization (Chief of Staff to the Minister of Finance), Sekretariat General, Ministry of Finance of the Republic of Indonesia (August 2017) • Chief Change Management Officers II, Central Transformation Officer (CTO), Sekretariat General, Ministry of Finance of the Republic of Indonesia (September 2014-August 2017)
Elen Setiadi	Komisaris Commissioner	Laki-laki Male	52	Master (S2) Magister Ilmu Ekonomi Fakultas Universitas Indonesia, Jakarta 2006 Master degree in Economics, Faculty of Economics, University of Indonesia, Jakarta, 2006	<ul style="list-style-type: none"> • Staf Ahli Bidang Regulasi, Penegakan Hukum dan Ketahanan Ekonomi, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (2020) • Pjt. Sekretaris, Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus (KEK) • Staf Ahli Bidang Hubungan Ekonomi dan Politik, Hukum dan Keamanan, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (19 Desember 2016 – 14 Mei 2020) • Expert Staff for Regulation, Law Enforcement and Economic Resilience, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2020). • Acting Secretary General of the National SEZ Council • Expert Staff for Economic and Political Relations, Law and Security, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (December 19, 2016 – May 14, 2020)



KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI Diversity of the Board of Commissioners and the Board of Directors

Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Hidayat Amir	Komisaris Commissioner	Laki-laki Male	49	Doctor (S3) Doctor of Philosophy (Ph.D) bidang Ekonomi, University of Queensland Australia tahun 2012. Doctor of Philosophy (Ph.D) in Economics, University of Queensland Australia, 2012	<ul style="list-style-type: none"> • Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (2021) • Kepala Pusat Kebijakan Ekonomi Makro, Badan Kebijakan Fiskal (2019). • Pelaksana Tugas (Plt) Kepala Pusat Kebijakan Anggaran dan Pendapatan Belanja Negara, Badan Kebijakan Fiskal (2017). • Head of Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance of the Republic of Indonesia (2021) • Head of Center for Macroeconomic Policy, Fiscal Policy Agency (2019) • Acting Head of the Center for Budget and Revenue Policy, Fiscal Policy Agency (2017)

KEBIJAKAN KEBERAGAMAN KOMPOSISI DIREKSI DAN PENERAPANNYA

Kebijakan keberagaman komposisi Direksi mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam peraturan tersebut, keberagaman komposisi Direksi telah disesuaikan dengan kebutuhan strategi operasional, manajemen risiko, dan pengembangan usaha perusahaan.

BOARD OF COMMISSIONERS DIVERSITY POLICY AND IMPLEMENTATION

Diversity in the composition of the Board of Directors policy is based on the Minister of SOEs Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. Based on the regulation, the diversity in the composition of the Board of Directors has been adjusted to the needs of the company's operational strategy, risk management, and business development.

Keberagaman Direksi PT Angkasa Pura I Diversity of the Board of Directors of PT Angkasa Pura I

Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Faik Fahmi	Direktur Utama President Director	Laki-laki Male	56	Magister bidang Manajemen Master's Degree in Management	Layanan penerbangan, komersial dan pengembangan bisnis serta kegiatan usaha Pelabuhan Aviation services, commercial and business development and port business activities
MMA. Indah Preastuty	Direktur Operasi: Operations Director: 05/05/2023- 27/12/2023 PGS. Direktur Teknik: Acting Technical Director: 25/10/2023- 27/12/2023 Direktur Utama: President Director: 28/12/2023- sekarang present	Perempuan Female	57	Magister bidang Manajemen Master's Degree in Management	Bidang kebandarudaraan, manajemen dan operasional Airport management, management and operations
Wendo Asrul Rose	Direktur Operasi Operations Director	Laki-laki Male	53	Sarjana Teknik Mesin Bachelor's Degree in Mechanical Engineering	Bidang kebandarudaraan, manajemen, operasional, perencanaan, pengembangan, dan konstruksi, serta pengawasan Airport management, management, operations, planning, development and construction, and supervision



Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Wahyudi	Direktur Operasi Operation Director	Laki-laki Male	52	Sarjana Ekonomi- Manajemen Bachelor's Degree in Economics- Management	Operasional bandara, pengembangan bandara, konstruksi, dan pengawasan pembangunan bandara Airport operations, airport development, airport construction and supervision
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	Laki-laki Male	51	Bachelor in Business Administration- majoring in Banking & Finance Bachelor in Business Administration- majoring in Banking & Finance	<i>Management, marketing, branding communication & promotion, strategic development, technology, HR management.</i>
Israwadi	Direktur Human Capital Human Capital Director	Laki-laki Male	52	Magister Bidang Manajemen Pemasaran Master's Degree in Marketing Management	Manajemen, audit, pengembangan kompetensi SDM, hubungan masyarakat, manajemen aset, pengelolaan keuangan dan administrasi perusahaan, kepatuhan/ hukum/ legal Management, auditing, HR competency development, public relations, asset management, corporate financial and administration management, compliance/legal
Lukman F. Laisa	Direktur Teknik Technical Director	Laki-laki Male	55	Sarjana Teknik Sipil Bachelor's Degree in Civil Engineering	Kebandarudaraan, perencanaan, pengembangan, konstruksi, dan pengawasan pembangunan bandara Airport management, planning, development, construction, and supervision of airport development
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Laki-laki Male	35	Master of Business Innovation Candidate-Business Administration and Management Master of Business Innovation Candidate-Business Administration and Management	<i>Management, finance, dan analisis keuangan</i> Management, finance, financial analysis
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Laki-laki Male	50	Magister Manajemen Keuangan dan Perbankan Master's Degree in Financial Management and Banking	<i>Management, finance dan analisis keuangan</i> Management, finance, financial analysis



RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

RAPAT DEWAN KOMISARIS

Dewan Komisaris wajib melaksanakan rapat internal sekurang-kurangnya satu kali dalam satu bulan. Selain rapat internal, Dewan Komisaris juga wajib melaksanakan rapat gabungan dengan Direksi. Selama 2023, Rapat internal Dewan Komisaris diselenggarakan 21 kali, dan rapat gabungan antara Dewan Komisaris dengan Direksi sebanyak 14 kali.

BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners is required to hold an internal meeting at least once a month. In addition to internal meetings, the Board of Commissioners is also required to hold joint meetings with the Board of Directors. During 2022, the Board of Commissioners held 26 internal meetings, and 16 joint meetings between the Board of Commissioners and the Board of Directors

Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Internal Frequency and Attendance of Members of Board of Commissioners at Internal Meeting

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Keterangan Description
Novie Riyanto R	Komisaris Utama President Commissioner	9	9	100%	
Djoko Sasono	Komisaris Utama President Commissioner	12	11	95%	
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	21	19	90%	
Irfan Wahid	Komisaris Independen Independent Commissioner	21	19	90%	
Tri Budi Satrio	Komisaris Independen Independent Commissioner	12	11	95%	
Danang Parikesit	Komisaris Commissioner	21	19	90%	
Elen Setiadi	Komisaris Commissioner	21	20	95%	
Hidayat Amir	Komisaris Commissioner	21	20	95%	

Agenda Rapat Internal Dewan Komisaris Agenda of Internal Meetings of Board of Commissioners

No.	Tanggal Rapat Meeting Date	Agenda Agenda
1	10 Januari 2023 Pukul: 13.30 WIB-Selesai January 10, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> Usulan perubahan KPI pasca perubahan organisasi; Penyampaian hasil audit interim KAP tahun buku 2022; Rencana <i>monitoring</i> dan pengawalan program transformasi PT Angkasa Pura I tahun 2023; Lain-lain: pengajuan cuti direksi PT Angkasa Pura I. <ol style="list-style-type: none"> Proposed Changes to KPIs Post-Organizational Changes; Presentation of Interim Audit Results from PAF for Fiscal Year 2022; Monitoring and Control Plan for PT Angkasa Pura I Transformation Program in 2023; Other Matters: Leave Application for PT Angkasa Pura I Board of Directors.
2	31 Januari 2023 Pukul: 13.30 WIB-Selesai January 31, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> Usulan hapus buku aset di Bandara Jenderal Ahmad Yani Semarang; Kajian pendalaman kerja sama pengelolaan Bandara Komodo Labuan Bajo; Laporan evaluasi kinerja Internal Audit dan pengendalian internal s.d. triwulan IV tahun 2022; Lain-lain: pengesahan lembar etika perusahaan. <ol style="list-style-type: none"> Proposed Asset Write-Off at Jenderal Ahmad Yani Airport Semarang; In-depth Review of Komodo Airport Labuan Bajo Management Cooperation; Internal Audit and Internal Control Performance Evaluation Report up to Q4 2022; Other Matters: Ratification of Company Code of Ethics.



No.	Tanggal Rapat Meeting Date	Agenda Agenda
3	<p>14 Februari 2023 Pukul: 13.30 WIB-Selesai</p> <p>February 14, 2023 Time: 13.30 WIB-Finish</p>	<ol style="list-style-type: none"> 1. Evaluasi pengajuan pendanaan eksternal tahun 2023 PT Angkasa Pura I; 2. Kajian pendalaman mengenai <i>update progress</i> kerja sama pengelolaan bandara Hang Nadim Batam; 3. Laporan kerja sama pemanfaatan aset bangunan hotel di lingkungan Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan; 4. Lain-lain. <p>Diskusi bersama ACT (Ary Ginanjar) atas tindak lanjut pengisian survei program pengembangan Dewan Komisaris.</p> <ol style="list-style-type: none"> 1. Evaluation of Proposed External Funding for 2023 PT Angkasa Pura I; 2. In-depth Review on Progress Update of the Hang Nadim Airport Batam Management Cooperation; 3. Report on Cooperation for Utilization of Hotel Building Assets within Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan; 4. Other Matters. <p>Discussion with ACT (Ary Ginanjar) on Follow-up to Filling out the Survey for the Board of Commissioners Development Program.</p>
4	<p>28 Februari 2023 Pukul: 13.30 WIB-Selesai</p> <p>February 28, 2023 Time: 13:30 WIB-Finish</p>	<ol style="list-style-type: none"> 1. Evaluasi kontrak kerja sama pengelolaan Bandara Dhoho Kediri; 2. <i>Point</i> evaluasi atas konsep RJPP PT Angkasa Pura I tahun 2022-2026; 3. Rapat Terbatas (Evaluasi Direksi dan <i>talent pool</i> PT Angkasa Pura I). <ol style="list-style-type: none"> 1. Evaluation of Dhoho Airport Kediri Management Cooperation Contract; 2. Evaluation Points on the Draft of PT Angkasa Pura I's Corporate Long-Term Plan for 2022-2026; 3. Limited Meeting, Evaluation of PT Angkasa Pura I Board of Directors and Talent Pool.
5	<p>1 Maret 2023 Rapat Terbatas dan Rahasia Offline Meeting Pukul: 18.00 WIB-Selesai</p> <p>March 1, 2023 Limited and Confidential Meeting Offline Meeting Time: 18.00 WIB-Finish</p>	<ol style="list-style-type: none"> 1. Evaluasi Direksi eksisting; 2. Usulan <i>talent pool</i> PT Angkasa Pura I; 3. Lain-lain. <ol style="list-style-type: none"> 1. Evaluation of Existing Board of Directors; 2. Proposed PT Angkasa Pura I Talent Pool; 3. Other Matters.
6	<p>3 Maret 2023 Rapat Terbatas dan Rahasia Pukul: 19.00 WIB-Selesai</p> <p>March 3, 2023 Limited and Confidential Meeting Time: 19.00 WIB-Finish</p>	<ol style="list-style-type: none"> 1. Usulan <i>talent pool</i> PT Angkasa Pura I; 2. Lain-lain. <ol style="list-style-type: none"> 1. Proposed PT Angkasa Pura I Talent Pool; 2. Other Matters.
7	<p>14 Maret 2023 Pukul : 16.00 WIB-Selesai</p> <p>March 14, 2023 Time: 16.00 WIB-Finish</p>	<ol style="list-style-type: none"> 1. Tindak-lanjut <i>assesment</i> GCG PT Angkasa Pura I Tahun 2022; 2. Evaluasi kinerja bandara (5 bandara rugi dan 5 bandara kecil) dan Strategi Optimalisasi; 3. Evaluasi pengelolaan WBS tahun 2022; 4. Permohonan penandatanganan komitmen bersama penerapan Sistem Manajemen Anti Penyuapan (SMAP) tahun 2023. <ol style="list-style-type: none"> 1. Follow-up on PT Angkasa Pura I's 2022 GCG assessment; 2. Evaluation of Airport Performance (5 loss-making airports and 5 small airports) and Optimization Strategy; 3. Evaluation of 2022 WBS Management; 4. Request for Signing of Joint Commitment to Implement Anti-Bribery Management System (ABMS) in 2023.



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Rapat Meeting Date	Agenda Agenda
8	28 Maret 2023 Pukul: 13.30 WIB-Selesai March 28, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. <i>Update progress</i> transformasi perusahaan; 2. Capaian kinerja keuangan dan operasional bandara per Februari 2023; 3. Mitigasi dan kesiapan PT Angkasa Pura I dalam menghadapi mudik lebaran 2023; 4. Lain-lain. <ol style="list-style-type: none"> 1. Progress update on Company Transformation; 2. Achievement of Financial and operational performance of airports as of February 2023; 3. PT Angkasa Pura I's mitigation and readiness in facing Eid homecoming 2023; 4. Other Matters.
9	16 Mei 2023 Pukul: 13.30 WIB-Selesai May 16, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. Evaluasi dan tanggapan kinerja s.d. triwulan I 2023; 2. Tanggapan atas kinerja perusahaan tahun buku 2022; 3. Evaluasi KAP tahun buku 2022 dan usulan KAP untuk tahun depan 2023; 4. Sesi Terbatas : <ol style="list-style-type: none"> a. Pembahasan usulan remunerasi tahun buku 2023; b. Pembahasan struktur organisasi Bandara Dhoho Kediri. <ol style="list-style-type: none"> 1. Performance Evaluation and Response up to Q1 2023; 2. Response to the Company's Performance for Fiscal Year 2022; 3. Evaluation of PAF for Fiscal Year 2022 and Proposed PAF for 2023; 4. Limited Session: <ol style="list-style-type: none"> a. Discussion on Proposed Remuneration for Fiscal Year 2023 (BOC + KNR + DIR HC); b. Discussion on Organizational Structure of Dhoho Airport Kediri.
10	13 Juni 2023 Pukul: 13.30 WIB-Selesai June 13, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. Permohonan penggabungan anak perusahaan; 2. <i>Update progress</i> pembahasan (tindak lanjut rapat 30 Mei 2023) evaluasi atas permasalahan lahan/optimalisasi aset; 3. Rapat terbatas <i>Board of Commisioners</i> terkait anak perusahaan PT Angkasa Pura I; 4. Agenda Lain: <ol style="list-style-type: none"> 1. Request for Merger of Subsidiaries; 2. Progress Update on Discussion (follow-up to a meeting on May 30, 2023) Evaluation of Land Issues/Asset Optimization; 3. Limited Closed BoC Meeting on PT Angkasa Pura I's subsidiaries; 4. Other Agenda: <ol style="list-style-type: none"> 1. Board of Commisioners alignment (penjelasan hasil survei <i>Leadership DNA</i>).
11	27 Juni 2023 Pukul: 13.30 WIB-Selesai June 27, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. Evaluasi laporan manajemen (operasional, <i>financial</i>, manajemen risiko) atas kinerja s.d. bulan Mei 2023; 2. Evaluasi atas kinerja bandara rugi (bandara kecil) dan rekomendasi untuk menekan kerugian. <ol style="list-style-type: none"> 1. Evaluation of Management Report (Operational, Financial, Risk Management) on performance up to May 2023; 2. Evaluation of loss-making airports (small airports) and recommendations to reduce losses.
12	11 Juli 2023 Pukul: 13.30 WIB-Selesai July 11, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. <i>Update kajian</i>; <ol style="list-style-type: none"> a. Pendalaman evaluasi kinerja bandara rugi; b. Evaluasi survei CSI; c. Evaluasi penggabungan anak perusahaan PT Angkasa Pura I. 2. Rencana pelaksanaan audit tahun buku 2023. <ol style="list-style-type: none"> 1. Review updates: <ol style="list-style-type: none"> a. In-depth evaluation of loss-making airport performance; b. Evaluation of CSI Survey; c. Evaluation of Merger of PT Angkasa Pura I's Subsidiaries. 2. Audit Implementation Plan for Fiscal Year 2023.



No.	Tanggal Rapat Meeting Date	Agenda Agenda
13	25 Juli 2023 Pukul: 13.30 WIB-Selesai July 25, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. Tanggapan atas kinerja s.d. semester I 2023 (operasional, keuangan, <i>capex</i>, KPI); 2. <i>Update</i> kajian permohonan hapus aset di eks Bandara Jenderal Ahmad Yani Semarang; 3. Laporan pengawasan s.d. semester I 2023; 4. Terbatas <i>Board of Commisioners</i>: Pembagian bidang tugas Dewan Komisaris; <ol style="list-style-type: none"> 1. Response to performance up to First Semester 2023 (Operational, Financial, Capex, KPIs); 2. Review update on request for asset write-off at ex-Jenderal Ahmad Yani Airport Semarang; 3. Monitoring report up to First Semester 2023; 4. Limited BoC Meeting: Division of BoC duties;
14	15 Agustus 2023 Pukul: 13.30 WIB-Selesai August 15, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. <i>Update</i> kajian penggabungan anak perusahaan PT Angkasa Pura I; 2. <i>Update</i> proses <i>assessment</i> GCG Tahun 2023; 3. Lain-lain: <ol style="list-style-type: none"> a. Evaluasi pengendalian internal dan tindak lanjut temuan auditor internal dan eksternal periode Triwulan II tahun 2023 b. Pembagian tugas Dewan Komisaris (terbatas dihadiri oleh Dewan Komisaris). <ol style="list-style-type: none"> 1. Review Update on Merger of PT Angkasa Pura I Subsidiaries; 2. Update on the 2023 GCG Assessment Process; 3. Other Matters: <ol style="list-style-type: none"> a. Evaluation of internal control and Follow-up on internal and external Auditor Findings for Q2 2023 b. Division of Board of Commissioners Duties (Limited BoC meeting).
15	29 Agustus 2023 Pukul: 13.30 WIB-Selesai August 29, 2023 Time: 13.30 WIB-Finish	<ol style="list-style-type: none"> 1. Evaluasi atas usulan revisi RKAP Tahun 2023; 2. Pembahasan usulan hapus Buku Aset Tahun 2023; 3. Evaluasi kebijakan dan pelaksanaan pengadaan barang/jasa serta penerapan manajemen risiko; 4. Lain-lain. <ol style="list-style-type: none"> 1. Evaluation of the Proposed 2023 Company Work Plan and Budget (CWPB) Revision; 2. Discussion on Proposed Asset Write-Offs for 2023; 3. Evaluation of Policies and Implementation of Procurement of Goods/Services and Risk Management Implementation; 4. Other Matters.
16	12 September 2023 Pukul: 16.00 WIB-Selesai September 12, 2023 Time: 16.00 WIB-Finish	<ol style="list-style-type: none"> 1. Evaluasi kinerja nonaeronautika s.d. Juli 2023; 2. Evaluasi <i>capex</i>: Pengembangan Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya, dan <i>capex</i> bandara PT Angkasa Pura I s.d. Juli 2023; 3. Lain-lain. <ol style="list-style-type: none"> 1. Evaluation of Non-Aeronautical Performance up to July 2023; 2. Capex Evaluation: Development of I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya, and PT Angkasa Pura I Airport capex up to July 2023; 3. Other Matters.
17	26 September 2023 Pukul: 17.00 WIB-Selesai September 26, 2023 Time: 17.00 WIB-Finish	<ol style="list-style-type: none"> 1. Evaluasi pengelolaan Bandara Dhoho Kediri dan Bandara Hang Nadim Batam s.d. bulan Agustus 2023; 2. Pendalaman evaluasi Capex: Pengembangan Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya serta <i>capex</i> bandara PT Angkasa Pura I (tindak-lanjut rapat sebelumnya). 3. Lain-lain. (rapat terbatas Dewan Komisaris) <ol style="list-style-type: none"> 1. Evaluation of Dhoho Airport Kediri and Hang Nadim Airport Batam Management up to August 2023; 2. In-depth capex Evaluation: Development of I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya as well as PT Angkasa Pura I Airport Capex (Follow-up from Previous Meeting). 3. Other Matters. (Limited Board of Commissioners Meeting)



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

No.	Tanggal Rapat Meeting Date	Agenda Agenda
18	3 Oktober 2023 Rapat Terbatas Pukul: 18.30 WIB-Selesai October 3, 2023 Limited Meeting Time: 18.30 WIB-Finish	Koordinasi internal Dewan Komisaris PT Angkasa Pura I. Internal coordination of PT Angkasa Pura I Board of Commissioners.
19	24 Oktober 2023 Pukul: 17.00 WIB-Selesai October 24, 2023 Time: 17.00 WIB-Finish	<ol style="list-style-type: none"> 1. <i>Highlight</i>: evaluasi komite atas capaian s.d. triwulan III 2023 dan prognosa 2023 PT Angkasa Pura I; 2. <i>Highlight</i>: evaluasi komite atas usulan RKAP 2024 PT Angkasa Pura I; 3. Lain-lain: <ol style="list-style-type: none"> a. <i>Highlight</i>: penyampaian hasil evaluasi kinerja Bandara Hang Nadim Batam; b. <i>Highlight</i>: usulan Program Kerja 2024 (Komite Audit, Komite Risiko Usaha dan GCG, Komite Nominasi dan Remunerasi, Dewan Komisaris). <ol style="list-style-type: none"> 1. Highlight: Committee Evaluation of performance up to Q3 2023 and PT Angkasa Pura I's 2023 Prognosis; 2. Highlight: Committee Evaluation of the proposed 2024 PT Angkasa Pura I CWPB; 3. Other Matters: <ol style="list-style-type: none"> a. Highlight: Presentation of Hang Nadim Airport Batam performance evaluation results; b. Highlight: Proposed 2024 Work Program (Audit Committee, Business Risk and GCG Committee, Remuneration and Nomination Committee, Board of Commissioners).
20	28 November 2023 Pukul: 17.00 WIB-Selesai November 28, 2023 Time: 17.00 WIB-Finish	<ol style="list-style-type: none"> 1. Tanggapan Dewan Komisaris atas usulan RKAP PT Angkasa Pura I tahun 2024; 2. Evaluasi atas usulan hapus aset; <ol style="list-style-type: none"> a. Aset dengan umur ekonomis s.d. 5 tahun. b. Aset dengan umur ekonomis di atas 5 tahun. 3. Laporan komite: evaluasi kinerja dan manajemen risiko serta target/KPI pengelolaan Bandara Zainuddin Abdul Madjid Lombok dan Bandara El Tari Kupang. <ol style="list-style-type: none"> 1. The Board of Commissioners' response to the proposed 2024 PT Angkasa Pura I Company Work Plan and Budget; 2. Evaluation of the Proposed Asset Write-Offs; <ol style="list-style-type: none"> a. Assets with an economic life up to 5 years. b. Assets with an economic life over 5 years. 3. Committee Reports: Performance evaluation and risk management as well as targets/KPIs for the management of Zainuddin Abdul Madjid Airport Lombok and El Tari Airport Kupang.
21	19 Desember 2023 Pukul: 17.00 WIB-Selesai December 19, 2023 Time: 17.00 WIB-Finish	<ol style="list-style-type: none"> 1. <i>Mapping</i> permasalahan/isu strategis pengelolaan Bandara PT Angkasa Pura I tahun 2023 (sebagai dasar untuk Monev 2024); <ol style="list-style-type: none"> a. Permasalahan aset dan optimalisasi aset; b. Permasalahan operasional dan SDM. 2. Hasil evaluasi komite atas kinerja Bandara I Gusti Ngurah Rai Bali dan Bandara Sultan Hasanuddin Makassar; 3. Rencana <i>monitoring</i> dan evaluasi Dewan Komisaris ke posko Nataru 2024. <ol style="list-style-type: none"> 1. Mapping of Strategic Issues/Problems in PT Angkasa Pura I Airport Management for 2023 (As a Basis for 2024 Monitoring and Evaluation); <ol style="list-style-type: none"> a. Asset Problems and Asset Optimization; b. Operational and Human Resource Issues. 2. Committee's Evaluation Results on the Performance of I Gusti Ngurah Rai Airport Bali and Sultan Hasanuddin Airport Makassar; 3. The Board of Commissioners' Monitoring and Evaluation Plan for the 2024 Christmas and New Year Command Posts.



RAPAT INTERNAL DIREKSI

Rapat Direksi dilaksanakan sekurang-kurangnya satu kali dalam satu bulan. Dalam pelaksanaannya, rapat Direksi rutin dilaksanakan setiap hari Selasa atau minimal sekali dalam seminggu dengan mengundang unit terkait berdasarkan agenda pembahasan seperti Vice President, General Manager, dan Direksi Anak Perusahaan

Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat, apabila dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah anggota Direksi atau wakilnya yang sah. Dalam mata acara lain-lain, rapat Direksi tidak berhak mengambil keputusan kecuali semua anggota Direksi atau wakilnya yang sah, hadir dan menyetujui penambahan mata acara rapat.

INTERNAL MEETING OF THE BOARD OF DIRECTORS

Board of Directors Meeting is held at least once a month. In its implementation, the Board of Directors meeting is held on a regular basis on every tuesday or at least once a week by inviting relevant units based on the agenda items, including Vice President, General Manager, and Subsidiary Directors.

A Board of Directors Meeting is valid and may adopt binding resolutions if more than ½ (one half) of the total Board of Directors members are present or represented at the meeting. In other agenda items, the Board of Directors Meeting is not entitled to adopt resolutions, unless all Board of Directors members or their authorized representatives are present and agree to the addition of items to the agenda of the Board of Directors Meeting.

Frekuensi dan Tingkat Kehadiran Anggota Direksi dalam Rapat Internal Frequency and Attendance of Members of Board of Directors in Internal Meeting

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance
Faik Fahmi	Direktur Utama (menjabat hingga 28 Desember 2023) President Director (serving until December 28, 2023)	42	41	97,6
MMA. Indah Preastuty	<ul style="list-style-type: none"> Direktur Operasi (menjabat sejak 5 Mei 2023 hingga 28 Desember 2023) PGS. Direktur Teknik (menjabat sejak 25 Oktober 2023 hingga 28 Desember 2023) Direktur Utama (menjabat sejak 28 Desember 2023 hingga sekarang) Operation Director (serving from May 5, 2023 until December 28, 2023) Acting Technical Director (serving from October 25, 2023 until December 28, 2023) President Director (serving from December 28, 2023 until present) 	28	28	100,0
Wendo Asrul Rose	Direktur Operasi (menjabat hingga 5 Mei 2023) Operation Director (serving until May 5, 2023)	14	13	92,9
Wahyudi	Direktur Operasi (menjabat sejak 28 Desember 2023 hingga sekarang) Operation Director (serving from December 28, 2023 until present)	-	-	-
Lukman F. Laisa	Direktur Teknik (menjabat hingga 23 Oktober 2023) Technical Director (serving until October 23, 2023)	34	30	88,2
Dendi T. Danianto	Direktur Komersial dan Pelayanan (menjabat hingga 28 Desember 2023) Commercial and Service Director (serving until December 28, 2023)	42	38	90,5
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko (menjabat hingga 24 Oktober 2023) Finance and Risk Management Director (serving until October 24, 2023)	29	28	96,6
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko (menjabat 24 Oktober 2023 hingga 28 Desember 2023) Finance and Risk Management Director (serving from October 24, 2023 until December 28, 2023)	7	7	100,0
Israwadi	Direktur Human Capital (menjabat hingga 28 Desember 2023) Human Capital Director (serving until December 28, 2023)	42	42	100,0



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi
Internal Board of Directors Meeting Agenda

Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
1	Selasa, 3 Januari 2023 Tuesday, January 3, 2023	1.	Pembahasan calon pejabat BoD-1 Discussion of candidates for BoD-1 officials
		2.	Laporan hasil perundingan Perjanjian Kerja Bersama (PKB) antara Manajemen PT Angkasa Pura I dengan Serikat Pekerja Report on the results of negotiations on the Collective Labor Agreement (CLA) between PT Angkasa Pura I Management and the Workers Union
		3.	Transformasi <i>budgeting</i> (RKAP) Budgeting transformation (CWPB)
		4.	Penyampaian hasil <i>risk maturity index</i> PT Angkasa Pura I tahun 2022 Submission of PT Angkasa Pura I risk maturity index results for 2022
2	Selasa, 10 Januari 2023 Tuesday, January 10, 2023	1.	Pembahasan calon pejabat BoD-1 Discussion of candidates for BoD-1 officials
		2.	Laporan hasil perundingan Perjanjian Kerja Bersama (PKB) antara manajemen PT Angkasa Pura I dengan Serikat Pekerja Report on the results of negotiations on the Collective Labor Agreement (CLA) between PT Angkasa Pura I Management and the Workers Union
		3.	Pembahasan lahan Bandara Juanda Surabaya Discussion of land at Juanda Airport Surabaya
3	Selasa, 17 Januari 2023 Tuesday, January 17, 2023	1.	Pembahasan umum General discussion
		2.	Pembahasan berita acara kesepakatan pengadaan jasa konsultasi penyalarsan dan integrasi bandar udara Discussion of minutes of agreement on procurement of airport alignment and integration consultancy services
		3.	Pembahasan konsep kegiatan HUT ke-59 PT Angkasa Pura I Discussion of the concept of PT Angkasa Pura I's 59th Anniversary activities
4	Jumat, 3 Februari 2023 Friday, February 3, 2023	1.	Persiapan rapat gabungan Direksi dan Dewan Komisaris Preparation for joint meetings of the Board of Directors and Board of Commissioners
		a.	Pembahasan pekerjaan <i>overlay runway</i> Bandara Juanda Surabaya Discussion of runway overlay work at Juanda Airport Surabaya
		b.	Pengembangan Bandara I Gusti Ngurah Rai Bali Development of I Gusti Ngurah Rai Airport Bali
		c.	Pengembangan Bandara Komodo Labuan Bajo, Bandara Hang Nadim Batam, dan Bandara Dhoho Kediri Development of Komodo Airport Labuan Bajo, Hang Nadim Airport Batam, and Dhoho Airport Kediri
		2.	Laporan hasil RUPS anak perusahaan Report on the results of the subsidiary's GMS
		3.	<i>Update</i> rencana penerbitan <i>hybrid</i> sukuk Update on hybrid sukuk issuance plans
		4.	Penyampaian hasil <i>risk maturity index</i> PT Angkasa Pura I tahun 2022 Submission of PT Angkasa Pura I risk maturity index results for 2022
5	Selasa, 7 Februari 2023 Tuesday, February 7, 2023		Progres implementasi <i>Airport Collaborative Decision Making</i> (ACDM) Progress of Airport Collaborative Decision Making (ACDM) implementation
6	Selasa, 14 Februari 2023 Tuesday, February 14, 2023	1.	Laporan lanjutan hasil perundingan Perjanjian Kerja Bersama (PKB) antara manajemen PT Angkasa Pura I dengan Serikat Pekerja Follow-up report on the results of the Collective Labor Agreement (CLA) negotiations between PT Angkasa Pura I management and the Workers Union



Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		2.	Tindak lanjut hasil pemeriksaan Badan Pemeriksa Keuangan (BPK) RI perihal pengoperasian dua bandara di Yogyakarta Follow-up to the results of inspections by the Indonesian Financial Audit Agency (BPK) regarding the operation of two airports in Yogyakarta
7	Jumat, 17 Februari 2023 Friday, February 17, 2023		Implementasi tarif <i>golden time</i> di Bandara I Gusti Ngurah Rai Bali Implementation of golden time tariffs at I Gusti Ngurah Rai Airport Bali
8	Senin, 6 Maret 2023 Monday, March 6, 2023	1.	Pembahasan bahan rapat gabungan Direksi dan Dewan Komisaris Discussion of materials for joint meetings of the Board of Directors and Board of Commissioners
		a.	<i>Dashboard</i> capaian program transformasi PT Angkasa Pura I Dashboard of PT Angkasa Pura I transformation program achievements
		b.	Konsep RJPP PT Angkasa Pura I Tahun 2022-2026 The Company Long-Term Plan (RJPP) Concept of PT Angkasa Pura I for 2022-2026
		c.	Tindak lanjut temuan audit internal dan eksternal Follow up on internal and external audit findings
		2.	Kontribusi pendapatan PT Angkasa Pura I dan poin-poin perjanjian KSO Bandara Dhoho Kediri PT Angkasa Pura I's revenue contribution and Dhoho Airport Kediri KSO agreement points
		3.	Laporan kajian diferensiasi tarif <i>golden time</i> Golden time tariff differentiation study report
		4.	<i>Update</i> penerbitan <i>hybrid</i> sukuk Update on hybrid sukuk issuance
9	Selasa, 14 Maret 2023 Tuesday, March 14, 2023	1.	<i>Kick off meeting corporate transformation</i> dengan konsultan McKinsey Kick off corporate transformation meeting with McKinsey consultants
		2.	Presentasi hasil audit akhir atas Laporan Keuangan Konsolidasian PT Angkasa Pura I per 31 Des 2022 oleh KAP Purwantono, Sungkoro dan Surja Presentation of final audit results on the Consolidated Financial Report of PT Angkasa Pura I as of 31 Dec 2022 by PAF Purwantono, Sungkoro and Surja
10	Selasa, 21 Maret 2023 Tuesday, March 21, 2023	1.	Persiapan rapat koordinasi penyelesaian permasalahan Tunjangan Hari Tua (THT) pegawai AirNav Indonesia eks PT Angkasa Pura I Preparation for a coordination meeting to resolve the Old Age Allowance (THT) issue for AirNav Indonesia former PT Angkasa Pura I employees
		2.	Usulan implementasi diferensiasi tarif <i>golden slot time</i> Bandara I Gusti Ngurah Rai Bali Proposed implementation of tariff differentiation for golden slot time at I Gusti Ngurah Rai Airport Bali
		3.	Pembahasan bahan pertemuan dengan Forum Wartawan Kementerian Perhubungan (Forwahub) terkait persiapan posko transportasi udara periode hari raya Idul Fitri 2023 Discussion of meeting materials with the Ministry of Transportation Journalists Forum (Forwahub) regarding preparations for air transportation posts for the 2023 Idul Fitri holiday period
		4.	Pamitan para pegawai monostatus InJourney dengan Direksi PT Angkasa Pura I sekaligus penyerahan SK pemberhentian secara simbolis Farewell to InJourney's monostatus employees with the Directors of PT Angkasa Pura I as well as symbolic handing over of dismissal decrees
11	Selasa, 28 Maret 2023 Tuesday, March 28, 2023	1	Pembahasan materi kunjungan kerja Komisi V DPR RI ke Provinsi Jawa Tengah, Jawa Timur, dan Yogyakarta Discussion of material for the working visit of Commission V DPR RI to the Provinces of Central Java, East Java and Yogyakarta
		2	Pembahasan Direksi anak perusahaan dan Vice President yang belum terisi Discussion of unfilled subsidiary directors and Vice Presidents



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
12	Rabu, 5 April 2023 Wednesday, April 5, 2023	1	<i>Update corporate transformation</i> Update corporate transformation
		2	<i>Update pembahasan implementasi diferensiasi tarif golden slot time</i> Update on the discussion on the implementation of golden slot time tariff differentiation
		3	<i>Proposal perdamaian PKPU Sriwijaya</i> Peace proposal on Process of Suspension of Payment of Sriwijaya
		4	<i>Update permasalahan hukum PT Aneka Glass Abadi</i> Update on PT Aneka Glass Abadi's legal issues
		5	<i>Pembahasan Direksi anak perusahaan (rapat rahasia dan terbatas)</i> Discussion of the Board of Directors of subsidiary companies (confidential and limited meetings)
13	Selasa, 11 April 2023 Tuesday, April 11, 2023	1	<i>Update kebijakan BUMN perihal larangan direksi rangkap jabatan sebagai Komisaris Utama atau Komisaris anak usaha perusahaan</i> Updated the SOEs policy regarding the prohibition of directors holding concurrent positions as President Commissioner or Commissioner of company subsidiaries
		2	<i>Pembahasan status Vice President Legal and Compliance (rapat rahasia dan terbatas)</i> Discussion of the status of Vice President Legal and Compliance (confidential and limited meeting)
		3	<i>Persiapan rapat gabungan Direksi dan Dewan Komisaris: progress transformasi PT Angkasa Pura I hingga Maret 2023</i> Preparation for a joint meeting of the Board of Directors and Board of Commissioners: PT Angkasa Pura I Transformation progress until March 2023
14	Rabu, 3 Mei 2023 Wednesday, May 3, 2023	1	<i>Pembahasan persiapan rapat pimpinan PT Angkasa Pura I tahun 2023</i> Discussion of preparations for the 2023 PT Angkasa Pura I leadership meeting
		2	<i>Update corporate transformation - transformation target setting</i> Update corporate transformation - transformation target setting
15	Selasa, 16 Mei 2023 Tuesday, May 16, 2023	1	<i>Progres terkait tuntutan penyelesaian THT Pegawai Airnav Indonesia eks PT Angkasa Pura I</i> Progress regarding the demands for resolving THT of former Airnav Indonesia Employee PT Angkasa Pura I
		2	<i>Pembahasan skema pembentukan ASC</i> Discussion of the ASC formation scheme
		3	<i>Pembahasan capaian kinerja PT Angkasa Pura I hingga bulan April 2023</i> Discussion of PT Angkasa Pura I's performance achievements until April 2023
		4	<i>Pembahasan terkait permasalahan dimulainya kembali pekerjaan Paket 1 Proyek Pengembangan Bandara Sultan Hasanuddin Makassar</i> Discussion regarding the issue of resuming work on Package 1 of the Sultan Hasanuddin Airport Makassar Development Project
		5	<i>Pembahasan pengisian pejabat BoD-1 PT Angkasa Pura I, Direksi Anak Perusahaan, dan Komisaris anak perusahaan (rapat terbatas dan rahasia)</i> Discussion on filling in BoD-1 PT Angkasa Pura I officials, Subsidiary Board of Directors and Subsidiary Board of Commissioners (limited and confidential meeting)
16	Selasa, 23 Mei 2023 Tuesday, May 23, 2023	1	<i>Rapat bersama tim Kementerian BUMN dan PT Aviawi Pariwisata Indonesia (Persero)</i> Meeting with the Ministry of SOEs team and PT Aviation Wisata Indonesia (Persero)
		a.	<i>Pembahasan cashflow PT Angkasa Pura I</i> Discussion of PT Angkasa Pura I cash flow
		b.	<i>Update progress PMO ASC</i> PMO ASC progress update
		c.	<i>Update progress PMO Integrasi</i> PMO Integration progress updates



Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		2	<i>Update corporate transformation</i> Update on corporate transformation
		3	Kesiapan PT Angkasa Pura I dalam penyelenggaraan angkutan udara haji tahun 1444 H/2023 Masehi Readiness of PT Angkasa Pura I in organizing Hajj air transportation in 1444 H/2023 AD
17	Selasa, 30 Mei 2023 Tuesday, May 30, 2023	1	<i>Interview calon General Manager Bandara Adisutjipto Yogyakarta dan Bandara Jenderal Ahmad Yani Semarang (rapat terbatas dan rahasia)</i> Interview with candidates for General Manager of Adisutjipto Airport Yogyakarta and Jenderal Ahmad Yani Airport Semarang (limited and confidential meeting)
		2	Persiapan agenda rapat gabungan Dewan Komisaris dan Direksi, agenda: Preparation of the agenda for the joint meeting of the Board of Commissioners and the Board of Directors, agenda:
		a.	Evaluasi trafik lebaran dan rencana operasional pada musim liburan sekolah Evaluate Eid traffic and operational plans for the school holiday season
		b.	<i>Update progress PMO ASC</i> PMO ASC progress update
		c.	Langkah dan tindak lanjut Direksi atas penanganan permasalahan aset dan progres optimalisasi aset Steps and follow-up by the Board of Directors regarding handling asset problems and asset optimization progress
18	Selasa, 6 Juni 2023 Tuesday, June 6, 2023	1	<i>Update progress corporate transformation</i> Update on corporate transformation progress
		2	<i>Update progress penyelesaian Tunjangan Hari Tua (THT) pegawai Airnav Indonesia eks PT Angkasa Pura I</i> Update on the progress of completing Old Age Benefits (THT) for former PT Angkasa Pura I Airnav Indonesia employees
		3	Pembahasan kajian optimalisasi portofolio PT Angkasa Pura I group Discussion of PT Angkasa Pura I group portfolio optimization study
19	Selasa, 13 Juni 2023 Tuesday, June 13, 2023	1	<i>Update proyek pengembangan Bandara Sultan Hasanuddin Makassar dan agenda kunjungan kerja Komisi V DPR RI ke Bandara Sultan Hasanuddin Makassar</i> Update on the Sultan Hasanuddin Airport Makassar development project and the agenda for the DPR RI Commission V's working visit to Sultan Hasanuddin Airport Makassar
		2	Kondisi <i>taxiway</i> Bandara Juanda Surabaya Condition of the taxiway at Juanda Airport Surabaya
		3	Evaluasi pengoperasian A380 di Bandara I Gusti Ngurah Rai Bali Evaluation of A380 operations at I Gusti Ngurah Rai Airport Bali
20	Selasa/4 Juli 2023 Tuesday, July 4, 2023	1	Tindak lanjut <i>progress</i> transformasi Follow up on transformation progress
		2	<i>Update progress Bandara Dhoho Kediri, ACDM, MOT dan implementasi hospitality</i> Update on the progress of Kediri Airport, ACDM, MOT and hospitality implementation
		3	<i>Update hasil RUPS anak perusahaan</i> Update the results of the subsidiary GMS
		4	Pembahasan <i>procurement</i> Discussion of procurement
21	Selasa, 11 Juli 2023 Tuesday, July 11, 2023	1	Realisasi kinerja semester I tahun 2023 dan proyeksi semester II tahun 2023 Actual performance for the first semester of 2023 and projections for the second semester of 2023
		2	Penetapan <i>risk appetite</i> dan <i>risk tolerance</i> tahun 2023 Determination of risk appetite and risk tolerance in 2023



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		3	Evaluasi perpanjangan McKinsey McKinsey extension evaluation
		4	Pembahasan jaminan pelaksanaan pekerjaan <i>overlay runway</i> 10-28 Bandara Juanda Surabaya Discussion of guarantees for the implementation of runway overlay work 10-28 Juanda Airport Surabaya
		5	Laporan hasil seleksi MRO DPS DPS MRO selection results report
22	Kamis, 20 Juli 2023 Thursday, July 20, 2023	1	<i>Customer experience project update</i> Customer experience project update
		2	<i>Update kegiatan Bali Air Show 2024</i> Update on Bali Air Show 2024 activities
		3	<i>Update progress corporate transformation</i> Update on corporate transformation progress
23	Selasa, 25 Juli 2023 Tuesday, July 25, 2023	1	<i>Update progress corporate transformation</i> Update on corporate transformation progress
		2	Pembahasan kajian kerja sama pemanfaatan Bandara Adisutjipto Yogyakarta Discussion of a collaborative study on the use of Adisutjipto Airport Yogyakarta
24	Rabu, 26 Juli 2023 Wednesday, July 26, 2023	1	Agenda rahasia dan rapat terbatas Classified agenda and limited meetings
25	Rabu, 2 Agustus 2023 Wednesday, August 2, 2023	1	Serah terima jabatan General Manager Bandara Jenderal Ahmad Yani Semarang dan Bandara Adisutjipto Yogyakarta Handover of the Position of General Manager of Jenderal Ahmad Yani Airport Semarang and Adisutjipto Airport Yogyakarta
		2	Arahan Direktur Utama President Director's Direction
		3	Tindak lanjut McKinsey McKinsey follow-up
		4	<i>Update progress corporate transformation</i> Update on corporate transformation progress
		5	Tindak lanjut penyelesaian kewajiban NAM Air melalui Jamdatun Follow-up to the settlement of NAM Air's obligations through Jamdatun
		6	Usulan struktur organisasi proyek ERP migrasi SAP S/4 HANA Proposed organizational structure of the SAP S/4 HANA Migration ERP project
		7	<i>Revamp Yogyakarta International Airport Kulon Progo</i> Revamp Yogyakarta Kulon Progo International Airport
26	Rabu, 9 Agustus 2023 Wednesday, August 9, 2023	1	<i>Interview</i> kandidat General Manager Bandara Adi Soemarmo Solo Interview with General Manager candidates at Adi Soemarmo Airport Solo
		2	Pembahasan terkait usulan tantiem dan remunerasi Direksi dan Dewan Komisaris anak perusahaan (rapat terbatas) Discussion regarding proposed tantiem and remuneration for the Board of Directors and Board of Commissioners of subsidiaries (limited meeting)
		3	<i>Airport partnership</i> dan rencana pelaksanaan NDR (Non Deal Roadshow) Airport partnership and NDR (Non Deal Roadshow) implementation plan
		4	<i>Progress project Aviation Service & Cargo</i> Aviation Service & Cargo project progress



Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		5	Proses penataan portofolio investasi PT Angkasa Pura I dan pembentukan InJourney Aviation Services The process of structuring PT Angkasa Pura I's investment portfolio and establishing InJourney Aviation Services
		6	Usulan revisi RKAP tahun 2023 Proposed revision of the 2023 CWPB
		7	<i>Update scope</i> dan penawaran McKinsey untuk corporate transformation fase 2B Update on McKinsey's scope and offerings for corporate transformation phase 2B
		8	Pembahasan kerja sama pemanfaatan Bandara Adisutjipto Yogyakarta Discussion of cooperation in the use of Adisutjipto Airport Yogyakarta
27	Selasa, 15 Agustus 2023 Tuesday, August 15, 2023	1	Kinerja dana pensiun PT Angkasa Pura I PT Angkasa Pura I pension fund performance
		2	<i>Update progress corporate transformation</i> Update on corporate transformation progress
		3	Pembahasan lahan BMN Kementerian Perhubungan di Bandara Juanda Surabaya dan Bandara Sultan Hasanuddin Makassar Discussion of BMN Ministry of Transportation land at Juanda Airport Surabaya and Sultan Hasanuddin Airport Makassar
		4	Pembahasan proyek pengembangan Bandara Sultan Hasanuddin Makassar Discussion of the Sultan Hasanuddin Airport Makassar development project
28	Selasa, 22 Agustus 2023 Tuesday, August 22, 2023	1	BOD <i>transformation update</i> BOD transformation update
		2	Realisasi kinerja s.d. Juli 2023 Performance realization until July 2023
		3	Laporan progres Bandara Dhoho Kediri Dhoho Airport Kediri progress report
		4	Laporan progres MOT MOT progress report
29	Selasa, 29 Agustus 2023 Tuesday, August 29, 2023	1	<i>Update progres revisi aturan internal komersial</i> Update on progress of revision of internal commercial regulations
		2	Persetujuan penghentian penawaran umum berkelanjutan I Angkasa Pura I tahun 2021 Approval of termination of Angkasa Pura I sustainable public offering I in 2021
		3	Penyampaian konsep pedoman di lingkungan DKMR Submission of guideline concepts within the DKMR environment
		4	Agenda perpanjangan konsultan transformasi Transformation consultant extension agenda
30	Kamis, 21 September 2023 Thursday, September 21, 2023	1	<i>Update progress sistem keamanan dan tindak lanjut illegal entry</i> Update security system progress and follow up on illegal entry
		2	Bandara Internasional Yogyakarta Kulon Progo <i>revamp</i> Yogyakarta International Airport Kulon Progo revamp
		3	Perpanjangan konsultan transformasi Transformation consultant extension
		4	Pembahasan biaya <i>general and administration</i> Discussion of general and administration costs
		5	Pembahasan struktur organisasi Bandara Adisutjipto Yogyakarta Discussion of the organizational structure of Adisutjipto Airport Yogyakarta
		6	Denah rencana perubahan T2 Bandara Juanda Surabaya Plan of changes to T2 Juanda Airport Surabaya



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
31	Selasa, 26 September 2023 Tuesday, September 26, 2023	1	Pembahasan bahan rapat gabungan BOD-BOC : Discussion of materials for the joint BOD-BOC meeting:
		a	Update transformasi PT Angkasa Pura I: PT Angkasa Pura I transformation update:
		-	Update posisi utang PT Angkasa Pura I (terkini); Update on PT Angkasa Pura I's debt position (latest);
		-	Kinerja aeronautika dan nonaeronautika serta produktivitas bandara (terkini); Aeronautical and non-aeronautical performance and airport productivity (latest);
		-	Strategi <i>inbound traffic</i> Inbound traffic strategy
		b	Update rencana integrasi bandara Update airport integration plans
		c	Lain-lain: kesiapan operasional Bandara Zainuddin Abdul Madjid Lombok untuk <i>Event MotoGP 2023</i> Others: operational readiness of Zainuddin Abdul Madjid Airport Lombok for the 2023 MotoGP event
32	Selasa, 3 Oktober 2023 Tuesday, October 3, 2023	1	Optimalisasi kapasitas Bandara I Gusti Ngurah Rai Bali Optimizing the capacity of I Gusti Ngurah Rai Airport Bali
		2	Persiapan pengoperasian Bandara Dhoho Kediri Preparation for the operation of Dhoho Airport Kediri
33	Rabu, 11 Oktober 2023 Wednesday, October 11, 2023	1	Progres tagihan konsesi oleh Direktorat Jenderal Perhubungan Udara Progress of the concession bill by the Director General of Communications
		2	Implementasi <i>enterprise architecture</i> di PT Angkasa Pura I Implementation of enterprise architecture at PT Angkasa Pura I
		3	Pembahasan usulan RKAP tahun 2024 Discussion of the 2024 CWPB proposal
		4	Progres penataan anak perusahaan Progress of structuring subsidiaries
34	Rabu, 18 Oktober 2023 Wednesday, October 18, 2023	1	Pembahasan surat edaran Direksi terkait penunjukan langsung di lingkungan PT Angkasa Pura I Discussion of the Directors' circular regarding direct appointments within PT Angkasa Pura I
		2	Kajian perubahan batas usia pensiun Study of changes in retirement age limits
		3	Penyampaian <i>deliverables pekerjaan enterprise performance management</i> PT Angkasa Pura I Delivery of enterprise performance management PT Angkasa Pura I's work deliverables
		4	Optimalisasi kapasitas Bandara I Gusti Ngurah Rai Bali Optimizing the capacity of I Gusti Ngurah Rai Airport Bali
		5	Perubahan Keputusan Direksi terkait Pedoman Kegiatan Komersial Changes to the Board of Directors' Decisions regarding Commercial Activity Guidelines
35	Selasa, 24 Oktober 2023 Tuesday, October 24, 2023	1	Agenda persiapan rapat gabungan Direksi dan Dewan Komisaris: Preparation agenda for joint meeting of the Board of Directors and the Board of Commissioners:
		a.	Capaian kinerja s.d. triwulan III 2023 dan prognosa 2023 Performance achievements up to Quarter III 2023 and Prognosis 2023
		b.	Usulan RKAP 2024 Proposed of the 2024 CWPB
		2	Pembahasan transformasi fase 2B Discussion of Phase 2B transformation



Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		3	Penataan portofolio anak perusahaan Structuring subsidiary portfolios
36	Rabu, 8 November 2023 Wednesday, November 8, 2023	1	Agenda pembahasan umum (revitalisasi dan beautifikasi Bandara I Gusti Ngurah Rai Bali) General discussion agenda (revitalization and beautification of I Gusti Ngurah Rai Airport Bali)
		2	Kewenangan General Manager dan Co. General Manager Airport Project Development dalam organisasi dan tata kerja Proyek Pengembangan Bandara Sultan Hasanuddin Makassar Authority of General Manager and Co. General Manager Airport Project Development in the organization and work procedures of the Sultan Hasanuddin Airport Makassar Development Project
		3	Penyampaian dan permohonan persetujuan perubahan <i>commercial term</i> penerbitan <i>hybrid</i> sukuk Submission and application for approval of changes to the commercial terms of hybrid sukuk issuance
		4	<i>Update</i> program strategis Direktorat Operasi (Operation, Safety dan Security) Update on the strategic program of the Operations Directorate (Operation, Safety and Security)
		5	Update progres Bandara Dhoho Kediri Dhoho Airport Kediri progress update
37	Selasa, 14 November 2023 Tuesday, November 14, 2023	1	<i>Update</i> penyelesaian kewajiban NAM Air melalui Jamdatun Update on NAM Air obligation settlement through the Deputy Attorney General for Civil and State Administrative Affairs (Jamdatun)
		2	<i>Action Plan Customer Experience</i> Injourney Customer Experience Injourney Action Plan
38	Rabu, 22 November 2023 Wednesday, November 22, 2023	1	Pembahasan umum General discussion
		2	Penyampaian <i>update</i> PT Angkasa Pura I dalam pembentukan IAS Submission of PT Angkasa Pura I updates on the formation of IAS
		3	<i>Update</i> terkait KPBU Hang Nadim Batam Update regarding the Hang Nadim Batam PPP
		4	<i>Highlight</i> kinerja s.d. Oktober 2023 Performance highlights up to October 2023
		5	Revitalisasi dan beautifikasi Bandara I Gusti Ngurah Rai Bali Revitalization and beautification of I Gusti Ngurah Rai Airport Bali
39	Selasa, 28 November 2023 Tuesday, November 28, 2023	1	Pembahasan Umum General Discussion
		2	Pembahasan persiapan rapat gabungan Direksi dan Dewan Komisaris: Discussion of preparations for the joint meeting of the Board of Directors and Board of Commissioners:
		a.	<i>Update</i> program <i>deleveraging</i> utang dan rencana pembiayaan tahun 2023 Update on the debt deleveraging program and financing plans for 2023
		b.	<i>Update</i> progres integrasi bandara Airport integration progress update
		c.	<i>Update</i> progres pelaksanaan audit tahun buku 2023 Update on the progress of audit implementation for the 2023 financial year
		d.	<i>Update</i> program revitalisasi dan beautifikasi Bandara I Gusti Ngurah Rai Bali Update on the revitalization and beautification program of I Gusti Ngurah Rai Airport Bali
		3	Strategi dan rencana kerja komersial 2024 Strategy and commercial work plan 2024



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Radir Ke No.	Tanggal Rapat Meeting Date	Agenda Agenda	Keterangan Description
		4	<i>Update</i> terkait <i>strategic investment</i> PT Angkasa Pura I Update regarding PT Angkasa Pura I's strategic investment
		5	<i>Update</i> Bandara Dhoho Kediri Dhoho Airport Kediri Update
40	Selasa, 5 Desember 2023 Tuesday, December 5, 2023	1	Paparan perkembangan DAPENRA dan YAKKAP I Exposure to the development of DAPENRA and YAKKAP I
		2	Realisasi pembayaran ruislag tanah di Bandara Zainuddin Abdul Madjid Lombok antara PT Angkasa Pura I dengan Pemprov NTB Realization of land ruislag payments at Zainuddin Abdul Madjid Airport Lombok between PT Angkasa Pura I and the NTB Provincial Government
		3	<i>Update</i> Bandara Dhoho Kediri Dhoho Airport Kediri Update
41	Selasa, 12 Desember 2023 Tuesday, December 12, 2023	1	Realisasi pembayaran ruislag tanah di Bandara Zainuddin Abdul Madjid Lombok antara PT Angkasa Pura I dengan Pemprov NTB Realization of land ruislag payments at Zainuddin Abdul Madjid Airport Lombok between PT Angkasa Pura I and the NTB Provincial Government
		2	Permohonan persetujuan pengesahan keputusan Direksi kegiatan komersial baru Application for approval of the Board of Directors' decree for new commercial activities
		3	<i>Update progress</i> AOCs Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali AOCs progress update
		4	Realisasi kinerja sampai dengan November 2023 Performance realization until November 2023
42	Selasa, 19 Desember 2023 Tuesday, December 19, 2023	1	Kesiapan penyelenggaraan angkutan natal 2023 dan tahun baru 2024 Readiness to organize christmas transport in 2023 and new year 2024
		2	<i>Interview</i> calon General Manager Bandara Adisutjipto Yogyakarta Interview with candidates for General Manager of Adisutjipto Airport Yogyakarta
		3	Pembahasan persiapan rapat gabungan BOD-BOC: Prognosa kinerja 2023 dan <i>update</i> rencana RUPS RKAP 2024 strategi optimalisasi aset (<i>update</i> revisi <i>deleveraging</i> aset, struktur kewenangan internal grup pasca konsolidasi anak perusahaan) Lain-lain: Rencana operasional posko Nataru 2024 <i>Sharing</i> hasil evaluasi kinerja Bandara I Gusti Ngurah Rai Bali dan Bandara Sultan Hasanuddin Makassar (disampaikan oleh Dewan Komisaris) Discussion of preparations for the joint BOD-BOC meeting: Performance prognosis for 2023 and updated plans for the 2024 GMS CWPB asset optimization strategy (updated revision of asset deleveraging, group internal authority structure after subsidiary consolidation) Others: Operational plan for the Christmas and New Year post in 2024 <i>Sharing</i> performance evaluation results of I Gusti Ngurah Rai Airport Bali and Sultan Hasanuddin Airport Makassar (Presented by the Board of Commissioners)
		4	Optimalisasi fasilitas Bandara I Gusti Ngurah Rai Bali Optimizing the facilities of I Gusti Ngurah Rai Airport Bali
		5	Tindak lanjut penyelesaian di Badan Pemeriksa Keuangan RI terkait pemanfaatan BMN TNI AU (Bandara Adi Soemarmo Solo, Bandara El Tari Kupang, Bandara Pattimura Ambon, dan Bandara Adisutjipto Yogyakarta) yang dimanfaatkan oleh PT Angkasa Pura I Follow-up to the resolution at the Indonesian Supreme Audit Agency regarding the utilization of BMN TNI AU (Adi Soemarmo Airport Solo, El Tari Airport Kupang, Pattimura Airport Ambon, and Adisutjipto Airport Yogyakarta) which are utilized by PT Angkasa Pura I



RAPAT GABUNGAN ANTARA DEWAN KOMISARIS DENGAN DIREKSI

Di Tahun 2023, PT Angkasa Pura I mengadakan 14 kali rapat gabungan antara Dewan Komisaris dan Direksi yang dilaksanakan minimal dilaksanakan satu kali dalam satu bulan. Rapat gabungan antara Dewan Komisaris dan Direksi membahas laporan-laporan berkala dari Direksi, permasalahan perusahaan, serta respon Komisaris untuk memberi tanggapan, catatan, dan nasihat kepada Direksi.

JOINT MEETING OF THE BOARD OF COMMISSIONER AND THE BOARD OF DIRECTORS

In 2023, PT Angkasa Pura I held 14 joint meetings between the Board of Commissioners and the Board of Directors. A Joint Meeting between the Board of Commissioners and the Board of Directors is held at least once a month. The Board of Commissioners and the Board of Directors hold joint meetings to discuss the Board of Directors' periodic reports, the company's problems, and the Board of Commissioners' response, notes, and advice to the Board of Directors.

Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Gabungan Komisaris dan Direksi Frequency and Attendance Rate of Members of the Board of Commissioners and Directors

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Keterangan Description
Novie Riyanto R	Komisaris Utama President Commissioner	5	5	100%	
Djoko Sasono	Komisaris Utama President Commissioner	7	7	100%	
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	14	13	93%	
Irfan Wahid	Komisaris Independen Independent Commissioner	14	14	100%	
Tri Budi Satrio	Komisaris Independen Independent Commissioner	7	7	100%	
Danang Parikesit	Komisaris Commissioner	14	14	100%	
Elen Setiadi	Komisaris Commissioner	14	14	100%	
Hidayat Amir	Komisaris Commissioner	14	13	93%	
Faik Fahmi	Direktur Utama President Director	14	14	100%	
MMA. Indah Preastuty	Direktur Operasi/ Operation Director: 05/05/2023- 27/12/2023 PGS. Direktur Teknik/ Acting Technical Director: 25/10/2023- 27/12/2023 Direktur Utama/ President Director: 28/12/2023-sekarang/ present	9	9	100%	
Wendo Asrul Rose	Direktur Operasi Operation Director	5	5	100%	...
Wahyudi	Direktur Operasi Operation Director	-	-	-	-



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Keterangan Description
Dendi T. Danianto	Direktur Komersial dan Pelayanan Commercial and Services Director	14	14	100%	...
Israwadi	Direktur Human Capital	14	14	100%	...
Lukman F. Laisa	Direktur Teknik Technical Director	11	11	100%	...
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	11	11	100%	...
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	3	3	100%	...

Agenda Rapat Gabungan antara Dewan Komisaris dan Direksi
Agenda of Joint Meeting of the Board of Commissioners and the Board of Directors

No	Tanggal Rapat Meeting Date	Agenda Agenda
1	3 Februari 2023 February 3, 2023	<ol style="list-style-type: none"> 1. Investasi: <ol style="list-style-type: none"> a. Pekerjaan <i>overlay runway</i> Bandara Juanda Surabaya; b. Rencana pengembangan Bandara I Gusti Ngurah Rai Bali. 2. Pengembangan Bandara: <ol style="list-style-type: none"> a. Rencana minat pengelolaan Bandara Komodo Labuan Bajo; b. Progress pengembangan Bandara Hang Nadim Batam; c. Progres kerja sama Bandara Dhoho Kediri. 1. Investment: <ol style="list-style-type: none"> a. Overlay runway work at Juanda Airport Surabaya; b. Development plan for I Gusti Ngurah Rai Airport Bali. 2. Airport Development: <ol style="list-style-type: none"> a. Interest Plan in managing Komodo Airport Labuan Bajo; b. Progress on the development of Hang Nadim Airport Batam; c. Progress on cooperation for Dhoho Airport Kediri.
2	7 Maret 2023 March 7, 2023	<ol style="list-style-type: none"> 1. <i>Dashboard</i> capaian program transformasi PT Angkasa Pura I (Lingkup keuangan, operasional, optimalisasi aset); 2. Konsep RJPP Tahun 2022-2026 PT Angkasa Pura I 3. Lain-lain: <ol style="list-style-type: none"> a. <i>Update</i> penerbitan <i>hybrid</i> Sukuk; b. Tindak lanjut temuan audit internal dan eksternal. 1. Dashboard of PT Angkasa Pura I's transformation program achievements (Finance, operations, asset optimization scope); 2. PT Angkasa Pura I's RJPP Concept for 2022-2026 3. Others: <ol style="list-style-type: none"> a. Update on hybrid Sukuk issuance; b. Follow up on internal and external audit findings.
3	8 Maret 2023 (Rapat Terbatas) March 8, 2023 (Limited Meeting)	<p>Persiapan bahan rapat terbatas Presiden RI terkait rencana integrasi bandara. Preparation of materials for the President's limited meeting on the airport integration plan.</p>



No	Tanggal Rapat Meeting Date	Agenda Agenda
4.	20 Maret 2023 March 20, 2023	<ol style="list-style-type: none"> 1. Ramah tamah dan pemberian cinderamata Direksi; 2. Pembahasan isu strategis di lingkungan PT Angkasa Pura I: <ol style="list-style-type: none"> a. <i>Update</i> rencana integrasi bandara; b. <i>Update</i> pengembangan Bandara I Gusti Ngurah Rai Bali dan Bandara Internasional Juanda Surabaya. 1. Warm welcome and gift-giving by the Board of Directors; 2. Discussion on strategic issues within PT Angkasa Pura I: <ol style="list-style-type: none"> a. Update on airport integration plan; b. Update on the development of I Gusti Ngurah Rai Airport Bali and Juanda International Airport Surabaya.
5	11 April 2023 April 11, 2023	<p>Laporan Keuangan (<i>audited</i>) tahun buku 2022:</p> <ol style="list-style-type: none"> 1. Progres transformasi perusahaan s.d. Maret 2023, kinerja Bandara Internasional Yogyakarta Kulon Progo serta Bandara Adisutjipto Yogyakarta dan strategi menurunkan kerugian 2. Kesiapan PT Angkasa Pura I dalam menghadapi mudik lebaran 2023 beserta rencana posko mudik 2023 <ol style="list-style-type: none"> a. Rencana operasional dan kesiapan SDM b. Strategi peningkatan <i>revenue</i> (aspek komersial dan kontribusi anak perusahaan) 3. Lain-lain (buka puasa bersama). <p>Financial Statements (<i>audited</i>) for the 2022 fiscal year:</p> <ol style="list-style-type: none"> 1. Progress of the company transformation until March 2023, the performance of Yogyakarta International Airport Kulon Progo and Adisutjipto Airport Yogyakarta, and strategy to reduce losses 2. PT Angkasa Pura I's preparedness for the 2023 Eid homecoming and the 2023 homecoming command post plan <ol style="list-style-type: none"> a. Operational plan and HR readiness b. Revenue enhancement strategy (commercial aspect and subsidiary contributions) 3. Others (iftar gathering).
6	30 Mei 2023 May 30, 2023	<ol style="list-style-type: none"> 1. Evaluasi trafik Lebaran dan rencana operasional pada musim liburan sekolah; 2. Langkah dan tindak lanjut Direksi atas penanganan permasalahan aset dan progres optimalisasi aset; 3. Lain-lain (rapat terbatas). 1. Evaluation of Eid traffic and operational plan for school holiday season; 2. The Board of Directors measures and follow-up on handling asset issues and asset optimization progress; 3. Others (limited meeting).
7	7 Juni 2023 (Rapat Terbatas) June 7, 2023 (Limited Meeting)	<p><i>Update</i> kajian optimalisasi portofolio PT Angkasa Pura I beserta anak usahanya. Update on optimization study of PT Angkasa Pura I's portfolio and its subsidiaries.</p>
8	25 Juli 2023 July 25, 2023	<p>Evaluasi kinerja:</p> <ol style="list-style-type: none"> 1. Kinerja s.d. semester I 2023 (operasional, keuangan, <i>capex</i>, KPI); 2. <i>Update</i> program perbaikan struktur keuangan/utang; 3. <i>Update</i> penggabungan anak usaha PT Angkasa Pura I 4. Lain-lain: evaluasi operasional layanan haji. <p>Performance evaluation:</p> <ol style="list-style-type: none"> 1. Performance until semester I 2023 (Operations, finance, <i>capex</i>, KPIs); 2. Update on debt restructuring program; 3. Update on the merger of PT Angkasa Pura I's subsidiaries 4. Others: Evaluation of Hajj service operations.
9	28 Juli 2023 (Rapat Terbatas) July 28, 2023 (Limited Meeting)	<p><i>Update progress</i> pembentukan Airport Service and Cargo (ASC). Update on the progress of establishing Airport Service and Cargo (ASC).</p>
10	29 Agustus 2023 August 29, 2023	<ol style="list-style-type: none"> 1. Usulan revisi RKAP 2023 dan kelanjutan program transformasi perusahaan 2. Lain-lain 3. <i>Update</i> penyelesaian Badan Usaha Bandar Udara (BUBU) pasca pembentukan holding pariwisata; 4. <i>Update</i> informasi terkait rencana penarikan dividen interim tahun buku 2023; 5. Penjelasan atas valuasi pembentukan Airport Service and Cargo (ASC). 1. Proposal for 2023 revised CWPB and continuation of company transformation program 2. Others 3. Update on the settlement of Airport Business Entities (BUBU) after the formation of the tourism holding company; 4. Update on information regarding the interim dividend payout plan for the 2023 fiscal year; 5. Explanation on valuation for establishment of Airport Service and Cargo (ASC).



RAPAT DEWAN KOMISARIS DAN DIREKSI
Meetings of the Board of Commissioners and the Board of Directors

No	Tanggal Rapat Meeting Date	Agenda Agenda
11	26 September 2023 September 26, 2023	<ol style="list-style-type: none"> 1. <i>Update</i> transformasi PT Angkasa Pura I: <ol style="list-style-type: none"> a. <i>Update</i> posisi utang PT Angkasa Pura I (terkini). b. Kinerja aeronautika dan nonaeronautika serta produktivitas bandara (terkini). c. Strategi <i>inbound traffic</i>. 2. <i>Update</i> rencana integrasi bandara. 3. Lain-lain: Kesiapan operasional Bandara Zainuddin Abdul Madjid Lombok untuk event MotoGP 2023. <ol style="list-style-type: none"> 1. Update on PT Angkasa Pura I Transformation: <ol style="list-style-type: none"> a. Update on PT Angkasa Pura I's current debt position. b. Performance of aeronautics and non-aeronautics as well as airport productivity (current). c. Inbound traffic strategy. 2. Update on airport integration plan. 3. Others: Operational readiness of Zainuddin Abdul Madjid Airport Lombok for the 2023 MotoGP event.
12	24 Oktober 2023 October 24, 2023	<p>Capaian kinerja s.d. triwulan III tahun 2023 dan prognosa tahun 2023 PT Angkasa Pura I; Usulan RKAP tahun 2024 PT Angkasa Pura I; Lain-lain: - Evaluasi <i>traffic</i> Bandara Zainuddin Abdul Madjid Lombok pada saat penyelenggaraan MotoGP. Achievement of performance until Q3 2023 and forecast for 2023 of PT Angkasa Pura I; Proposed 2024 CWPB of PT Angkasa Pura I; Others: - Evaluation of Zainuddin Abdul Madjid Airport Lombok traffic during the MotoGP event.</p>
13	28 November 2023 November 28, 2023	<ol style="list-style-type: none"> 1. <i>Update</i> program <i>deleveraging</i> utang dan rencana pembiayaan tahun 2023; 2. <i>Update</i> progress integrasi bandara; 3. <i>Update</i> progress revitalisasi dan beautifikasi Bandara I Gusti Ngurah Rai Bali; 4. <i>Update</i> progress pelaksanaan audit tahun buku 2023. <ol style="list-style-type: none"> 1. Update on debt deleveraging program and 2023 financing plan; 2. Update on airport integration progress; 3. Update on revitalization and beautification progress of I Gusti Ngurah Rai Airport Bali; 4. Update on the progress of the 2023 fiscal year audit implementation.
14	19 Desember 2023 December 19, 2023	<ol style="list-style-type: none"> 1. Prognosa kinerja 2023 dan <i>update</i> rencana RUPS RKAP tahun 2024; 2. Strategi optimalisasi aset (<i>update</i> revisi <i>deleveraging</i> aset, struktur kewenangan internal grup pasca konsolidasi anak perusahaan); <p>Lain-lain :</p> <ol style="list-style-type: none"> 1. Rencana operasional posko Nataru 2024; 2. <i>Sharing</i> hasil evaluasi kinerja Bandara I Gusti Ngurah Rai Bali dan Bandara Sultan Hasanuddin Makassar. <ol style="list-style-type: none"> 1. 2023 performance forecast and update on 2024 CWPB GMS plan; 2. Asset optimization strategy (update on asset deleveraging revision, internal group authority structure post-subsidiary consolidation); <p>Others:</p> <ol style="list-style-type: none"> 1. 2024 Christmas and New Year Command Post Operational Plan; 2. Sharing of performance evaluation results for I Gusti Ngurah Rai Airport Bali and Sultan Hasanuddin Airport Makassar.



PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Performance Assessment of the Board of Commissioners and Board of Directors

PENILAIAN KINERJA DEWAN KOMISARIS

Pemegang Saham memiliki kewenangan untuk menilai kinerja Dewan Komisaris secara kolegal dan masing-masing. Prosedur pelaksanaan penilaian kinerja Dewan Komisaris adalah melalui mekanisme RUPS. Aspek penilaian mengacu pada Undang-Undang, Anggaran Dasar, dan Amanat Pemegang Saham. Ukuran penilaian atas keberhasilan pelaksanaan tugas dan

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

Shareholders have the authority to assess the Board of Commissioners' performance collegially and individually. The GMS mechanism is used to assess the Board of Commissioners' performance. The assessment is based on the prevailing Laws, Articles of Association, and Shareholders' Mandate. The success indicators of performance assessment include



tanggung jawab pengawasan dan pemberian nasihat oleh Dewan Komisaris menjadi salah satu indikator penilaian kinerja. Kriteria aspek penilaian Dewan Komisaris didasarkan pada capaian *Key Performance Indicators* (KPI) yaitu:

1. Aspek Pengawasan & Pengarahan
2. Aspek Pelaporan
3. Aspek Dinamis/lainnya

the Board of Commissioners' performance in carrying out its supervisory duties and responsibilities, as well as providing advice. The criteria for the Board of Commissioners performance assessment are based on the achievement of Key Performance Indicators (KPI), including:

1. Supervision & Direction Aspect
2. Reporting Aspect
3. Dynamic Aspect/Others

Penilaian Kinerja Dewan Komisaris Berdasarkan KPI Tahun 2023 Performance Assessment of the Board of Commissioners Based on KPI in 2023

No	Indikator Indicator	Target	Bulan Month	Bobot Weight	Real	Nilai Value
A	Aspek pengawasan Supervision aspect		55			55
1.	Reviu/analisis kinerja perusahaan Review/analysis of company performance	17		20		20
a.	Evaluasi RJPP 2020-2024 (atau sesuai kebijakan <i>holding</i>) Evaluation of Long Term Corporate Plan (RJPP) 2020-2024 (or according to holding policy)	1	dok Sesuai usulan Direksi As proposed by the Board of Directors	3	1	3
b.	Evaluasi usulan RKAP 2024 Evaluation of the proposed Company Work Plan and Budget (CWPB) 2024	1	dok Oktober October	3	1	3
c.	Evaluasi pelaksanaan RKAP 2023 (evaluasi kinerja triwulan) Evaluation of Company Work Plan and Budget (CWPB) 2023 implementation	3	dok Triwulanan Quarterly	2	3	2
d.	Evaluasi atas capaian program transformasi perusahaan Evaluation of the achievements of the asset recycling program	6	dok 2 Bulanan 2 Monthly	4	6	4
e.	Tindak lanjut atas saran, harapan, permasalahan dan keluhan dari pemangku kepentingan Follow-up on suggestions, expectations, problems, and complaints from stakeholders	1	dok Sepanjang tahun Throughout the year	2	1	2
f.	Evaluasi kinerja anak perusahaan Subsidiary performance evaluation	2	dok Semesteran Semesterly	3	2	3
g.	Evaluasi kinerja bandara (aeronautika dan nonaeronautika) Evaluation of airport performance (aeronautical dan non- aeronautical)	2	dok Semesteran Semesterly	3	2	3
2.	Pengawasan dan nasihat atas: Supervision and advice on:	17		15		15
a.	Evaluasi pelaksanaan tindak lanjut temuan audit Evaluation of the implementation of follow-up audit findings	3	dok Triwulanan Quarterly	2	3	2
b.	Evaluasi pelaksanaan manajemen risiko Risk management implementation evaluation	3	dok Triwulanan Quarterly	2	3	2
c.	Evaluasi kebijakan sistem IT IT system policy evaluation	1	dok Maret March	1	1	1
d.	Evaluasi kebijakan akuntansi dan penyusunan laporan keuangan Evaluation of accounting policies and preparation of financial statement	1	dok April April	2	1	2



PENILAIAN DEWAN KOMISARIS DAN DIREKSI
Performance Assessment of the Board of Commissioners and Board of Directors

No	Indikator Indicator	Target	Bulan Month	Bobot Weight	Real	Nilai Value
e.	Evaluasi pengelolaan/kebijakan pengelolaan SDM Evaluation of HR management/policy	2 dok	Semesteran Semesterly	1	2	1
f.	Evaluasi kebijakan PPBJ Evaluation of Goods/Services Procurement Unit (PPBJ) policy	2 dok	Semesteran Semesterly	2	2	2
g.	Evaluasi mutu dan pelayanan bandara Evaluation of airport quality and services	3 dok	Triwulanan Quarterly	2	3	2
h.	Evaluasi kepatuhan perusahaan terhadap UU dan GCG (saat assessment GCG) Evaluation of the company's compliance with laws and GCG (during GCG assessment)	1 dok	Mei May	2	1	2
i.	Evaluasi kebijakan penataan perusahaan/perusahaan patungan Evaluation of policies for structuring subsidiaries/joint ventures	1 dok	Agustus August	1	1	1
3.	Pemantauan temuan audit Audit findings monitoring	2		5		5
a.	Penunjukan KAP Public Accounting Firm (PAF) Appointment	1 dok	Agustus August	2,5	1	2,5
b.	Pengawasan dan efektifitas KAP PAF supervision and effectiveness	1 dok	Agustus August	2,5	1	2,5
4.	Monitoring bandara Airport monitoring	8		5		7,5
	Monitoring bandara Airport monitoring	8 kgt	Triwulanan Quarterly	5	12	7,5
5.	Rapat Meeting	36		10		10
a.	Internal Internal Meeting	24 kgt	Bulanan Monthly	5	21	4,2
b.	Gabungan Joint Meeting	12 kgt	Bulanan Monthly	5	14	5,8
B	Aspek pelaporan Reporting aspect	7	30			30
1.	Program kerja tahunan Dewan Komisaris tahun 2024 Board of Commissioners annual work program for 2024	1 dok	Oktober October	10	1	10
2.	Laporan/pendapat dan saran kepada RUPS Report/opinions and suggestions to the GMS			10		
a.	Pemantauan kinerja Direksi Board of Directors performance monitoring	3 dok	Triwulan Quarterly	5	3	5
b.	Remunerasi Direksi Board of Directors' Remuneration	1 dok	Maret March	5	1	5
3.	Laporan tugas pengawasan tahunan Annual supervisory duty report	2 dok	Semesteran Semesterly	10	2	10
C	Aspek dinamis Dynamic aspect	4	15			15
1.	Peningkatan kompetensi berupa program pengembangan kompetensi seminar, diklat dan sejenisnya, studi banding Dekom/program sejenis Competency enhancement through competency enhancement programs such as seminars, training, and similar events, as well as benchmarking of the Board of Commissioners/similar programs.	4 prg	TBC	3	4	3



No	Indikator Indicator	Target	Bulan Month	Bobot Weight	Real	Nilai Value
2.	Tindak lanjut usulan aksi korporasi dari Direksi (maksimal 30 hari) Follow-up on proposed corporate action from the Board of Directors (maximum 30 days)	<30 hari <30 days	Sepanjang tahun Throughout the year	10	<30 hari <30 days	10
Total				100		102,5

Selain itu, kinerja Dewan Komisaris juga dinilai melalui asesmen GCG, mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN. Di 2023, perusahaan melakukan *self-assessment* memberikan penilaian kinerja Dewan Komisaris.

Kriteria penilaian kinerja Dewan Komisaris berdasarkan GCG *assessment*, mencakup:

1. Pelaksanaan program pelatihan/pembelajaran Dewan Komisaris;
2. Pembagian tugas dan penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris;
3. Pemberian persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi;
4. Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan perusahaan;
5. Pelaksanaan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan;
6. Pelaksanaan pengawasan terhadap pelaksanaan kebijakan pengelolaan anak perusahaan/perusahaan patungan;
7. Peran dalam pencalonan anggota Direksi, penilaian kinerja Direksi (individu dan kelompok), serta pengusulan tantiem/insentif kinerja Direksi;
8. Pelaksanaan tindakan terhadap potensi benturan kepentingan yang menyangkut Dewan Komisaris;
9. Pemantauan penerapan prinsip-prinsip tata kelola perusahaan yang baik;
10. Penyelenggaraan rapat Dewan Komisaris dan tingkat kehadirannya dalam rapat tersebut;
11. Terdapatnya Sekretaris Dewan Komisaris yang mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris;
12. Terdapatnya Komite Dewan Komisaris yang efektif.

Sepanjang tahun 2023 kinerja Dewan Komisaris PT Angkasa Pura I memperoleh skor 34,25 dari bobot 35,00 dengan capaian 97,78% dan predikat keseluruhan penilaian GCG PT Angkasa Pura I dengan kualitas Penerapan GCG sangat baik.

Furthermore, the Board of Commissioners performance is assessed using GCG assessment, in accordance with the SOEs Ministry Secretary Decree No. SK-16/S. MBU/2012 on Indicators/Parameters of Assessment and Evaluation for the Implementation of Good Corporate Governance in State-Owned Enterprises. In 2023, the Company conducted a self-assessment of the Board of Commissioners performance.

The criteria for the performance assessment of the Board of Commissioners based on GCG assessment, including:

1. Implementation of the Board of Commissioners training/learning program;
2. Division of duties and determination of factors required to support the execution of the Board of Commissioners duties;
3. Approval draft of the Company Long Term Plan (RJPP) and Company Work Plan and Budget (CWPB) submitted by the Board of Directors;
4. Direction to the Board of Directors on the implementation of company plans and policies;
5. Supervision of the Board of Directors on the implementation of corporate plans and policies;
6. Supervision over the implementation of subsidiary/joint venture management policies;
7. Role in the nomination of members of the Board of Directors, performance assessment of the Board of Directors (individual and group), and proposal of tantiem/performance incentives for the Board of Directors;
8. Actions to address potential conflicts of interest involving the Board of Commissioners;
9. Monitoring the implementation of good corporate governance principles;
10. The holding of Board of Commissioners meetings and the attendance rate at the meetings;
11. The presence of a Secretary to the Board of Commissioners to assists in the execution of the Board of Commissioners' secretarial duties;
12. The presence of an effective Board of Commissioners Committee.

Throughout 2023, the performance of PT Angkasa Pura I's Board of Commissioners received a score of 34.25 out of a weight of 35.00, with achievement of 97.78% and the overall predicate of PT Angkasa Pura I's GCG assessment with the quality of GCG Implementation is very good.



PENILAIAN DEWAN KOMISARIS DAN DIREKSI Performance Assessment of the Board of Commissioners and Board of Directors

PENILAIAN KINERJA DIREKSI

Prosedur penilaian kinerja Direksi diukur menggunakan pendekatan capaian *key performance indicator* (KPI) dan hasil GCG *assessment*, dimana pemegang saham memiliki wewenang untuk menilai kinerja Direksi secara keseluruhan dan masing-masing melalui Rapat Umum Pemegang Saham (RUPS). Pemegang saham juga dapat bekerja sama dengan pihak independen untuk menilai kinerja Direksi.

Kriteria penilaian kinerja Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang ditetapkan oleh Menteri Badan Usaha Milik Negara pada tanggal 3 Maret 2023 dan diundangkan pada tanggal 24 Maret 2023 serta Surat Kementerian BUMN S-683/MBU/10/2022 tanggal 24 Oktober 2022 perihal Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2023. Indikator penilaian beserta target kinerja Direksi baik secara Kolegial maupun Direksi secara Individu dituangkan dalam Kontrak Manajemen PT Angkasa Pura I dan disepakati bersama Dewan Komisaris dan Pemegang Saham melalui RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) pada 27 Januari 2023, sebagaimana tertuang dalam Risalah Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Rencana Anggaran Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023 Nomor AP.I.612/RT.01/2023/DU-B.

Penilaian Kinerja Direksi sebagaimana yang disepakati dalam Kontrak Manajemen PT Angkasa Pura I yang memuat KPI Direksi secara kolegial tahun 2023 terdiri dari 5 (lima) perspektif, dengan capaian kinerja di tahun 2023 mencapai 105,68 berada di atas target yang ditetapkan yaitu yaitu sebesar 100,00.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors' performance is assessed using the Key Performance Indicator (KPI). Shareholders have the authority to assess the Board of Directors' performance collectively and individually through the General Meeting of Shareholders (GMS). Shareholders can collaborate with independent parties to assess the Board of Directors' performance.

The performance evaluation criteria for the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, issued by the Minister of State-Owned Enterprises on March 3, 2023 and promulgated on March 24, 2023, as well as the Letter of the Ministry of State-Owned Enterprises S-683/MBU/10/2022 dated October 24, 2022 on Shareholders'/Owners' Aspirations for the Preparation of the 2023 Company Work Plan and Budget. The performance indicators and targets for the Board of Directors, both collegially and individually, are outlined in the PT Angkasa Pura I Management Contract and agreed upon with the Board of Commissioners and Shareholders through the GMS for the Ratification of the Company's Work Plan and Budget (CWPB) and the Work Plan and Budget for the Corporate Social Responsibility Program (WPB-CSR) on January 27, 2023, as stated in the Minutes of the General Meeting of Shareholders (GMS) of PT Angkasa Pura I on the Ratification of the 2023 Company Work Plan and Budget (CWPB) and the Work Plan and Budget for the Corporate Social Responsibility Program (WPB-CSR) Number AP.I.612/RT.01/2023/DU-B.

The performance assessment of the Board of Directors, as agreed in the PT Angkasa Pura I Management Contract containing the 2023 collegial Board of Directors KPIs, consists of 5 (five) perspectives, with the performance achievement in 2023 reaching 105.68, above the set target of 100.00.

Penilaian Key Performance Indicator (KPI) Direksi PT Angkasa Pura I Tahun 2023 The Board of Directors' Performance Assessment Based on Key Performance Indicator (KPI) of PT Angkasa Pura I in 2023

Key Performance Indicator	Skor Capaian Achievement Score	
	Bobot Weight	Skor Score
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	32,51
Inovasi Model Bisnis Business Model Innovation	20,00	22,00
Kepemimpinan Teknologi Technology Leadership	15,00	16,50
Peningkatan Investasi Investment Development	20,00	18,67
Pengembangan Talenta Talent Development	15,00	16,00
Bobot Weight	100,00	105,68



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

Remunerasi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Perubahan Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Formulasi kebijakan remunerasi Direksi dan Dewan Komisaris disusun dengan berbagai pertimbangan yang meliputi kebutuhan likuiditas jangka pendek dan jangka panjang, kecukupan, dan penguatan permodalan, aspek stabilitas keuangan, terciptanya efektivitas manajemen risiko, serta potensi pendapatan di masa yang akan datang. Besaran penghasilan Direksi dan Dewan Komisaris tahun 2023 PT Angkasa Pura I ditetapkan pemegang saham berdasarkan Surat Direktur Utama PT Aviassi Pariwisata Indonesia (Persero) Nomor INJ.03.08/23/07/2023/A.1151 Tanggal 25 Juli 2023 perihal Penetapan Penghasilan Direksi dan Komisaris Tahun 2023 PT Angkasa Pura I.

The remuneration for the Board of Commissioners and Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/03/2023 on Amendments to the Organs and Human Resources of State-Owned Enterprises. The formulation of the remuneration policy for the Board of Directors and Board of Commissioners is prepared with various considerations including short-term and long-term liquidity needs, capital adequacy and strengthening, financial stability aspects, effective risk management, and potential future income. The amount of income for the Board of Directors and Board of Commissioners of PT Angkasa Pura I for 2023 is determined by the shareholders based on the Letter of the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number INJ.03.08/23/07/2023/A.1151 dated July 25, 2023 on the Determination of Income for the Board of Directors and Commissioners of PT Angkasa Pura I for 2023.

REMUNERASI DEWAN KOMISARIS

PROSEDUR PENETAPAN REMUNERASI

Pengusulan remunerasi Direksi dilaksanakan oleh Dewan Komisaris yang menjalankan fungsi nominasi dan remunerasi. Dalam menetapkan usulan remunerasi, Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi yang diusulkan kepada RUPS. PT Angkasa Pura I menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Dewan Komisaris ditetapkan oleh RUPS.

INDIKATOR PENETAPAN REMUNERASI

Indikator penetapan remunerasi Dewan Komisaris berdasarkan Peraturan Menteri BUMN Nomor PER-03/MBU/03/2023 tanggal 20 Maret 2023 mencakup aspek sebagai berikut:

1. Faktor skala usaha
2. Faktor kompleksitas usaha
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan perusahaan
5. Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

REMUNERATION OF THE BOARD OF COMMISSIONERS

PROCEDURE FOR DETERMINATION OF REMUNERATION

Remuneration of the Board of Directors is proposed by the Board of Commissioners that carries out the nomination and remuneration functions. The Board of Commissioners is assisted by the Nomination and Remuneration Committee to propose the remuneration rate at the GMS. PT Angkasa Pura I sets remuneration for the Board of Directors by referring to the provisions of the SOEs Minister Regulation. In accordance with the Ministerial Regulation, the amount of income for the Board of Commissioners is determined by the GMS.

INDICATORS FOR DETERMINATION OF REMUNERATION

Based on the SOEs Minister Regulation No. PER-13/MBU/09/2021 dated September 27, 2021, indicators for determination of the Board of Commissioners remuneration include:

1. Business scale
2. Business complexity
3. Inflation rate
4. Financial situation and capacity of the company
5. Other relevant factors that do not contradict applicable laws and regulations.



Struktur Remunerasi Anggota Dewan Komisaris
Remuneration Structure of Members of the Board of Commissioners

No.	Jenis Penghasilan Income Type	Keputusan Decision	Keterangan Description
1	Honorarium Honorarium	Rp9.123.840.000 dalam 1 (satu) tahun untuk seluruh Dewan Komisaris Rp9,123,840,000 in 1 (one) year for all members of the Board of Commissioners	Komisaris Utama: 100% Komisaris: 90% dari Komisaris Utama President Commissioner: 100% Commissioner: 90% of the President Commissioner
2	Tunjangan Allowance		
	Tunjangan Hari Raya Religious Festivity Allowance	Diberikan sebesar satu bulan honorarium Provided for one month honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Perubahan Organ dan Sumber Daya Manusia Badan Usaha Milik Negara In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.
	Tunjangan Transportasi Transportation Allowance	Diberikan sebesar 20% dari honorarium Provided at a rate of 20% of the honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Perubahan Organ dan Sumber Daya Manusia Badan Usaha Milik Negara In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.
	Asuransi Purna Jabatan Pension Insurance	Premi asuransi paling banyak 25% dari honorarium. Insurance premium of no more than 25% of honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Perubahan Organ dan Sumber Daya Manusia Badan Usaha Milik Negara In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.



No.	Jenis Penghasilan Income Type	Keputusan Decision	Keterangan Description
3	Fasilitas Facilities		
	Fasilitas Kesehatan Health Facilities	Asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>). Health insurance or reimbursement of medical expenses at cost.	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan No. PER-03/MBU/03/2023 In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.
	Fasilitas Bantuan Hukum Legal Aid Facility	Untuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan. To pay for the services of a lawyer/legal consultant office covering the investigative process as a witness, suspect, and defendant in a judicial institution.	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN No. PER-03/MBU/03/2023 In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-03/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises.
4	Tantiem/Insentif Kinerja Tantiem/Performance Incentive		
	Insentif Kinerja Performance Incentive	Memberikan insentif kinerja kepada Direktur Utama sebesar Rp2.969.278.069 dengan ketentuan: a. Insentif Direksi lain 85% dari insentif Dirut b. Insentif Komisaris Utama 45% dari insentif Dirut c. Insentif Komisaris lain 90% dari insentif Komisaris Providing a performance incentive to the President Director of Rp2,969,278,069 with the following conditions: a. incentives for other members of the Board of Directors are 85% of the President Director's incentive. b. incentive for the President Commissioner is 45% of the President Director's incentive'. c. incentives for other Commissioners are 90% of the President Commissioner's incentive.	Memberikan insentif kinerja kepada Direktur Utama sebesar Rp2.969.278.069 dengan ketentuan: a. Insentif Direksi lain 85% dari insentif Dirut b. Insentif Komisaris Utama 45% dari insentif Dirut c. Insentif Komisaris lain 90% dari insentif Komisaris Dibagikan secara proporsional sesuai masa kerja aktif yang bersangkutan. Pajak atas tantiem ditanggung pribadi bukan perusahaan. Providing a performance incentive to the President Director of Rp2,969,278,069 with the following conditions: a. Incentives for other Directors are 85% of the President Director's incentive b. Incentive for the President Commissioner is 45% of the President Director's incentive c. Incentives for other Commissioners are 90% of the President Commissioner's incentive The incentives are distributed proportionally according to the active working period of the respective board. Taxes on the incentives are borne personally and not by the company.
	Long-Term Incentive Long Term Incentive	Tidak diberikan. Not provided	



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and Board of Directors

**JUMLAH NOMINAL/KOMPONEN REMUNERASI
DEWAN KOMISARIS**

Remunerasi Dewan Komisaris tahun 2023 (dalam Rupiah).

**NOMINAL AMOUNT/REMUNERATION
COMPONENT OF BOARD OF DIRECTORS**

Remuneration of Board of Directors in 2023 (in Rupiah).

Uraian Penghasilan Description of Income	Keterangan Description
Honorarium Honorarium	Komisaris Utama: 45% dari gaji Direktur Utama President Commissioner: 45% of the salary of the President Director Komisaris: 90% dari honorarium Komisaris Utama Commissioner: 90% of the honorarium of the President Commissioner

Tunjangan/Fasilitas Allowances/Facilities	Komisaris Utama President Commissioner	Komisaris Commissioner
Pendapatan Bulanan Monthly income		
Honorarium Honorarium	Rp126.900.000	Rp114.210.000
Tunjangan Transportasi Transportation Allowance	Rp25.380.000	Rp22.842.000
Tunjangan Komunikasi Communication Allowance	Rp6.345.000	Rp5.710.500
Pendapatan tahunan Annual income		
Tunjangan Hari Raya Religious Festivity Allowance	Dibayarkan satu kali honorarium Paid 1 (one) time of honorarium	Dibayarkan satu kali honorarium Paid 1 (one) time of honorarium
Asuransi Purnajabatan Pension Insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari Honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.	Premi yang ditanggung oleh Perusahaan sebesar 25% dari Honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.
Tantiem Tantiem	Dibayarkan sebesar 45% dari tantiem Direktur Utama Paid at 45% of the tantiem of the President Director	Dibayarkan sebesar 90% dari tantiem Direktur Utama Paid at 90% of the tantiem of the President Director
Facilities Facilities		
Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, istri/suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, istri/suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years
Bantuan Hukum Legal Aid Facilities	Dibayarkan sesuai pengeluaran Paid according to expenses	Dibayarkan sesuai pengeluaran Paid according to expenses



Daftar Remunerasi Dewan Komisaris selama Tahun 2023

List of the Board of Commissioners Remuneration in 2023

Nama Name	Jabatan Position	Honor Honorarium	Tantiem yang dibayarkan pada 2023 Tantiem paid in 2023
Djoko Sasono	Komisaris Utama (menjabat hingga 19 Juli 2023) President Commissioner (serving until July 19, 2023)	Rp126.900.000	45% dari Tantiem Direktur Utama 45% of the tantiem of the President Director
Novie Riyanto	Komisaris Utama (menjabat hingga 28 Desember 2023) President Commissioner (serving until December 28, 2023)	Rp126.900.000	0
Tri Budi Satriyo	Komisaris Independen (menjabat hingga 19 Juli 2023) Independent Commissioner (serving until July 19, 2023)	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Irfan Wahid	Komisaris Independen Independent Commissioner	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Erwan Agus Purwanto	Komisaris Independen (menjabat sebagai Komisaris Independen hingga 28 Desember 2023 lalu menjabat sebagai Komisaris Utama mulai 28 Desember 2023) Independent Commissioner (serving as Independent Commissioner until December 28, 2023, then serving as President Commissioner from December 28, 2023)	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Danang Parikesit	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Elen Setiadi	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Hidayat Amir	Komisaris (menjabat hingga 28 Desember 2023) Commissioner (serving until December 28, 2023)	Rp114.210.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner

REMUNERASI DIREKSI

PROSEDUR PENETAPAN REMUNERASI

PT Angkasa Pura I menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Direksi ditetapkan sesuai kesepakatan dalam RUPS. Usulan besaran remunerasi Direksi diajukan oleh Dewan Komisaris berdasarkan pertimbangan dari Komite Nominasi dan Remunerasi.

INDIKATOR PENETAPAN REMUNERASI

Berdasarkan Peraturan Menteri BUMN PER-03/MBU/03/2023 Tanggal 20 Maret 2023, indikator penetapan remunerasi Direksi mencakup:

1. Faktor skala usaha
2. Faktor kompleksitas usaha
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan perusahaan
5. Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

REMUNERATION OF THE BOARD OF DIRECTORS

PROCEDURE FOR DETERMINATION OF REMUNERATION

PT Angkasa Pura I sets remuneration for the Board of Directors by referring to the provisions of the Minister of SOEs Regulation. In accordance with the Minister of SOEs Regulation, the amount of income for the Board of Directors is determined according to the agreement in the GMS. The proposed amount of remuneration for the Board of Directors is submitted by the Board of Commissioners based on the considerations of the Nomination and Remuneration Committee.

INDICATORS FOR DETERMINATION OF REMUNERATION

Based on the SOEs Minister Regulation No. PER-03/MBU/03/2023 dated March 20, 2023, indicators for the determination of the Board of Directors' remuneration include:

1. Business scale
2. Business complexity
3. Inflation rate
4. Financial situation and capacity of the company
5. Other relevant factors that do not contradict applicable laws and regulations.



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and Board of Directors

Struktur Remunerasi Anggota Direksi
Remuneration Structure of Members of the Board of Directors

No.	Jenis Penghasilan Income Type	Keterangan Description
1	Gaji Salary	Direktur Utama sebesar 100%. President Director: 100%.
		Direktur sebesar 85% dari gaji Direktur Utama. Director: 85% of the salary of President Director
2	Tunjangan Allowance	
	Hari Raya Keagamaan Religious Festivity Allowance	Anggota Direksi diberikan tunjangan hari raya keagamaan sebesar satu kali gaji setiap tahun. Members of the Board of Directors are provided a religious festivity allowance of one-time salary amount each year.
	Perumahan Housing Allowance	Anggota Direksi diberikan tunjangan perumahan sebesar Rp27.500.000. Members of the Board of Directors are given a housing allowance of Rp27,500,000.
	Asuransi Purnajabatan Pension Insurance	<ol style="list-style-type: none"> Diberikan selama menjabat. Premi yang ditanggung perusahaan adalah maksimal 25% dari gaji dalam 1 tahun. Pemilihan program untuk asuransi purna jabatan ditetapkan oleh masing-masing anggota Direksi yang dikoordinasikan oleh unit yang mengelola fasilitas dan tunjangan anggota Direksi dan anggota Dewan Komisaris. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purnajabatan sudah termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. <ol style="list-style-type: none"> Provided during the term of office. The premium is borne by the company to a maximum of 25% of salary in 1 (one) year. Selection of pension insurance is determined by the individual member of the Board of Directors and coordinated by the unit that manages the facilities and benefits for members of the Board of Directors and members of the Board of Commissioners. The premium, contribution or other relevant terms for pension insurance includes personal accident insurance and life insurance premiums
3	Fasilitas Facilities	
	Kendaraan Vehicle Facility	<ol style="list-style-type: none"> Anggota Direksi hanya berhak atas satu fasilitas kendaraan dari perusahaan. Fasilitas kendaraan termasuk dengan biaya pemeliharaan dan operasional diberikan dengan memperhatikan kondisi keuangan perusahaan. Spesifikasi dan standar kendaraan ditetapkan oleh Menteri. Anggota Direksi yang tidak lagi menjabat wajib mengembalikan kendaraan dinas kepada perseroan dalam jangka waktu paling lambat 30 hari setelah tidak menjabat. <ol style="list-style-type: none"> Members of the Board of Directors are only entitled to one official vehicle from the company. Official vehicle facility including maintenance and operational costs are provided with due regard to the company's financial situation. Official vehicle specifications and standards are determined by the Minister. A member of the Board Directors who is no longer in the office must return the official vehicle to the company no later than 30 days after leaving the office.
	Kesehatan Health Facilities	<ol style="list-style-type: none"> Fasilitas kesehatan diberikan dalam bentuk asuransi kesehatan atau penggantian biaya obat. Fasilitas kesehatan diberikan kepada anggota Direksi serta suami/istri dan maksimal 3 orang anak yang belum mencapai usia 25 tahun dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan. Fasilitas kesehatan diberikan berupa: <ol style="list-style-type: none"> Rawat jalan dan obat; Rawat inap dan obat; Medical check-up dengan ketentuan satu kali setiap tahun dan dilakukan di dalam negeri; Apabila dokter yang merawat memberikan rujukan untuk berobat ke luar negeri, fasilitas kesehatan diberikan secara penuh atau sebagian dengan memperhatikan kemampuan perusahaan. <ol style="list-style-type: none"> Health facilities are provided in the form of health insurance or reimbursement of medical expenses; Health facilities are given to members of the Board of Directors and their husbands/wives and a maximum of 3 children under the age of 25 years and should the children under the age of 25 have married or have worked they are thus not entitled to receive health benefits. Health facilities are provided through: <ol style="list-style-type: none"> Outpatient and medication services. Inpatient and medication services. Annual medical check-ups at domestic establishments; If the treating doctor provides a referral for treatment abroad, health benefits are provided in full or in part with due observance of the Company's capacity.



No.	Jenis Penghasilan Income Type	Keterangan Description
	Bantuan Hukum Legal Aid Facilities	<ol style="list-style-type: none"> 1. Fasilitas bantuan hukum kepada anggota Direksi diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatan anggota Direksi dengan maksud dan tujuan serta kegiatan usaha perusahaan. 2. Fasilitas bantuan hukum diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka dan terdakwa di lembaga peradilan. 3. Jasa kantor pengacara atau konsultan hukum yang dapat dibebankan pembiayaannya adalah untuk satu kantor pengacara/konsultan hukum untuk satu kasus tertentu. 4. Penunjukkan kantor pengacara/konsultan hukum dilakukan oleh perusahaan sesuai dengan ketentuan pengadaan perusahaan. <p>1. Legal aid for members of the Board of Directors is provided in the event of an action taken for and on behalf of the position of members of the Board of Directors with the intent and purpose and business of the company.</p> <p>2. Legal aid is provided in the form of financing for law office/legal consultant which includes the investigative process if named as witness, suspect and defendant in a court course.</p> <p>3. Payment for legal services can be made to the law office/legal consultant for one specific case.</p> <p>4. The appointment of a law office/legal consultant is conducted by the company in accordance with the provisions of company procurement.</p>
	Fasilitas Perumahan Housing Facilities	Dalam hal perusahaan menyediakan rumah jabatan Direksi maka yang bersangkutan wajib mempergunakan rumah tersebut sebagai fasilitas perumahan dan yang bersangkutan tidak diberikan tunjangan perumahan. In the event that the company provides an official residence for a member of the Board of Directors, the member must use the residence as a housing facility and no housing allowance is provided.

Uraian Penghasilan Description of Income	Keterangan Description
Gaji Salary	<p>Direktur Utama: Rp282.000.000 President Director: Rp282,000,000</p> <p>Direktur: 85% dari gaji Direktur Utama Director: 85% of the salary of the President Director</p>

Tunjangan/Fasilitas Allowances/Facilities	Direktur Utama President Director	Direktur Director
Pendapatan Bulanan Monthly income		
Gaji pokok Basic Salary	Rp282.000.000	Rp239.700.000
Tunjangan Perumahan Housing Allowance	Rp27.500.000	Rp27.500.000
Pendapatan tahunan Annual income		
Tunjangan Hari Raya Religious Festivity Allowance	Dibayarkan satu kali honorarium Paid 1 (one) time of honorarium	Dibayarkan satu kali honorarium Paid 1 (one) time of honorarium
Asuransi Purnajabatan Pension Insurance	Premi yang ditanggung oleh perusahaan sebesar 25% dari honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.	Premi yang ditanggung oleh perusahaan sebesar 25% dari honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.
Tantiem Tantiem	Dibayarkan sesuai proporsional Proportionally paid	Dibayarkan sebesar 85% dari tantiem Direktur Utama Paid at 85% of the tantiem of the President Director



KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and Board of Directors

Tunjangan/Fasilitas Allowances/Facilities	Direktur Utama President Director	Direktur Director
Facilities Facilities		
Kendaraan Vehicle Facility	Satu unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit including maintenance cost and operational cost with due observance of the company's financial condition	Satu unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit including maintenance cost and operational cost with due observance of the company's financial condition
Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Direksi, istri/suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Director, their wife/husband and no more than 3 children under the age of 25 years	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, istri/suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years
Bantuan Hukum Legal Aid Facilities	Dibayarkan sesuai pengeluaran Paid according to expenses	Dibayarkan sesuai pengeluaran Paid according to expenses

Daftar Remunerasi Direksi selama Tahun 2023
List of the Board of Directors Remuneration in 2023

Nama Name	Jabatan Position	Gaji per Bulan Monthly Salary	Tantiem 2023 Tantiem 2023
Faik Fahmi	Direktur Utama (menjabat hingga 28 Desember 2023) President Director (serving until December 28, 2023)	Rp282.000.000	100%
Dendi T. Danianto	Direktur Komersial dan Pelayanan (menjabat hingga 28 Desember 2023) Commercial and Service Director (serving until December 28, 2023)	Rp239.700.000	85% dari tantiem Direktur Utama 85% of the tantiem of the President Commissioner
Israwadi	Direktur Human Capital (menjabat hingga 28 Desember 2023) Human Capital Director (serving until December 28, 2023)	Rp239.700.000	85% dari tantiem Direktur Utama 85% of the tantiem of the President Commissioner
Lukman F. Laisa	Direktur Teknik (menjabat hingga 23 Oktober 2023) Technical Director (serving until October 23, 2023)	Rp239.700.000	85% dari tantiem Direktur Utama 85% of the tantiem of the President Commissioner
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko (menjabat hingga 11 September 2023) Finance and Risk Management Director (serving until September 11, 2023)	Rp239.700.000	85% dari tantiem Direktur Utama 85% of the tantiem of the President Commissioner
Wendo Asrul Rose	Direktur Operasi (menjabat hingga 5 Mei 2023) Operations Director (serving until May 5, 2023)	Rp239.700.000	85% dari tantiem Direktur Utama 85% of the tantiem of the President Commissioner
Yanindya Bayu Wirawan	Direktur Keuangan dan Manajemen Risiko (menjabat pada periode 24 Oktober 2023 s.d. 28 Desember 2023) Finance and Risk Management Director (serving from October 24 to December 28, 2023)	Rp239.700.000	0
MMA. Indah Preastuty	Direktur Operasi (mulai menjabat sebagai Direktur Operasi sejak 5 Mei 2023 dan menjabat sebagai Direktur Utama sejak 28 Desember 2023) Operations Director (commenced serving as Operations Director on May 5, 2023 and has been serving as President Director since December 28, 2023)	Rp239.700.000	0



KOMITE AUDIT AUDIT COMMITTEE

Di bawah Dewan Komisaris terdapat Komite Audit yang membantu melaksanakan fungsi pengawasan terhadap kinerja Direksi dan memberi nasihat kepada Direksi. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Komite Audit PT Angkasa Pura I terdiri dari 1 orang ketua dan 1 orang wakil ketua yang berasal dari anggota Dewan Komisaris, serta dibantu oleh 2 anggota dari luar perusahaan yang harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan, dan memahami industri/bisnis perusahaan.

DASAR PEMBENTUKAN KOMITE AUDIT

Pembentukan Komite Audit mengacu pada peraturan berikut:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
4. Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia;
5. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
6. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
7. POJK Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
8. Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 oleh Komite Nasional Kebijakan Governance;
9. *Board Manual* PT Angkasa Pura I.

PIAGAM KOMITE AUDIT

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Audit berpedoman pada Piagam (*charter*) Komite Audit PT Angkasa Pura I yang telah disahkan oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No. KEP.06/DK.API/2022 tahun 2022 tentang Piagam Komite Audit (*Committee Audit Charter*).

Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

Audit Committee is under the Board of Commissioners and has duties to assist the Board of Commissioners in performing its supervisory function and providing advice to the Board of Directors. The Audit Committee members are appointed and dismissed by the Board of Commissioners and report to the General Meeting of Shareholders. The Audit Committee of PT Angkasa Pura I consists of 1 (one) Chairman and 1 (one) Vice Chairman who are members of the Board of Commissioners, and is assisted by 2 (two) members from outside the company who must have an educational background or expertise in accounting or finance, and understand the company's industry/business.

BASIS FOR ESTABLISHMENT OF THE AUDIT COMMITTEE

The establishment of the Audit Committee refers to the following regulations:

1. Law No. 19 of 2003 on State-Owned Enterprises;
2. Law No. 40 of 2007 on Limited Liability Companies;
3. Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
4. Government Regulation No. 104 of 2021 on the addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Aviawi Pariwisata Indonesia;
5. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
6. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;
7. Financial Services Authority Regulation (POJK) No. 55/POJK.04/2015 on the Establishment and Implementation Guidelines of Audit Committees;
8. Indonesian General Guidelines of Good Corporate Governance issued by the National Committee on Governance Policy 2006;
9. Board Manual of PT Angkasa Pura I.

AUDIT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Audit Committee is guided by the Audit Committee Charter of PT Angkasa Pura I, ratified by the Board of Commissioners through Board of Commissioners Decree No. KEP.06/DK.API/2022 on the Audit Committee Charter.

The charter specifies provisions that must be complied with in the establishment and implementation of Audit Committee activities in order to work in an independent, objective, transparent and accountable manner.



TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas dan tanggung jawab Komite Audit yang tertuang dalam Piagam Komite Audit yaitu:

1. Laporan Keuangan

- a. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan seperti laporan keuangan, proyeksi, dan informasi keuangan lainnya.
- b. Melakukan penelaahan bersama Manajemen, Internal Audit dan Akuntan Publik, KAP atau Tim KAP atas hasil audit termasuk kesulitan yang dihadapi.
- c. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan Publik, KAP atau Tim Audit dari KAP atas jasa yang diberikannya.
- d. Melakukan penelaahan atas laporan tahunan untuk meyakinkan kecukupan, konsistensi dan keakuratan informasi.

2. Pengendalian Internal

Melakukan pemantauan dan penelaahan atas:

- a. Sistem pengendalian internal perusahaan yang baku sesuai dengan praktik terbaik yang berlaku.
- b. Laporan hasil pemeriksaan unit Internal Audit dan auditor eksternal yang memeriksa perusahaan guna memastikan bahwa pengendalian internal sudah dilakukan dengan baik.
- c. Pelaksanaan tindak lanjut Direksi atas hasil temuan unit Internal Audit dan auditor eksternal.
- d. Kecukupan pengendalian internal di perusahaan dan/atau entitas lain di mana perusahaan memiliki kepentingan.

3. Internal Audit

- a. Melakukan penelaahan atas rencana audit, ruang lingkup, dan anggaran unit Internal Audit dan memberikan rekomendasi kepada Dewan Komisaris.
- b. Memantau efektivitas internal audit perusahaan.
- c. Memberikan pendapat dan saran kepada Dewan Komisaris untuk bahan pertimbangan dalam memberikan persetujuan terhadap pengangkatan dan pemberhentian Kepala Internal Audit.
- d. Melakukan penelaahan terhadap setiap laporan Internal Audit yang disampaikan kepada Dewan Komisaris c.q. Komite Audit, termasuk setiap laporan penyimpangan yang disampaikan kepada Direksi.
- e. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh Auditor Internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal.

4. Auditor Independen

- a. Memberikan rekomendasi atas penunjukan Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) yang akan mengaudit laporan keuangan perusahaan kepada

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee as outlined in the Audit Committee Charter are as follows:

1. Financial Reporting

- a. Review of financial information to be released by the Company, such as financial statements, financial projections, and other reports relating to the financial information of the Company;
- b. Conduct a joint review with Management, Internal Audit and Public Accountants, Public Accounting Firm (PAF) or PAF Team on the audit results, including the difficulties encountered.
- c. Provide independent advice/resolution to any disagreements between management and external auditor, Public Accounting Firm (PAF) or PAF team regarding the services rendered;
- d. Review annual report to ensure sufficiency, consistency, and accuracy of information.

2. Internal Control

Conducting monitoring and review of

- a. The company's standard internal control system in accordance with best practices.
- b. Audit results of Internal Audit unit and External Auditor of the company to ensure effective internal control.
- c. Implementation of the Board of Directors' follow-up on the findings of Internal Audit Unit and external auditor.
- d. Adequacy of internal control in the company and/or other entities in which the company has an interest.

3. Internal Audit

- a. Review audit plan, scope, and budget of Internal Audit Unit and provide recommendations to the Board of Commissioners.
- b. Monitor the effectiveness of the company's internal audit.
- c. Provide opinions and recommendations to the Board of Commissioners for consideration in approving the appointment and dismissal of the Head of Internal Audit.
- d. Review all Internal Audit reports submitted to the Board of Commissioners through the Audit Committee, including any reports of irregularities submitted to the Board of Directors.
- e. Review the implementation of audit by Internal Auditor and oversee the implementation of follow-up actions by the Board of Directors in response to Internal Auditor findings.

4. Independent Auditor

- a. Provide recommendations on the appointment of a Public Accountant (PA) and a Public Accounting Firm (PAF) to audit the company's financial statements to the



Dewan Komisaris untuk disampaikan dalam RUPS. Dalam Menyusun rekomendasi tersebut, Komite Audit dapat mempertimbangkan:

- 1) Independensi AP, KAP, dan orang dalam KAP;
- 2) Ruang lingkup audit;
- 3) Imbalan jasa audit;
- 4) Keahlian dan pengalaman AP, KAP, dan tim audit dari KAP;
- 5) Metodologi, teknik, dan sarana audit yang digunakan KAP;
- 6) Manfaat *fresh eye perspectives* yang akan diperoleh melalui penggantian AP, KAP, dan tim audit dari KAP;
- 7) Potensi risiko atas penggunaan jasa audit oleh KAP yang sama secara berturut-turut untuk kurun waktu yang cukup panjang; dan/atau;
- 8) Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya, apabila ada.

- b. Mengusulkan pemberhentian AP, KAP, atau tim audit dari KAP apabila dalam melaksanakan tugasnya yang bersangkutan tidak memenuhi standar dan ketentuan yang berlaku.
- c. Dalam hal AP dan/atau KAP yang telah diputuskan oleh RUPS tidak dapat menyelesaikan pemberian jasa audit atas informasi keuangan historis tahunan pada periode penugasan profesional, penunjukkan AP dan/atau KAP pengganti dilakukan oleh Dewan Komisaris setelah mendapatkan persetujuan RUPS dengan memperhatikan rekomendasi Komite Audit.
- d. Melakukan evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan/atau KAP.
- e. Melakukan penelaahan dan pemantauan atas:
 - 1) Temuan yang signifikan dari hasil pemeriksaan auditor eksternal serta institusi pemeriksa lainnya.
 - 2) Tindak lanjut *auditee* terhadap hasil pemeriksaan yang dilakukan oleh auditor eksternal.
- f. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Direksi dan Akuntan atas jasa yang diberikan.

5. Kepatuhan

Melakukan pemantauan dan penelaahan atas:

- a. Kepatuhan perusahaan terhadap peraturan perundang-undangan, baik internal maupun eksternal yang berkaitan dengan kegiatan usaha perusahaan.
- b. Laporan hasil pemeriksaan yang terkait dengan kepatuhan perusahaan terhadap peraturan perundang-undangan internal dan eksternal yang diterbitkan oleh unit Internal Auditor dan auditor eksternal.
- c. Kesesuaian laporan keuangan dengan standar akuntansi yang berlaku.
- d. Potensi benturan kepentingan perusahaan.

Board of Commissioners for submission to the General Meeting of Shareholders. The considerations in the recommendations for PA and PAF are as follows:

- 1) Independence of PA, PAF, and PAF Insiders ;
- 2) Scope of audit ;
- 3) Fee for audit services;
- 4) Expertise and experience of PA, PAF and Audit Team from PAF ;
- 5) Audit methodology, techniques, and tools used by PAF;
- 6) Benefits of fresh eye perspectives that will be obtained through the replacement of PA, PAF, and Audit Team from PAF;
- 7) The potential risk of using audit services by the same PAF in consecutive for a fairly long period; and/or
- 8) The evaluation of provision of audit services on annual historical financial information by PA and PAF in the previous period, if any.

- b. Propose the dismissal of PA, PAF, or Audit Team from PAF if they do not meet the applicable standards and regulations in carrying out their duties.
- c. In the event that the PA and/or PAF that have been decided by the GMS cannot complete the grant of audit services to annual historical financial information during the professional assignment period, appointment of AP and/or replacement PAF shall be conducted by the Board of Commissioners after obtaining approval of the GMS by taking into account the recommendations of the Audit Committee.
- d. Evaluate the implementation of audit services for annual historical financial information by the PA and/or PAF in the previous period.
- e. Conduct review and monitoring of:
 - 1) Significant findings from the audit results of external auditor and other auditing institutions.
 - 2) Auditee's follow-up on the audit results conducted by external auditor.
- f. Provide an independent opinion in the event of disagreement

5. Compliance

Conducting monitoring and review of:

- a. The company's compliance with internal and external regulations related to the company's business activities.
- b. Audit reports on the company's compliance with internal and external regulations issued by Internal Auditor and External Auditor Units.
- c. Conformity of financial statements with applicable accounting standards.
- d. Potential conflicts of interest within the company.



6. Pengaduan Akuntansi dan Pelaporan

Komite Audit akan melakukan penelaahan atas pengaduan atau pelaporan dugaan pelanggaran terkait laporan keuangan dan perusahaan lainnya yang disampaikan langsung oleh *stakeholders* dan pemegang saham melalui Komite Audit maupun Dewan Komisaris serta langkah penanganannya/tindaklanjutnya dapat melalui mekanisme kebijakan *whistleblowing system* yang telah ditetapkan perusahaan atau melaksanakan penelaahan sendiri melalui bantuan SPI sebagai Internal Auditor dan/atau tenaga ahli independen/auditor eksternal. Kegiatan atas penelaahan dan penanganan atas pengaduan atau pelaporan dugaan pelanggaran terkait laporan keuangan dan perusahaan lainnya dapat dimasukkan dalam program kerja Komite Audit setiap tahunnya.

7. Penugasan Lainnya

- Melakukan identifikasi hal-hal yang memerlukan perhatian Komisaris serta tugas-tugas Komisaris lainnya.
- Melaksanakan aktivitas pengawasan lainnya sesuai penugasan dari Dewan Komisaris.

Komite Audit bertanggung jawab kepada Komisaris. Pertanggungjawaban Komite Audit kepada Komisaris disampaikan dalam bentuk laporan berkala (triwulanan dan tahunan) serta laporan pelaksanaan tugas dalam hal mendapat penugasan khusus dari Komisaris. Komite Audit wajib menjaga kerahasiaan dokumen, data, dan informasi perusahaan.

WEWENANG KOMITE AUDIT

Dalam melaksanakan tugasnya, Komite Audit mempunyai wewenang sebagai berikut:

- Mengakses seluruh informasi yang relevan (dokumen, data, dan informasi emiten atau perusahaan publik tentang karyawan, dana, aset, dan sumber daya) baik di perusahaan dan/atau entitas lain di mana perusahaan memiliki kepentingan sepanjang informasi tersebut terkait dengan tugas dan fungsi Komite Audit;
- Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntan terkait tugas dan tanggung jawab Komite Audit;
- Komite Audit dengan persetujuan Dewan Komisaris dapat melibatkan tenaga ahli dan profesional lain yang independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) atas beban perusahaan;
- Memberikan saran, pendapat, dan masukan kepada Manajemen terkait penyempurnaan pengelolaan pengendalian internal perusahaan, *good corporate governance* (GCG), dan peningkatan kinerja perusahaan;
- Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

6. Complaint Handling and Reporting

The Audit Committee reviews complaints or reporting regarding alleged violations related to financial reporting and other company matters submitted directly by stakeholders and shareholders through the Audit Committee and Board of Commissioners. Complaint handling is carried out in accordance with the Company's whistleblowing system policy or by conducting self-reviews with the assistance of Internal Supervisory Unit as Internal Auditor and/or independent/external auditor.

7. Other Assignments

- Identify issues that require the attention of the Commissioners and other duties of the Board of Commissioners.
- Carry out other supervisory activities as assigned by the Board of Commissioners.

The Audit Committee is accountable to the Commissioners. The Audit Committee's accountability to the Commissioners is conveyed in the form of periodic reports (quarterly and annually) and task execution reports in the event of specific assignments from the Commissioners. The Audit Committee must maintain the confidentiality of the company's documents, data, and information.

AUTHORITY OF THE AUDIT COMMITTEE

In carrying out its duties, the Audit Committee has the following authority:

- Access all relevant information (documents, data, and information on employees, funds, assets, and resources) both in the company and/or other entities where the company has interests, as long as the information is related to the duties and functions of the Audit Committee;
- Communicate directly with employees, including the Board of Directors and parties conducting the functions of internal audit, risk management, and with the Accountant in relation to the duties and responsibilities of the Audit Committee;
- With the approval of the Board of Commissioners, the Audit Committee may involve independent experts and professionals outside of the members of Audit Committee required to assist the execution of their duties (if necessary) at the company's expense;
- Provide advice, opinions, and input to management regarding the improvement of the company's internal control management, good corporate governance (GCG), and performance enhancement;
- Carry out other authority mandated by the Board of Commissioners.



Struktur, Keanggotaan, dan Keahlian Komite Audit

Organizational Structure, Membership and Expertise of The Audit Committee

Nama Name	Posisi Position	Dasar Penunjukkan Basis of Appointment	Rangkap Jabatan Concurrent Position
Erwan Agus Purwanto	Ketua Chairman	Keputusan Dewan Komisaris No. KEP-02/DK.AP.I/2020 Tanggal 26 Maret 2020 Decree of the Board of Commissioners No. KEP- 02/ DK.AP.I/2020 dated March 26, 2020	Komisaris Independen Independent Commissioner
Hidayat Amir	Wakil Ketua Vice Chairman	Keputusan Dewan Komisaris No. KEP-13/DK.AP.I/2022, Tanggal 13 Desember 2022 Decree of the Board of Commissioners No. KEP- 13/ DK.AP.I/2022, dated December 13, 2022	Komisaris Commissioner
Prayudhi P. Kesuma	Anggota Member	Keputusan Dewan Komisaris No. KEP-08/DK.AP.I/2020 Tanggal 21 Oktober 2020 Decree of the Board of Commissioners No. KEP- 08/ DK.AP.I/2020 dated October 21, 2020	Pihak independen ahli akuntansi dan audit, bisnis, dan manajemen perusahaan Independent expert in accounting and auditing, business, and corporate management
Marta Kurniawan	Anggota Member	Keputusan Dewan Komisaris No. KEP-03/DK.AP.I/2022 Tanggal 28 April 2022 Decree of the Board of Commissioners No. KEP- 03/ DK.AP.I/2022 dated April 28, 2022	Pihak independen ahli akuntansi dan audit, bisnis dan manajemen perusahaan Independent expert in accounting and auditing, business, and corporate management
Warlan	Anggota Member	Keputusan Dewan Komisaris No. KEP-10/DK.AP.I/2023 Tanggal 20 Oktober 2023 Decree of the Board of Commissioners No. KEP- 10/ DK.AP.I/2023 dated October 20, 2023	Pihak independen ahli penilai, akuntansi dan audit, bisnis dan manajemen perusahaan Independent expert in appraisal, accounting and auditing, business, and corporate management





PROFIL, KUALIFIKASI PENDIDIKAN, DAN PENGALAMAN KERJA

PROFILE, EDUCATIONAL BACKGROUND, AND WORK EXPERIENCE



ERWAN AGUS PURWANTO
Ketua Komite Audit
Chairman of the Audit Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

55 tahun per Desember 2023
55 years old as of December 2023

Profil

Profile

- Lulus tahun 1992 dari Universitas Gadjah Mada Yogyakarta, lalu memperoleh gelar Magister dari Universitas Gadjah Mada 1997, dan Program Doktor di Universitas Van Amsterdam tahun 2004.
- Menjabat sebagai Komisaris Independen PT Angkasa Pura I pada 20 Maret 2020.
- Informasi lengkap mengenai jabatan rangkap, pengalaman kerja, periode jabatan telah dituangkan dalam sub bab 'Profil Dewan Komisaris'
- Graduated in 1992 from Gadjah Mada University Yogyakarta, then obtained a Master Degree from Gadjah Mada University in 1997, and Doctorate Degree at the University of Amsterdam in 2004.
- Serving as Independent Commissioner of PT Angkasa Pura I since March 20, 2020.
- Further information on concurrent positions, work experience, and tenure is outlined in the sub-chapter 'Board of Commissioners' Profile.'



HIDAYAT AMIR
Wakil Ketua Komite Audit
Vice Chairman of the Audit Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

50 tahun per Desember 2023
50 years old as of December 2023

Profil

Profile

- Lulus tahun 2000 dari Universitas Indonesia, menyelesaikan S2 Program Master Sains Ekonomi di Universitas Indonesia Pada tahun 2004, dan S3 di University of Queensland, Australia, pada 2012.
- Menjabat sebagai Komisaris PT Angkasa Pura I pada 21 November 2022.
- Informasi lengkap mengenai jabatan rangkap, pengalaman kerja, periode jabatan telah dituangkan dalam sub bab 'Profil Dewan Komisaris'
- Graduated in 2000 from the University of Indonesia, completed a Master Degree in Economic Science at the University of Indonesia in 2004, and a Doctorate Degree at the University of Queensland Australia in 2012.
- Serving as Commissioner of PT Angkasa Pura I since November 21st 2022.
- Further information on concurrent positions, work experience, and tenure is outlined in the sub-chapter 'Board of Commissioners' Profile.'



PRAYUDHI P. KESUMA
Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Usia

Age
52 tahun per Desember 2023
52 years old as of December 2023

Profil

Profile

- Memperoleh gelar Sarjana Ekonomi Akuntansi Universitas Trisakti pada tahun 1996.
- Sebelum menjadi anggota Komite Audit PT Angkasa Pura I, beliau menjabat sebagai Kepala Divisi Internal Audit PT Indocement Tunggul Prakarsa Tbk.
- Obtained a Bachelor Degree of Economics in Accounting from Trisakti University in 1996.
- Prior to becoming a member of the Audit Committee of PT Angkasa Pura I, he served as Head of the Internal Audit Division of PT Indocement Tunggul Prakarsa Tbk.



WARLAN
Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Usia

Age
47 tahun per Desember 2023
47 years old as of December 2023

Profil

Profile

- Lulus Universitas Terbuka pada tahun 2003 dan memperoleh gelar Sarjana Ekonomi. Menyelesaikan Diploma IV Akuntansi di Sekolah Tinggi Akuntansi Negara pada tahun 2005 dan memperoleh gelar Sarjana Sains Terapan. Memperoleh gelar Magister dari Universitas Gadjah Mada tahun 2009.
- Selain menjabat sebagai anggota Komite Dewan Komisaris, sampai saat ini masih menjabat fungsional Penilai Pemerintah Ahli Madya pada Kementerian Keuangan.
- Graduated from the Universitas Terbuka in 2003 and obtained a Bachelor's degree in Economics. Completed Diploma IV in Accounting at the State College of Accountancy in 2005 and obtained a Bachelor of Applied Science degree. Obtained a Master's degree from Gadjah Mada University in 2009.
- Apart from serving as a member of the Board of Commissioners Committee, currently he still serves as an Intermediate Expert Government Appraiser at the Ministry of Finance.




MARTA KURNIAWAN
Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan
Citizenship
Warga Negara Indonesia
Indonesian Citizen

Usia
Age
38 tahun per Desember 2023
38 years old as of December 2023

Profil

Profile

- Menyelesaikan Diploma III Akuntansi di Sekolah Tinggi Akuntansi Negara pada tahun 2006, dan memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Indonesia pada tahun 2009.
- Sebelum menjadi anggota Komite Audit PT Angkasa Pura I, beliau menjabat sebagai Sekretaris Dewan Komisaris PT ASDP Indonesia Ferry (Persero), Sekretaris Dewan Komisaris PT PPA (Persero), dan Komite Audit PTPN XII (Persero).
- Selain menjabat sebagai anggota Komite Audit, sampai saat ini masih menjabat fungsional Ahli Muda Penata Kelola Perusahaan Negara pada Kementerian BUMN.
- Completed a Diploma Degree in Accounting at the State College of Accountancy in 2006, and earned a Bachelor of Economics in Accounting from the University of Indonesia in 2009.
- Prior to becoming a member of the Audit Committee of PT Angkasa Pura I, he served as Secretary to the Board of Commissioners of PT ASDP Indonesia Ferry (Persero), Secretary to the Board of Commissioners of PT PPA (Persero), and the Audit Committee of PTPN XII (Persero).
- Apart from serving as a member of the Audit Committee, as of now he still serves as the functional Junior Expert for State Enterprise Management at the Ministry of SOEs of the Republic of Indonesia.

PERIODE DAN MASA JABATAN

1. Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris/Dewan Pengawas paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris/Dewan Pengawas untuk memberhentikan sewaktu-waktu.
2. Anggota Komite Audit yang merupakan anggota Dewan Komisaris, berhenti dengan sendirinya apabila masa jabatannya sebagai Dewan Komisaris berakhir.
3. Dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Audit berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite Audit wajib diganti oleh anggota Dewan Komisaris lainnya dalam waktu yang paling lambat 30 (tiga puluh) hari;
4. Untuk menjaga kesinambungan pelaksanaan tugas Komite Audit, pemberhentian dan penggantian/pengangkatan anggota Komite Audit dapat dilakukan secara bertahap (tidak bersamaan) dan dilaporkan kepada Rapat Umum Pemegang saham (RUPS);

PERIOD AND TERM OF OFFICE

1. The term of office for members of the Audit Committee who are not members of the Board of Commissioners/Supervisory Board is no longer than 3 (three) years and can be extended once for a maximum of 2 (two) years, without prejudice to the right of the Board of Commissioners/Supervisory Board to dismiss them at any time.
2. Term of Office of Members of the Audit Committee who are members of the Board of Commissioners shall cease automatically when their term of office as a member of the Board of Commissioner ends.
3. In the event that a member of the Board of Commissioners who serves as the Chairman of the Audit Committee ceases to be a Member of the Board Commissioners, the Chairman of the Audit Committee shall be replaced by another member of the Board of Commissioners no later than 30 (thirty) days;
4. To maintain the continuity of the Audit Committee's duties, the dismissal and replacement/appointment of members of the Audit Committee can be carried out gradually (not simultaneously) and reported to the General Meeting of Shareholders (GMS);



5. Perusahaan melalui *Corporate Secretary* wajib menyampaikan kepada Otoritas Jasa Keuangan, informasi mengenai pengangkatan dan pemberhentian Komite Audit dalam jangka waktu paling lama 2 (dua) hari setelah pengangkatan dan pemberhentian.

INDEPENDENSI KOMITE AUDIT

Komite Audit menjalankan peran secara objektif berdasarkan pertimbangan keahliannya secara profesional. Dalam rangka menjaga objektivitas tersebut, Komite Audit harus berasal dari pihak yang independen, yaitu pihak yang tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perusahaan (*conflict of interest*) baik dengan pemegang saham dan pengurus (Dewan Komisaris dan Direksi) maupun dengan perusahaan.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

Informasi pelatihan ketua dan anggota komite yang juga merupakan Komisaris perusahaan, dapat dilihat pada bab Dewan Komisaris.

1. Audit Teknologi Informasi, Pelatihan GRC Masterclass Program 2023, penyelenggara BMLI, tanggal 27 Juni 2023;
2. Sosialisasi Juknis Komposisi dan Kualifikasi Organ Pengelola Risiko, penyelenggara Kementerian BUMN, tanggal 13 Juni 2023.
3. Sosialisasi Penerapan GCG, Kementerian BUMN, tanggal 5 Juli 2023.
4. Sosialisasi Pemingkat BUMN & Anak Perusahaan BUMN oleh Pefindo, Kementerian BUMN, tanggal 14 September 2023.
5. ESG for Boards Governance, BLMI GRC Masterclass Kementerian BUMN, tanggal 27 September 2023.
6. GRC Integrated Information For Supervisory Board, BLMN GRC Masterclass Kementerian BUMN, tanggal 5 Oktober 2023.
7. Certified Risk Management Profesional Advance (CRMPA), Dilatih.Co. Kementerian BUMN, tanggal 16-17 Oktober 2023.
8. Seminar Nasional Ikatan Komite Audit Indonesia (IKAI), tanggal 19 Oktober 2023;
9. Sosialisasi Petunjuk Teknis dari Kementerian BUMN, dengan agenda: (1) Penyusunan KPI pada BUMN; (2) Proses Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio BUMN; (3) Pelaporan Manajemen Risiko BUMN, tanggal 14 November 2023

5. The company, through the Corporate Secretary, shall provide the Financial Services Authority with information on the appointment and dismissal of the Audit Committee no later than 2 (two) days after the appointment and dismissal.

INDEPENDENCE OF THE AUDIT COMMITTEE

The Audit Committee performs its duties objectively based on professional expertise. To maintain objectivity, the Audit Committee must be composed of an independent party with no personal interests or relationships that could have a negative impact and conflict of interest with shareholders, management (Board of Commissioners and Directors) and the company.

TRAINING AND/OR COMPETENCY ENHANCEMENT

Information on the training of the Chairman and committee members who are also Commissioners of the company can be found in the Board of Commissioners section.

1. Information Technology Audit, GRC Masterclass Program 2023 Training, organized by BMLI, June 27, 2023;
2. Dissemination of Technical Guidelines for the Composition and Qualifications of Risk Management Organs, organized by the Ministry of SOEs, on June 13, 2023.
3. Dissemination of GCG Implementation, Ministry of SOEs, July 5 2023.
4. Dissemination of SOEs Ratings & SOEs Subsidiaries by Pefindo, Ministry of SOEs, on September 14, 2023.
5. ESG for Boards Governance, BLMI GRC Masterclass Ministry of SOEs, September 27, 2023.
6. GRC Integrated Information For Supervisory Board, BLMN GRC Masterclass Ministry of SOEs, October 5 2023.
7. Certified Risk Management Professional Advance (CRMPA), Trained.Co. Ministry of SOEs, October 16-17, 2023.
8. National Seminar of the Indonesian Audit Committee Association (IKAI), October 19, 2023;
9. Dissemination of Technical Instructions from the Ministry of SOEs, with the agenda: (1) Preparation of KPIs for SOEs; (2) Risk Management Process and Aggregation in the SOEs Portfolio Risk Taxonomy; (3) SOEs Risk Management Reporting, November 14, 2023



INDEPENDENSI KOMITE AUDIT

Seluruh anggota Komite Audit menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT KOMITE AUDIT

1. Rapat Komite Audit dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota.
2. Komite Audit mengadakan rapat sekurang-kurangnya setiap bulan sekali, dan dapat mengundang Direksi atau perwakilan manajemen dalam pelaksanaannya.
3. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.
4. Setiap rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir.
5. Risalah rapat sebagaimana dimaksud pada poin (4) di atas disampaikan secara tertulis kepada Dewan Komisaris.
6. Kehadiran anggota Komite Audit dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Audit.

INDEPENDENCE OF THE AUDIT COMMITTEE

All members of the Audit Committee must carry out their duties and responsibilities in an objective, professional, and independent manner without being influenced by affiliate relationships that may cause negative impacts or conflicts of interest with committee members and shareholders, the Board of Commissioners, the Board of Directors, or the company.

AUDIT COMMITTEE MEETING FREQUENCY POLICY AND IMPLEMENTATION:

1. The Audit Committee meeting may be held if attended by more than 1/2 (one half) of the total number of the Audit Committee members.
2. The Audit Committee shall hold meetings at least once a month, and may invite the Board of Directors or management representatives.
3. Decisions of the Audit Committee meeting can be made based on deliberation and consensus.
4. The minutes of every Audit Committee meeting shall be documented and signed by all attending Audit Committee members.
5. The minutes of the meeting as referred to in item (4) above shall be submitted in writing to the Board of Commissioners.
6. The attendance of Audit Committee members at the meeting is reported in the quarterly and annual reports of the Audit Committee.

Frekuensi dan Tingkat Kehadiran Anggota Komite Audit dalam Rapat
Frequency and Attendance Rate of Audit Committee Members at Meetings

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Erwan Agus Purwanto	Ketua Chairman	12	12	100%
Hidayat Amir	Wakil Ketua Vice Chairman	12	12	100%
Prayudhi P. Kesuma	Anggota Member	9	9	100%
Marta Kurniawan	Anggota Member	12	12	100%
Warlan	Anggota Member	3	3	100%

Agenda Rapat Komite Audit Audit Committee Meeting Agenda

No.	Tanggal Rapat Date	Agenda
1	30 Januari 2023 January 30, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Januari 2023; 2. Evaluasi pengendalian internal dan tindaklanjut temuan auditor internal dan eksternal periode triwulan iv tahun 2022. 3. Evaluasi atas usulan penghapusbukuan aktiva tetap umur ekonomis sampai dengan 5 (lima) tahun di area eks. terminal lama Bandara Jenderal Ahmad Yani Semarang. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of January 2023; 2. Evaluation of internal control and follow-up to internal and external auditor findings for the fourth quarter of 2022. 3. Evaluation of the proposal to write off fixed assets with an economic life of up to 5 (five) years in the ex. area of Jenderal Ahmad Yani Airport Semarang's old terminal.
2	27 Februari 2023 February 27, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Februari 2023; 2. Evaluasi atas usulan penghapusbukuan aktiva tetap umur ekonomis sampai dengan 5 (lima) tahun di area eks. terminal lama Bandara Jenderal Ahmad Yani Semarang. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of February 2023; 2. Evaluation of the proposal to write off fixed assets with an economic life of up to 5 (five) years in the ex. area of Jenderal Ahmad Yani Airport Semarang's old terminal.
3	23 Maret 2023 March 23, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Maret 2023; 2. Penyampaian laporan pengelolaan WBS semester II tahun 2022. 3. Permohonan persetujuan pembaharuan komitmen bersama tentang penerapan SMAP tahun 2023. 4. Evaluasi <i>closing meeting</i> audit dalam rangka audit Tahun Buku 2022 oleh KAP E&Y. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of March 2023; 2. Submission of WBS management report semester ii 2022. 3. Request for approval of renewal of joint commitment regarding the implementation of SMAP in 2023. 4. Evaluation of the audit closing meeting in the context of the 2022 Fiscal Year audit by PAF E&Y.
4	28 April 2023 April 28, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan April 2023; 2. Evaluasi atas pelaksanaan audit oleh KAP atas laporan <i>audited</i> Tahun Buku 2022. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of April 2023; 2. Evaluation of the audit implementation by PAF on the audited report for the 2022 Fiscal Year.
5	31 Mei 2023 May 31, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Mei 2023; 2. Laporan kunjungan kerja Dewan Komisaris ke Bandara Komodo Labuan Bajo. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of May 2023; 2. Report on the Board of Commissioners' working visit to Komodo Airport Labuan Bajo.
6	26 Juni 2023 June 26, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Juni 2023; 2. Rencana penggabungan anak perusahaan. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of June 2023; 2. Subsidiary merger plan.
7	31 Juli 2023 July 31, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Juli 2023; 2. Pengadaan kantor akuntan publik (KAP) untuk pelaksanaan <i>general audit</i> laporan keuangan konsolidasian PT Aviasi Pariwisata Indonesia (Persero), PT Angkasa Pura I, dan PT Angkasa Pura II tahun buku 2023. 3. <i>Site visit</i> dalam rangka usulan permohonan persetujuan atas usulan penghapusbukuan aset tetap di lingkungan PT Angkasa Pura I periode tahun 2023. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of July 2023; 2. Procurement of a public accounting firm (PAF) to carry out the general audit of the consolidated financial reports of PT Aviasi Wisata Indonesia (Persero), PT Angkasa Pura I, and PT Angkasa Pura II for the 2023 fiscal year. 3. Site visit in the framework of the proposed application for approval of the proposed write-off of fixed assets within PT Angkasa Pura I for the 2023 period.



No.	Tanggal Rapat Date	Agenda
8	28 Agustus 2023 August 28, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Agustus 2023; 2. Usulan permohonan persetujuan atas usulan penghapusbukuan aset tetap di lingkungan PT Angkasa Pura I periode tahun 2023. 3. Usulan revisi RKAP tahun 2023. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of August 2023; 2. Proposed application for approval of the proposal to write off fixed assets within PT Angkasa Pura I for the 2023 period. 3. Proposed revision of the 2023 CWPB.
9	27 September 2023 September 27, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan September 2023; 2. Evaluasi laporan pengelolaan WBS semester I tahun 2023 PT Angkasa Pura I. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of September 2023; 2. Evaluation of the WBS management report semester I 2023 PT Angkasa Pura I.
10	23 Oktober 2023 October 23, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Oktober 2023; 2. Evaluasi laporan pengelolaan WBS semester I tahun 2023 PT Angkasa Pura I. 3. Evaluasi pengendalian internal & tindak lanjut temuan auditor triwulan III tahun 2023. 4. Program kerja komite audit tahun 2024. 5. Rencana aksi korporasi oleh pemegang saham <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of October 2023; 2. Evaluation of the wbs management report semester I 2023 PT Angkasa Pura I. 3. Evaluation of internal control & follow-up on auditor findings for quarter iii 2023. 4. Audit committee work program for 2024. 5. Corporate action plan by shareholders
11	8 Desember 2023 December 8, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan November 2023; 2. Rencana pembongkaran gedung Wisti Shaba Bandara I Gusti Ngurah Rai Bali; 3. Rencana wawancara <i>quality assurance</i> terhadap unit satuan pengawas internal. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for November 2023; 2. Plan to demolish the Wisti Shaba Building at I Gusti Ngurah Rai Airport Bali; 3. Quality assurance interview plan for internal supervisory units.
12	29 Desember 2023 December 29, 2023	<ol style="list-style-type: none"> 1. <i>Meeting</i> bulanan internal komite audit periode bulan Desember 2023; 2. Laporan hasil <i>site visit</i> penghapusan aset Desember 2023 Bandara Juanda Surabaya dan Bandara Sam Ratulangi Manado; 3. Laporan laporan interim (per September) KAP EY tahun buku 2023. <ol style="list-style-type: none"> 1. Monthly internal audit committee meeting for the period of December 2023; 2. Asset write-off site visit results report December 2023 Juanda Airport Surabaya and Sam Ratulangi Airport Manado; 3. Interim report (as of September) EY PAF for fiscal year 2023.

Selain rapat internal tersebut, Komite Audit juga mengikuti rapat Dewan Komisaris dengan Komite dan rapat Dewan Komisaris dengan Direksi, serta rapat antara Komite Audit dengan SPI dan unit kerja lain di PT Angkasa Pura I.

PELAKSANAAN KEGIATAN KOMITE AUDIT

Pada tahun 2023, Komite Audit telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- Menyelenggarakan 12 kali rapat internal Komite Audit.
- Komite Audit telah melaksanakan tugas antara lain:
 - Evaluasi pengendalian internal pelaksanaan evaluasi pengendalian internal dilakukan melalui beberapa kegiatan sebagai berikut:
 - Pemberian masukan atas rencana kerja SPI

Other than the internal meetings, the Audit Committee also attended meetings with the Board of Commissioners and the Committee, meetings with the Board of Commissioners and the Board of Directors, and meetings between the Audit Committee, Internal Audit, and other work units at PT Angkasa Pura I.

IMPLEMENTATION OF AUDIT COMMITTEE ACTIVITIES

In 2023, the Audit Committee performed the following duties and responsibilities:

- Held 12 internal Audit Committee meetings.
- The Audit Committee performed the following duties:
 - Internal control evaluation Internal control evaluation was implemented through the following activities:
 - Providing input on the SPI work plan



- Evaluasi kinerja SPI dan pelaksanaan pengendalian internal oleh SPI secara triwulanan.
 - Pemberian masukan atas penyesuaian Piagam Internal Audit
 - *Monitoring* dan evaluasi tindak lanjut atas temuan auditor internal.
- b) Evaluasi dan *monitoring* audit eksternal
Pada tahun 2023, Komite Audit melaksanakan evaluasi dan *monitoring* audit eksternal yang dilakukan baik oleh KAP, BPK, maupun BPKP, yang dijalankan melalui:
- Pengusulan penunjukan kantor akuntan Publik (KAP) yang mengaudit laporan keuangan Perusahaan;
 - *Monitoring* dan evaluasi hasil pelaksanaan audit oleh KAP;
 - Evaluasi tindak lanjut temuan auditor eksternal bersama SPI.
- c) Memberikan rekomendasi yang diberikan kepada Dewan Komisaris menjadi bagian dari kajian yang disusun oleh Komite Audit. Beberapa hal utama yang direkomendasikan oleh Komite Audit, antara lain:
- Rekomendasi atas evaluasi laporan manajemen triwulanan dan tahunan;
 - Rekomendasi atas evaluasi informasi keuangan untuk RJPP 2022-2026;
 - Rekomendasi atas evaluasi kinerja bandara;
 - Rekomendasi atas evaluasi permasalahan aset dan strategi optimalisasi;
 - Rekomendasi atas evaluasi pelaksanaan KAP untuk penunjukan KAP;
 - Rekomendasi atas usulan penghapusbukuan dan pemindahtanganan aset;
 - Rekomendasi atas evaluasi informasi keuangan untuk usulan pendanaan;
 - Rekomendasi atas evaluasi pelaksanaan program restrukturisasi keuangan dan *corporate transformation* terkait *cost leadership & revenue enhancement*;
 - Rekomendasi atas evaluasi pelaksanaan penunjukan lembaga pemeringkat kredit (*rating*) perusahaan untuk penilaian tingkat kesehatan;
 - Rekomendasi atas informasi keuangan untuk revisi RKAP;
 - Rekomendasi atas informasi keuangan untuk usulan RKAP 2024.
- d) Rekomendasi atas konsep keputusan bersama tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System/WBS*) terkait informasi keuangan Perusahaan;
- Evaluation of SPI performance and implementation of internal control by SPI on a quarterly basis
 - Providing input on adjustments to the Internal Audit Charter.
 - Monitoring and evaluating follow-up on internal auditor findings.
- b) External audit evaluation and monitoring
In 2023, the Audit Committee conducted evaluation and monitoring of external audits by PAF, BPK, and BPKP through:
- Proposing the appointment of PAF to audit PT Angkasa Pura I's financial statements for Fiscal Year 2023;
 - Conducting monitoring and evaluation of audit results by PAF;
 - Following up on the findings of external auditor.
- c) Provide recommendations. Recommendations given to the Board of Commissioners become part of the study prepared by the Audit Committee. Some of the main things recommended by the Audit Committee include:
- Recommendations on the evaluation of quarterly and annual management reports;
 - Recommendations on the evaluation of financial information for the 2022-2026 the Company Long Term Plan;
 - Recommendations for evaluating airport performance;
 - Recommendations for evaluating asset problems and optimization strategies;
 - Recommendations on the evaluation of PAF implementation for the appointment of PAF;
 - Recommendations on proposed write-offs and asset transfers;
 - Recommendations on the evaluation of financial information for funding proposals;
 - Recommendations for evaluating the implementation of financial restructuring and corporate transformation programs related to cost leadership & revenue enhancement;
 - Recommendations for evaluating the implementation of the appointment of a company credit rating agency to assess the level of health;
 - Recommendations on financial information for CWPB revision;
 - Recommendations on financial information for the proposed 2024 CWPB.
- d) Recommendations on the Joint Decision Concept regarding Violation Reporting System (WBS) Guidelines regarding the Company's financial information;



Tabel Pelaksanaan Kegiatan Komite Audit
Table of Implementation of Audit Committee

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
1	KA.01/PG.01/2023-B	Evaluasi Pengendalian Internal dan Tindak Lanjut Temuan Auditor Internal dan Eksternal Periode Triwulan IV tahun 2022 Evaluation of Internal Control and Follow-up to Internal and External Auditor Findings for the fourth quarter of 2022
2	KA.02/PG.01/2023-B	Evaluasi atas Kinerja PT Angkasa Pura I Periode Triwulan IV Tahun 2022 atau Tahunan Tahun 2022 (Unaudited) Evaluation of the Performance of PT Angkasa Pura I for the Fourth Quarter Period of 2022 or Annually 2022 (Unaudited)
3	KA.03/PG.01/2023-B	Evaluasi Pengendalian Internal dan Tindak lanjut Temuan Auditor Internal dan Eksternal Periode Triwulan I tahun 2023 Evaluation of Internal Control and Follow-up to Internal and External Auditor Findings for the first quarter of 2023
4	KA.04/PG.01/2023-B	Evaluasi atas Kinerja PT Angkasa Pura I Periode Tahunan Tahun 2022 (Audited) Evaluation of the Performance of PT Angkasa Pura I Annual Period 2022 (Audited)
5	KA.05/PG.01/2023-B	Evaluasi atas Kinerja PT Angkasa Pura I Periode Triwulan I Tahun 2023 Evaluation of the Performance of PT Angkasa Pura I for the First Quarter Period of 2023
6	KA.06/PG.01/2023-B	Evaluasi Pelaksanaan Audit oleh Auditor Independen (KAP Purwantono, Sungkoro dan Surja) atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 dan Usulan Penetapan Auditor Independen atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2023 Evaluation of the Audit Implementation by Independent Auditors (PAF Purwantono, Sungkoro and Surja) on the Financial Report of PT Angkasa Pura I for the 2022 Financial Year and Proposed Appointment of an Independent Auditor for the Financial Report of PT Angkasa Pura I for the 2023 Financial Year
7	KA.07/PG.01/2023-B	Evaluasi atas Usulan Penghapusbukuan Aktiva Tetap Umur Ekonomis Sampai Dengan 5 (Lima) Tahun di Area Eks. Terminal Lama Semarang PT Angkasa Pura I Evaluation of the Proposed Write-Off of Fixed Assets with an Economic Life of Up to 5 (Five) Years in the Ex. Area. Semarang Old Terminal PT Angkasa Pura I
8	KA.08/PG.01/2023-B	Evaluasi Pengendalian Internal dan Tindak lanjut Temuan Auditor Internal dan Eksternal periode Triwulan II tahun 2023 Evaluation of Internal Control and Follow-up to Internal and External Auditor Findings for the second quarter of 2023
9	KA.09/PG.01/2023-B	Evaluasi Kinerja Perusahaan Semester 1/TW II Evaluation of Company Performance Semester 1/TW II
10	KA.10/PG.01/2023-B	Penyampaian Laporan Pengelolaan WBS Semester I Tahun 2023 Submission of WBS Management Report Semester I 2023
11	KA.11/PG.01/2023-B	Evaluasi Pengendalian Internal dan Tindak lanjut Temuan Auditor Internal dan Eksternal Periode Triwulan III tahun 2023 dan Revisi Program Kerja Pemeriksaan Tahunan (PKPT) tahun 2023 Evaluation of Internal Control and Follow-up to Internal and External Auditor Findings for the third quarter of 2023 and Revision of the Annual Audit Work Program (PKPT) in 2023
12	KA.12/PG.01/2023-B	Penyampaian Rencana Kerja dan Anggaran (RKA) Komite Audit PT Angkasa Pura I Tahun 2024 Submission of the Work Plan and Budget (RKA) of the PT Angkasa Pura I Audit Committee for 2024
13	KA.13/PG.01/2023-B	Evaluasi atas Kinerja PT Angkasa Pura I Periode Triwulan III Tahun 2023 Evaluation of the Performance of PT Angkasa Pura I for the Third Quarter Period of 2023
14	KA.14/PG.01/2023-B	Usulan Penunjukan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja (EY) sebagai Auditor Independen atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2023. Proposed Appointment of the Public Accounting Firm (PAF) Purwantono, Sungkoro and Surja (EY) as Independent Auditors for the Financial Report of PT Angkasa Pura I for the 2023 Financial Year.



No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
15	KA.15/PG.01/2023-B	Rekomendasi Penetapan Penunjukan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja (EY) sebagai Auditor Independen atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2023 Recommendations for the Appointment of the Public Accounting Firm (PAF) Purwantono, Sungkoro and Surja (EY) as Independent Auditors for the Financial Report of PT Angkasa Pura I for the 2023 Financial Year
16	KA.16/PG.01/2023-B	Usulan Persetujuan Penghapusbukuan Aset Tetap Tidak Produktif di Lingkungan PT Angkasa Pura I Periode Tahun 2023 dengan Umur Ekonomis di atas 5 (lima) Tahun Proposed Approval to Write Off Unproductive Fixed Assets within PT Angkasa Pura I for the 2023 Period with an Economic Life of more than 5 (five) Years
17	KA.17/PG.01/2023-B	Usulan Rekomendasi Penghapusbukuan Aktiva Tetap di Lingkungan PT Angkasa Pura I Periode Tahun 2023 dengan Umur Ekonomis sampai dengan 5 (lima) Tahun Proposed Recommendations for Writing Off Fixed Assets within PT Angkasa Pura I for the 2023 Period with an Economic Life of up to 5 (five) Years

- d. Rapat Komite Audit Rapat yang dilaksanakan oleh Komite Audit terdiri atas:
- Rapat internal Komite Audit sebanyak 12 kali.
 - Mengikuti rapat Dewan Komisaris dengan Komite sebanyak 18 kali.
 - Mengikuti rapat Dewan Komisaris dan Direksi sebanyak 11 kali.
 - Mengikuti rapat Dewan Komisaris, Direksi, dan Pemegang Saham sebanyak 6 kali.
 - Rapat Komite Audit dengan SPI sebanyak 6 kali.
 - Rapat Komite Audit dengan Anggota Komite Audit, Komite Risiko Usaha dan GCG, dan Anggota Komite Nominasi dan Remunerasi sebanyak 12 kali
 - Rapat Komite Audit dengan manajemen sebanyak 31 kali.
- e. Rapat Komite Audit dengan Instansi Lainnya sebanyak 4 kali.

- d. Audit Committee Meeting The Audit Committee Meeting comprised of:
- 12 internal Audit Committee meetings.
 - Attended 18 Board of Commissioners and Committee meetings.
 - Attended 11 Board of Commissioners and Directors meetings.
 - Attended 6 meetings of the Board of Commissioners, Directors and Shareholders.
 - Audit Committee meetings with SPI 6 times.
 - Audit Committee Meetings with Members of the Audit Committee, Business Risk and GCG Committee, and Members of the Nomination and Remuneration Committee 12 times
 - Audit Committee meetings with management 31 times.
- e. Audit Committee meetings with other agencies 4 times

Tabel Rapat Komite Audit dengan Instansi Lainnya
Table of Audit Committee Meetings with Other Agencies

No.	Tanggal Rapat Date	Lokasi Location	Agenda Agenda
1	18 Januari 2023 January 18, 2023	Semarang	Inventarisasi aset penghapusbukuan aktiva tetap Asset inventory fixed asset write-off
2	25-27 Mei 2023 May 25-27, 2023	Bandara Komodo Labuan Bajo Komodo Labuan Bajo Airport	Prospek Bandara Komodo Labuan Bajo Prospects for Komodo Airport Labuan Bajo
3	07 Desember 2023 December 07, 2023	Denpasar	Site Visit penghapusan Gedung Wisti Shaba Bandara I Gusti Ngurah Rai Bali Site visit write-off of Wisti Shaba Building I Gusti Ngurah Rai Airport Bali
4	10-11 Desember 2023 December 10-11, 2023	Denpasar	Site Visit penilaian kinerja Bandara I Gusti Ngurah Rai Bali Site visit performance assessment of I Gusti Ngurah Rai Airport Bali



No.	Tanggal Rapat Date	Lokasi Location	Agenda Agenda
5	12-13 Desember 2023 December 12-13, 2023	Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	<i>Site Visit</i> Penilaian Kinerja Bandara Sultan Hasanuddin Makassar Site visit performance assessment of Sultan Hasanuddin Airport Makassar
6	20 Desember 2023 December 20, 2023	Denpasar	Pendampingan <i>Site Visit</i> KAP Audit TB 2023 PAF Audit Site Visit Assistance for Fiscal Year 2023
7	27-28 Desember 2023 December 27-28, 2023	Surabaya	<i>Site Visit</i> Penghapusan Aset Tetap Bandara Juanda Surabaya Site visit write-off of fixed assets at Juanda Airport Surabaya
8	29-30 Desember 2023 December 29-30, 2023	Manado	<i>Site Visit</i> Penghapusan Aset Tetap Bandara Sam Ratulangi Manado Site visit write-off of fixed assets at Sam Ratulangi Airport Manado

Keterangan lainnya:

Dalam rangka upaya membantu Dewan Komisaris menjalankan fungsi pengawasan atas pengurusan perusahaan maupun pemberian tanggapan/rekomendasi atas aksi korporasi yang sudah direncanakan dalam RJPP dan RKAP, Komite Audit melaksanakan rapat-rapat dan kunjungan lapangan. Kunjungan lapangan dilakukan dengan memperhatikan hal-hal sebagai berikut:

- Kunjungan ke unit/cabang mengikuti program kerja Dewan Komisaris. Kegiatan kunjungan dapat dilakukan secara langsung maupun melalui *video conference*.
- Kunjungan dalam rangka memperoleh informasi dalam rangka pelaksanaan tugas pokok dan fungsi Komite Audit.

Other information:

The Audit Committee conducts meetings and field visits to support the Board of Commissioners in overseeing company management and providing feedback on planned corporate actions in the Company Long Term Plan and CWPB. During field visits, it is important to consider the following factors:

- Visits to units/branches following the work program of the Board of Commissioners. Visits can be carried out in person or via video conference.
- Visits to obtain information in the context of implementing the main duties and functions of the Audit Committee.





KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

PEDOMAN DAN DASAR PELAKSANAAN FUNGSI NOMINASI DAN REMUNERASI

PT Angkasa Pura I telah membentuk Komite Nominasi dan Remunerasi, yang tertuang dalam Keputusan Dewan Komisaris No. KEP.05/DK.API/2020 tanggal 27 April 2020 tentang Pembentukan Komite Nominasi dan Remunerasi. Keberadaan komite ini mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. Komite Nominasi dan Remunerasi bertanggung jawab untuk memberikan rekomendasi atas komposisi dan calon anggota Direksi dan Dewan Komisaris, pengembangan kompetensi anggota Direksi dan Dewan Komisaris, struktur dan kebijakan remunerasi, serta menjalankan penilaian kinerja Direksi dan Dewan Komisaris.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Pedoman tugas, tanggung jawab, wewenang, serta prosedur kerja Komite Nominasi dan Remunerasi diatur dalam Piagam (*charter*) Komite Nominasi dan Remunerasi yang ditetapkan melalui Keputusan Dewan Komisaris No. KEP.05/DK.API/2022 tanggal 30 Mei 2022 tentang Piagam (*Charter*) Komite Nominasi dan Remunerasi PT Angkasa Pura I. Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Nominasi dan Remunerasi agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

TUGAS TERKAIT NOMINASI

1. Melakukan penelaahan secara berkala atas sistem pengelolaan talenta (*talent management system*) perusahaan serta monitoring dan evaluasi atas pelaksanaannya.
2. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian talenta (*talent classification*) yang dilakukan oleh Direksi.
3. Melakukan validasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*selected talent*), untuk menghasilkan daftar talenta yang akan dinominasikan oleh Dewan Komisaris kepada Rapat Umum Pemegang Saham/RUPS (*nominated talent*).
4. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris anak perusahaan, sebelum diajukan kepada Rapat Umum Pemegang Saham/RUPS.
5. Melakukan evaluasi atas usulan *key performance indicator* anggota Direksi.
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.

GUIDELINES AND BASIS FOR IMPLEMENTATION OF THE NOMINATION AND REMUNERATION FUNCTION

PT Angkasa Pura I established a Nomination and Remuneration Committee as set forth in the Board of Commissioners Decree No. KEP. 05/DK.AP. I/2020 dated April 27, 2020 on the Establishment of the Nomination and Remuneration Committee. The committee establishment refers to SOEs Minister Regulation. The Nomination and Remuneration Committee is responsible for providing recommendations on the composition and candidates for members of the Board of Directors and Board of Commissioners, competency development of members of the Board of Directors and Board of Commissioners, remuneration structure and policy, and carrying out performance assessment for the Board of Directors and Board of Commissioners.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

The guidelines for the duties, responsibilities, authorities, and work procedures of the Nomination and Remuneration Committee are set out in the Nomination and Remuneration Committee Charter as stipulated in the Board of Commissioners Decree No. KEP.05/DK.AP.I/2022 dated May 30, 2022 on the Nomination and Remuneration Committee Charter of PT Angkasa Pura I. The charter stipulates the provisions that must be complied with in the establishment and implementation of the Nomination and Remuneration Committee activities to perform its duties in an independent, objective, transparent and accountable manner.

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

DUTIES RELATED TO NOMINATION FUNCTION:

1. Conduct periodic reviews of the company's talent management system, monitor and evaluate of its implementation.
2. Assess the Board of Directors' talent classification system and procedures.
3. Validate and calibrate the talents proposed by the Board of Directors to the Board of Commissioners (selected talents), in order to produce a list of talents to be nominated to the General Meeting of Shareholders (GMS) by the Board of Commissioners (nominated talents).
4. Assess the Company representative candidates to be proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiaries, prior to submission to the General Meeting of Shareholders (GMS).
5. Assess the proposed key performance indicators for members of the Board of Directors.
6. Prepare an individual performance assessment system recommendation for members of the Board of Directors and/or members of the Board of Commissioners.
7. Prepare a development program recommendation for members of the Board of Directors and/or members of the Board of Commissioners.



TUGAS TERKAIT REMUNERASI

1. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris;
2. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.

Selain tugas sebagaimana dimaksud terkait nominasi dan remunerasi, Dewan Komisaris dapat memberikan penugasan lain kepada Komite Nominasi dan Remunerasi yang ditetapkan dalam piagam (*charter*) Komite Nominasi dan Remunerasi.

KEBIJAKAN SUKSESI DIREKSI

Komite Nominasi dan Remunerasi mendukung kebijakan suksesi Direksi sesuai Peraturan Menteri BUMN No.PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Kebijakan suksesi Direksi mencakup:

1. Persyaratan calon anggota Direksi harus memenuhi persyaratan formal dan materiel, serta persyaratan lain yang ditetapkan.
2. Persiapan uji kelayakan dan kepatutan (UKK) dan evaluasi mencakup:
 - Penyusunan daftar anggota Direksi yang habis masa jabatannya;
 - Penjaringan bakal calon anggota Direksi; serta
 - Pembentukan tim untuk melakukan UKK dan evaluasi.
3. Proses UKK dan evaluasi, yaitu:
 - UKK dilakukan oleh tim dan/atau lembaga profesional.
 - Hasil UKK dievaluasi oleh tim dan disampaikan kepada Menteri untuk mendapat keputusan.
4. Proses pengangkatan anggota Direksi, yaitu:
 - Menteri dapat melakukan wawancara terhadap hasil UKK dan evaluasi yang dilakukan oleh tim dan/atau lembaga profesional.
 - Menteri mengangkat calon anggota Direksi terpilih berdasarkan Keputusan Menteri/RUPS.

STRUKTUR, KEANGGOTAAN, DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI

DUTIES RELATED TO REMUNERATION FUNCTION

1. Assess the remuneration policy for employees who require Board of Commissioners' approval/response.
2. Assess the Board of Directors' recommendation for the company's organizational structure.

In addition to the above nomination and remuneration duties, the Board of Commissioners may delegate additional duties to the Nomination and Remuneration Committee as specified in the Nomination and Remuneration Committee charter.

BOARD OF DIRECTORS SUCCESSION POLICY

The Nomination and Remuneration Committee supports the Board of Directors succession policy based on Minister of SOE Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The Board of Directors succession policy includes:

1. Requirement that candidates for Board of Directors members must meet formal and material criteria, as well as other specified requirements.
2. Fit and proper test preparation and assessment, including:
 - Preparation of a list of members of the Board of Directors whose term of office expires;
 - Screening of candidates for members of the Board of Directors; and
 - Formation of a team to perform fit and proper test and evaluation.
3. Fit and proper test and evaluation process, namely:
 - Fit and proper test is conducted by the team and/or a professional institution.
 - The team evaluates the results of the fit and proper tests and submits them to the Minister for a decision.
4. Process of appointing members of the Board of Directors, namely:
 - The Minister may conduct an interview on the results of fit and proper test and evaluation conducted by the team and/or professional institution.
 - The Minister appoints the selected candidates of the Board of Directors based on Ministerial Decree/GMS.

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF THE NOMINATION AND REMUNERATION COMMITTEE

Keanggotaan Komite Nominasi dan Remunerasi
Membership of Nomination and Remuneration Committee

Nama Name	Posisi Jabatan	Dasar Penunjukan Basis of Appointment	Rangkap Jabatan Concurrent Position
Tri Budi Satriyo	Ketua Chairman	SK.210/MBU/07/2018 Tanggal 19 Juli 2023 SK.210/MBU/07/2018 dated July 19, 2023	Komisaris Independen Independent Commissioner
Irfan Wahid	Wakil Ketua Vice Chairman	SK.85/MBU/03/2020 tanggal 20 Maret 2020 SK.85/MBU/03/2020 dated March 20, 2020	Komisaris Independen Independent Commissioner
Florensia Herienda	Anggota Member	KEP.08/DK.API/2021 tanggal 2 Juni 2021 KEP.08/DK.API/2021 dated June 2, 2021	Pihak Independen, Ahli Manajemen dan SDM Independent Party, Management and HR Expert



PROFIL, KUALIFIKASI PENDIDIKAN, DAN PENGALAMAN KERJA

PROFILE, EDUCATIONAL BACKGROUND, AND WORK EXPERIENCE



TRI BUDI SATRIYO

Ketua Komite Nominasi dan Remunerasi
Chairman of the Nomination and Remuneration Committee

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Usia

Age
62 tahun per Desember 2023
62 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997
- Bachelor Degree in State Administration from Madiun Open University, 1997
- Master (S2), Manajemen, Universitas IMMI, 2010
- Master of Management from IMMI University, 2010

Pengalaman Kerja

Work Experience

- TNI AU dari Tahun 1984 sampai dengan tahun 2020
- A member of the Indonesian Air Force from 1984 to 2020



IRFAN WAHID

Wakil Ketua Komite Nominasi dan Remunerasi
Vice Chairman of the Nomination and Remuneration Committee

Kewarganegaraan

Citizenship
Warga Negara Indonesia
Indonesian Citizen

Usia

Age
54 tahun per Desember 2023
54 years old as of December 2023

Riwayat Pendidikan

Educational Background

- Sarjana (S1) di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat
- Bachelor Degree from Jakarta Institute of Arts and The Art Institute of Seattle in the United States.
- Master (S2), Magister Management Universitas Gajayana, Malang (2022)
- Master Degree in Management, Gajayana University, Malang (2022)

Pengalaman Kerja

Work Experience

- Penasihat Khusus Bidang Kepariwisata untuk Menteri Koordinator Kemaritiman dan Investasi Republik Indonesia (2019)
- Senior Advisor di PT Gojek Indonesia (2018)
- Anggota Komite Ekonomi Industri Nasional sebagai Ketua Pokja Industri Kreatif (2016)
- Special Advisor in Tourism Sector for the Coordinating Minister of Maritime Affairs and Investment of the Republic of Indonesia (2019)
- Senior Advisor di PT Gojek Indonesia (2018)
- Member of National Committee for the Economy and Industry as the Head of the Creative Industry Working Group (2016)



KOMITE NOMINASI DAN REMUNERASI Nomination and Remuneration Committee



FLORENSIA HERIENDA

Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and
Remuneration Committee

Kewarganegaraan Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

49 tahun per Desember 2023

49 years old as of December 2023

Riwayat Pendidikan

Educational Background

- September 1993-September 1996: Institut Pariwisata Trisakti, Akademi Pariwisata
- Agustus 2002-Agustus 2004: Politeknik Negeri Madiun, S1
- September 2016-Agustus 2018: Sekolah Tinggi Ilmu Ekonomi Indonesia School of Management (ISM), Jakarta, S2
- September 1993-September 1996: Trisakti School of Tourism Tourism Academic
- August 2002-August 2004: Madiun College of Education (Madiun State University) Bachelor
- September 2016-August 2018: Indonesia School of Management Jakarta (ISM, Jakarta) Master

Pengalaman Kerja

Work Experience

Tahun 1998-Sekarang

1. New Zealand IPIC (Indonesia Pacific Immigration Consultant) sebagai Manajer Hubungan Masyarakat, Jakarta
2. Oxford Course Indonesia sebagai Instruktur Bahasa Inggris, Madiun
3. Citra Education Centre sebagai Instruktur Bahasa Inggris, Makassar, Agustus 2005
4. Briton International English School sebagai Instruktur Bahasa Inggris, Makassar.

1998-Present

1. New Zealand IPIC (Indonesia Pacific Immigration Consultant) as Public Relation Manager, Jakarta
2. Oxford Course Indonesia as English Instructor, Madiun
3. Citra Education Center as English Instructor, Makassar, August 2005
4. Briton International English School as English Instructor, Makassar.

Tahun 2017-Sekarang

1. Akademi Pariwisata Indonesia (AKPINDO) sebagai Pembicara Publik, Dosen Bahasa Inggris, MICE, dan Mata Kuliah SDM
2. Sekolah Tinggi Pariwisata Trisakti sebagai Dosen Bahasa Inggris, Pemasaran Produk Pariwisata, dan Mata Kuliah SDM
3. Politeknik Jakarta Internasional sebagai Pembicara Publik, Dosen Bahasa Inggris, MICE, Pemasaran Pariwisata, dan Departemen SDM

2017-Present

1. Tourism Academy of Indonesia (AKPINDO) as a Public Speaker, English, MICE and HRD Subject Lecture
2. Trisakti School of Tourism as English Instructor, Tourism Marketing Product, HRD
3. Jakarta International Polytechnic as Public Speaker, English, MICE, Tourism Marketing Lecture and HRD.



PERIODE DAN MASA JABATAN

Masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan merupakan dari anggota Dewan Komisaris adalah paling lama 3 tahun dan dapat diperpanjang satu kali selama 2 tahun masa jabatan dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu. Anggota Komite Nominasi dan Remunerasi yang merupakan anggota Dewan Komisaris berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir. Kemudian dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Nominasi dan Remunerasi berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite Nominasi dan Remunerasi diganti oleh anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari.

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Seluruh anggota Komite Nominasi dan Remunerasi menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

Informasi pelatihan ketua dan anggota komite yang juga merupakan Komisaris perusahaan, dapat dilihat pada bab "Dewan Komisaris".

KEBIJAKAN DAN FREKUENSI PELAKSANAAN RAPAT KOMITE NOMINASI DAN REMUNERASI

Rapat Komite Nominasi dan Remunerasi sekurang-kurangnya dilaksanakan 10 kali dalam setahun. Secara umum agenda rapat adalah untuk membahas fungsi nominasi dan remunerasi.

PERIOD AND TERM OF OFFICE

Members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners have a term of office of no more than three years and can be extended once for no more than two years without prejudice to the Board of Commissioners' right to dismiss them at any time. Members of the Nomination and Remuneration Committee who are also members of the Board of Commissioners will be terminated automatically when their term as members of the Board of Commissioners expires. If a member of the Board of Commissioners serving as Chairman of the Nomination and Remuneration Committee resigns from the Board of Commissioners, the Chairman of the Nomination and Remuneration Committee is replaced by another member of the Board of Commissioners within 30 (thirty) days.

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

All members of the Nomination and Remuneration Committee must carry out their duties and responsibilities in an objective, professional, and independent manner without being influenced by affiliate relationships that may cause negative impacts or conflicts of interest with committee members and shareholders, the Board of Commissioners, the Board of Directors, or the company.

TRAINING AND/OR COMPETENCY DEVELOPMENT

Information on the training of the chairman and committee members who are also Commissioners of the Company, can be found in the chapter "Board of Commissioners"

NOMINATION AND REMUNERATION COMMITTEE MEETING FREQUENCY POLICY AND IMPLEMENTATION

Nomination and Remuneration Committee meetings are held at least ten times a year. In general, the meeting agenda is to discuss the nomination and remuneration functions.

**KOMITE NOMINASI DAN REMUNERASI**
Nomination and Remuneration Committee**Frekuensi dan Tingkat Kehadiran Anggota Nominasi dan Remunerasi dalam Rapat s.d Juli 2023**
Frequency and Level of Attendance of Nomination and Remuneration Members at Meetings until July 2023

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Tri Budi Satriyo	Ketua Chairman	7	7	100%
Irfan Wahid	Wakil Ketua Vice Chairman	7	7	100%
Florensia Herienda	Anggota Member	7	7	100%

Frekuensi dan Tingkat Kehadiran Anggota Nominasi dan Remunerasi dalam Rapat Juli s.d. Desember 2023
Frequency and Level of Attendance of Nomination and Remuneration Members at Meetings July to December 2023

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Tri Budi Satriyo	Ketua Chairman	5	5	100%
Irfan Wahid	Wakil Ketua Vice Chairman	5	5	100%
Florensia Herienda	Anggota Member	5	5	100%



Agenda Rapat Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Meeting Agenda

No.	Tanggal Rapat Date	Agenda
1	17 Januari 2023 January 17, 2023	<i>Reviewing</i> Usulan Perubahan KPI Direksi Pasca Perubahan Struktur Organisasi Kantor PT Angkasa Pura I Reviewing Proposed Changes to the Board of Directors' KPI Post Changes in the Organizational Structure of the PT Angkasa Pura I Office
2	23 Februari 2023 February 23, 2023	Pembahasan <i>Updating Talent Pool</i> Direksi BUMN Discussion on Updating Talent Pool for the SOEs Directors
3	13 Maret 2023 March 13, 2023	<ul style="list-style-type: none"> Pembahasan Laporan Pengelolaan WBS Semester II tahun 2022; Pembahasan Permohonan Persetujuan Pembaharuan Komitmen Bersama tentang Penerapan SMAP Tahun 2023 Discussion of the 2022 Semester II WBS Management Report; Discussion of the Application for Approval of Renewal of the Joint Commitment regarding the Implementation of SMAP in 2023
4	11 April 2023 April 11, 2023	Pembahasan Rencana Operasional dan Kesiapan SDM PT Angkasa Pura I dalam Menghadapi Mudik Lebaran Tahun 2023 beserta rencana Posko Mudik Tahun 2023 Discussion of Operational Plans and HR Readiness of PT Angkasa Pura I in Facing Eid Homecoming in 2023 along with plans for Homecoming Posts in 2023
5	16 Mei 2023 May 16, 2023	Pembahasan Tentang Pengajuan Konsep Struktur Organisasi Bandara Kediri Jawa Timur Discussion regarding the Submission of the Organizational Structure Concept for Kediri East Java Airport
6	13 Juni 2023 June 13, 2023	Pembahasan tentang Usulan Perubahan Susunan Direksi dan Dewan Komisaris Anak Perusahaan dan Afiliasi PT Angkasa Pura I Discussion on Proposed Changes to the Composition of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliates of PT Angkasa Pura I
7	11 Juli 2023 July 11, 2023	Evaluasi Pembahasan tentang Usulan Perubahan Susunan Direksi dan Dewan Komisaris Anak Perusahaan dan Afiliasi PT Angkasa Pura I Evaluation of Discussions regarding Proposed Changes to the Composition of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliates of PT Angkasa Pura I
8	15 Agustus 2023 August 15, 2023	Evaluasi Pembahasan tentang Usulan Perubahan Susunan Direksi dan Dewan Komisaris Anak Perusahaan dan Afiliasi PT Angkasa Pura I Evaluation of Discussions regarding Proposed Changes to the Composition of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliates of PT Angkasa Pura I
9	26 September 2023 September 26, 2023	Evaluasi Pengelolaan Bandara Dhoho Kediri dan Bandara Hang Nadim Batam s.d Bulan Agustus 2023 Evaluation of the Management of Dhoho Airport Kediri and Hang Nadim Airport Batam until August 2023
10	10 Oktober 2023 October 10, 2023	<ul style="list-style-type: none"> Penyampaian Program Kerja Komite Nominasi dan Remunerasi Dewan Komisaris PT Angkasa Pura I Tahun 2024 Pembahasan Terkait Capaian KPI Direksi secara Kolegial dan Individual s.d. Agustus Tahun 2023 Submission of the Nomination and Remuneration Committee Work Program for the Board of Commissioners of PT Angkasa Pura I for 2024 Discussion regarding the KPI achievements of the Board of Directors collectively and individually up to August 2023
11	01 November 2023 November 01, 2023	<i>Updating Issue</i> Strategis Rencana Kegiatan Komite Nominasi dan Remunerasi Updating Strategic Issues Nomination and Remuneration Committee Activity Plans
12	25 Desember 2023 December 25, 2023	Permohonan Pengesahan KPI Direksi secara Individu Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I Tahun 2023 Application for Ratification of KPI for Individual Directors for Director of Finance and Risk Management of PT Angkasa Pura I in 2023



KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

Di bawah Dewan Komisaris terdapat Komite Risiko Usaha dan GCG yang membantu melaksanakan fungsi pengawasan terhadap kinerja Direksi dan memberi nasihat kepada Direksi. Anggota Komite Risiko Usaha dan GCG diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Komite Risiko Usaha dan GCG PT Angkasa Pura I terdiri dari 1 orang ketua dan 1 orang wakil ketua yang berasal dari anggota Dewan Komisaris, serta dibantu oleh 2 anggota dari luar perusahaan yang tidak berkaitan dengan manajemen, kepemilikan saham, maupun kegiatan usaha perusahaan.

DASAR PEMBENTUKAN KOMITE RISIKO USAHA DAN GCG

Pembentukan Komite Risiko Usaha dan GCG mengacu pada peraturan berikut:

1. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
4. Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia;
5. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 jo. Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012;
6. Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 jo. Nomor PER-06/MBU/04/2021 jo. Nomor PER-14/MBU/10/2021 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
7. Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

PIAGAM KOMITE RISIKO USAHA DAN GCG

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Risiko Usaha dan GCG berpedoman pada Piagam (charter) Komite Risiko Usaha dan GCG PT Angkasa Pura I yang telah disahkan oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No KEP.07/DK.API/2022 tanggal 31 Mei 2022 tentang Piagam Komite Risiko Usaha dan *Good Corporate Governance* (GCG).

Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Risiko Usaha dan GCG agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

As a Committee under the Board of Commissioners, Business Risk and GCG Committee assists the Board of Commissioners in carrying out the supervisory functions over the Board of Directors' performance and provides advice to the Board of Directors. Members of the Business Risk and GCG Committee are appointed and dismissed by the Board of Commissioners and report to the General Meeting of Shareholders. The Business Risk and GCG Committee of PT Angkasa Pura I consists of 1 (one) chairman and 1 (one) vice chairman who are members of the Board of Commissioners, as well as two external members who are not related to the company's management, ownership, or business activities.

BASIS OF ESTABLISHMENT OF BUSINESS RISK AND GCG COMMITTEE

The establishment of the Business Risk and GCG Committee is based on the following regulations:

1. Law No. 19 of 2003 on State-Owned Enterprises;
2. Law No. 40 of 2007 on Limited Liability Companies;
3. Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
4. Government Regulation No. 104 of 2021 on the Addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Aviawi Pariwisata Indonesia (Persero);
5. Minister of SOEs Regulation No. PER-01/MBU/2011 as amended by Minister of SOEs Regulation No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
6. Minister of SOEs Regulation No. PER-12/MBU/2012 as amended by Minister of SOEs Regulation No. PER-06/MBU/04/2021 and Minister of SOEs Regulation No. PER-14/MBU/10/2021 on the Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises;
7. Secretary of the Ministry of SOEs Decree No. SK-16/S.MBU/2012 on the Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

BUSINESS RISK AND GCG COMMITTEE CHARTER

The Business Risk and Good Corporate Governance (GCG) Committee is guided by the Business Risk and GCG Committee Charter of PT Angkasa Pura I, ratified by the Board of Commissioners through Board of Commissioners Decree No KEP.07/DK.API/2022 dated May 31, 2022, on the Business Risk and Good Corporate Governance (GCG) Committee Charter.

The charter sets forth provisions that must be complied with in the establishment and implementation of the Business Risk and GCG Committee's activities, in order to work in an independent, objective, transparent, and accountable manner.



TUGAS DAN TANGGUNG JAWAB KOMITE RISIKO USAHA DAN GCG

Tugas dan tanggung jawab Komite Risiko Usaha dan GCG yang tertuang dalam Piagam Komite Risiko Usaha dan *Good Corporate Governance* (GCG) yaitu:

1. Melakukan evaluasi atas kebijakan dan strategi manajemen risiko yang disusun oleh Direksi;
2. Memberikan masukan kepada Dewan Komisaris terkait penyusunan dan perbaikan kebijakan manajemen risiko yang berkaitan dengan pengendalian risiko strategis, risiko investasi, risiko pasar, risiko kredit, risiko likuiditas, dan risiko operasional;
3. Melakukan monitoring dan evaluasi terhadap implementasi manajemen risiko;
4. Melakukan evaluasi terhadap efektivitas pelaksanaan pengendalian dan mitigasi risiko;
5. Melakukan evaluasi manajemen risiko atas tindakan Direksi yang memerlukan persetujuan/tanggapan Dewan Komisaris;
6. Melakukan penelaahan atas informasi mengenai perusahaan, Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran (RKA), dan profil risiko perusahaan;
7. Mengkaji kebijakan *good corporate governance* (GCG) yang disusun oleh Direksi dan melakukan penilaian terhadap konsistensinya melalui asesmen tiap tahun;
8. Membantu Dewan Komisaris dalam hal pengawasan kepatuhan Direksi dalam mematuhi ketentuan peraturan perundang-undangan yang berlaku;
9. Melaksanakan tugas tambahan lain dari Dewan Komisaris yang berkenaan dengan fungsi pemantauan manajemen risiko dan GCG perusahaan. Komite Risiko Usaha dan GCG bertanggung jawab kepada Komisaris.

DUTIES AND RESPONSIBILITIES OF THE BUSINESS RISK AND GCG COMMITTEE

The duties and responsibilities of the Business Risk and GCG Committee, as set out in the Business Risk and Good Corporate Governance (GCG) Committee Charter, are as follows:

1. Carry out evaluation of risk management policies and strategies developed by the Board of Directors;
2. Provide input to the Board of Commissioners on the preparation and improvement of Risk Management policies related to strategic risk control, investment risk, market risk, credit risk, liquidity risk, and operational risk;
3. Carry out monitoring and evaluation of risk management implementation;
4. Carry out evaluation of the effectiveness of risk control and mitigation implementation;
5. Carry out evaluation of the risk management of the Board of Directors' actions that require approval/response of the Board of Commissioners;
6. Review information about the company, Long-Term Plan of the Company, Work Plan and Budget (WPB), and the Company's risk profile;
7. Review good corporate governance (GCG) policy developed by the Board of Directors and assess its consistency through annual assessments;
8. Assist the Board of Commissioners in monitoring the compliance of the Board of Directors with applicable laws and regulations;
9. Carry out other additional duties assigned by the Board of Commissioners relating to the monitoring function of the company's risk management and GCG.



KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE Business Risk and Good Corporate Governance Committee

Komite Risiko Usaha dan GCG kepada Komisaris disampaikan dalam bentuk laporan berkala (triwulanan dan tahunan) serta laporan pelaksanaan tugas dalam hal mendapat penugasan khusus dari Komisaris. Komite Risiko Usaha dan GCG wajib menjaga kerahasiaan dokumen, data, dan informasi perusahaan.

The Business Risk and GCG Committee is accountable to the Board of Commissioners. The accountability of the Business Risk and GCG Committee to the Board of Commissioners is communicated through periodic reports (quarterly and annual) and reports on the execution of duties in the event of specific assignments from the Board of Commissioners. The Business Risk and GCG Committee must maintain the confidentiality of the company's documents, data, and information.

WEWENANG KOMITE RISIKO USAHA DAN GCG

Dalam melaksanakan tugasnya, Komite Risiko Usaha dan GCG mempunyai wewenang sebagai berikut:

1. Mengakses seluruh informasi tentang aset dan sumber daya yang dibutuhkan untuk mendukung pelaksanaan tugas dan tanggung jawab Komite Risiko Usaha dan GCG;
2. Bekerja sama dan berkomunikasi langsung dengan unit terkait, *risk owner*, para pejabat struktural terkait, Satuan Pengawas Internal (SPI), maupun Direksi perusahaan;
3. Komite Risiko Usaha dan GCG dengan persetujuan Dewan Komisaris dapat melibatkan tenaga ahli dan profesional lain yang independen di luar anggota Komite Risiko Usaha dan GCG yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) atas beban perusahaan;
4. Memberikan saran, pendapat, dan masukan kepada Manajemen terkait tugas dan tanggung jawab Komite Risiko Usaha dan GCG;
5. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

AUTHORITY OF THE BUSINESS RISK AND GCG COMMITTEE

In carrying out its duties, the Business Risk and GCG Committee has the following authority:

1. Access to all information on assets and resources required to support the execution of the Business Risk and GCG Committee's duties and responsibilities;
2. Collaborate and communicate directly with relevant units, risk owners, related structural officials, Internal Audit, and the company's Board of Directors.
3. Upon the approval of the Board of Commissioners, the Business Risk and GCG Committee may engage other independent experts and professionals beyond the members of the Business Risk and GCG Committee to assist in the execution of its duties (if necessary) at the expense of the company.
4. Provide advice, opinions, and input to management on the duties and responsibilities of the Business Risk and GCG Committee;
5. Exercise other authority granted by the Board of Commissioners.

STRUKTUR, KEANGGOTAAN, DAN KEAHLIAN KOMITE RISIKO USAHA DAN GCG

ORGANIZATIONAL STRUCTURE, MEMBERSHIP, AND EXPERTISE OF THE BUSINESS RISK AND GOOD CORPORATE GOVERNANCE COMMITTEE

Keanggotaan Komite Risiko Usaha dan GCG
Membership of Business Risk and Good Corporate Governance Committee

Nama Name	Posisi Jabatan	Dasar Penunjukkan Basis of Appointment	Rangkap Jabatan Concurrent Position
Danang Parikesit	Ketua Chairman	Keputusan Dewan Komisaris Nomor. KEP-16/DK.API/2021, tanggal 6 Oktober 2021 Decree of the Board of Commissioners No. KEP-16/DK.API/2021, dated October 6, 2021	Komisaris Commissioner
Elen Setiadi	Wakil Ketua Vice Chairman	Keputusan Dewan Komisaris Nomor. KEP-19/DK.API/2021, tanggal 10 Desember 2021 Decree of the Board of Commissioners No. KEP-19/DK.API/2021, dated December 10, 2021	Komisaris Commissioner
Irwanda Wisnu Wardhana	Anggota Member	Keputusan Dewan Komisaris Nomor. KEP-15/DK.API/2020, tanggal 1 Oktober 2021 Decree of the Board of Commissioners No. KEP- 15/DK.API/2020, dated October 1, 2021	Pihak Independen Independent Party
Sylviana Maya Damayanti	Anggota Member	Keputusan Dewan Komisaris Nomor. KEP-10/DK.API/2021, tanggal 21 Juni 2021 Decree of the Board of Commissioners No. KEP- 10/DK.API/2021, dated June 21, 2021	Pihak Independen Independent Party



DANANG PARIKESIT

Ketua Komite Risiko Usaha dan *good corporate governance* (GCG)

Chairman of the Business Risk and GCG Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

58 tahun per Desember 2023

58 years old as of December 2023

Profil

Profile

- Lulus tahun 1988 dari Universitas Gadjah Mada di Yogyakarta, lalu memperoleh gelar Master dari University of Leeds Inggris tahun 1990, dan Program Doktor di Vienna University of Technology Austria tahun 1996.
- Menjabat sebagai Komisaris PT Angkasa Pura I pada 20 Maret 2020.
- Informasi lengkap mengenai jabatan rangkap, pengalaman kerja, periode jabatan telah dituangkan dalam sub bab 'Profil Dewan Komisaris'
- Graduated from Gadjah Mada University in Yogyakarta in 1988, obtained a Master Degree from the University of Leeds, UK, in 1990, and a Doctoral Degree from Vienna University of Technology, Austria, in 1996.
- Serving as Commissioner of PT Angkasa Pura I since March 20, 2020.
- Further information on concurrent positions, work experience, and tenure is outlined in the sub-chapter 'Board of Commissioners' Profile.'



ELEN SETIADI

Wakil Ketua Komite Risiko Usaha dan *good corporate governance* (GCG)

Vice Chairman of the Business Risk and GCG Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

52 tahun per Desember 2023

52 years old as of December 2023

Profil

Profile

- Lulus tahun 1995 dari Universitas Andalas dan menyelesaikan Magister Ilmu Ekonomi di Universitas Indonesia pada tahun 2006.
- Menjabat sebagai Komisaris PT Angkasa Pura I pada 23 November 2021.
- Informasi lengkap mengenai jabatan rangkap, pengalaman kerja, periode jabatan telah dituangkan dalam sub bab 'Profil Dewan Komisaris'
- Graduated in 1995 from Andalas University and completed Master Degree in Economics at the University of Indonesia in 2006.
- Serving as Commissioner of PT Angkasa Pura I since November 23, 2021.
- Further information on concurrent positions, work experience, and tenure is outlined in the sub-chapter 'Board of Commissioners' Profile.'



KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE Business Risk and Good Corporate Governance Committee



IRWANDA WISNU WARDHANA

Anggota Komite Risiko Usaha dan *good corporate governance* (GCG)
Member of the Business Risk and GCG Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

43 tahun per Desember 2023
43 years old as of December 2023

Profil

Profile

- Memperoleh gelar Sarjana Terapan Akuntansi dari Politeknik Keuangan Negara STAN pada tahun 2005, program Master Kebijakan Publik di Hitotsubashi University pada 2010, serta Doktor Kebijakan Publik dan Ekonomi Politik di University of Texas pada tahun 2016.
- Selain menjadi anggota Komite Risiko Usaha dan GCG PT Angkasa Pura I, Irwanda Wisnu Wardhana juga menjadi Peneliti Ekonomi di Badan Riset dan Inovasi Nasional
- Obtained Bachelor of Applied Accounting from State Finance Polytechnic STAN in 2005, Master of Public Policy at Hitotsubashi University in 2010, and Doctor of Public Policy and Political Economy at University of Texas in 2016.
- Other than serving as a member of the Business Risk and GCG Committee of PT Angkasa Pura I, Irwanda Wisnu Wardhana also serves as an Economic Researcher at the National Research and Innovation Agency.



SYLVIANA MAYA DAMAYANTI

Anggota Komite Risiko Usaha dan *good corporate governance* (GCG)
Member of the Business Risk and GCG Committee

Kewarganegaraan

Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia

Age

46 tahun per Desember 2023
46 years old as of December 2023

Profil

Profile

- Memperoleh gelar Sarjana Teknik Elektro dari Universitas Islam Sultan Agung Semarang pada 2022, menyelesaikan program Master Bisnis Administrasi di Institut Teknologi Bandung pada 2006, serta PhD Bisnis Manajemen di Universitas Padjadjaran Bandung pada 2015.
- Selain menjadi anggota Komite Risiko Usaha dan GCG PT Angkasa Pura I, Silvyana Maya Damayanti juga menjabat sebagai Ketua Program Studi Magister Administrasi Bisnis di Sekolah Bisnis dan Manajemen, Institut Teknologi Bandung
- Obtained a Bachelor's degree in Electrical Engineering from Sultan Agung Islamic University Semarang in 2022, completed a Master of Business Administration program at the Bandung Institute of Technology in 2006, and a PhD in Business Management at Padjadjaran University Bandung in 2015.
- Other than serving as a member of the Business Risk and GCG Committee of PT Angkasa Pura I, Silvyana Maya Damayanti also serves as the Head of the Master of Business Administration Study Program in the School of Business and Management at the Bandung Institute of Technology.



PERIODE DAN MASA JABATAN

1. Masa jabatan anggota Komite Risiko Usaha dan GCG yang bukan merupakan anggota Dewan Komisaris/Dewan Pengawas paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris/Dewan Pengawas untuk memberhentikan sewaktu-waktu.
2. Anggota Komite Risiko Usaha dan GCG yang merupakan anggota Dewan Komisaris, berhenti dengan sendirinya apabila masa jabatannya sebagai Dewan Komisaris berakhir.
3. Dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Risiko Usaha dan GCG berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite Risiko Usaha dan GCG wajib diganti oleh anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari.
4. Pengangkatan dan perubahan Ketua, Wakil Ketua, dan anggota Komite Risiko Usaha dan GCG disampaikan dalam Keputusan Dewan Komisaris.

INDEPENDENSI KOMITE RISIKO USAHA DAN GCG

PT Angkasa Pura I memastikan Komite Risiko Usaha dan GCG dapat menjalankan tugas dan tanggung jawabnya secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

PELATIHAN KOMITE RISIKO USAHA DAN GCG

Program peningkatan kompetensi dilaksanakan untuk menambah wawasan dan pengetahuan Ketua dan anggota Komite Risiko Usaha dan GCG dalam mendukung pelaksanaan tugas, fungsi, dan tanggung jawabnya.

Kegiatan yang dilaksanakan ialah Konferensi Nasional Profesional Manajemen Risiko IX yang dilaksanakan pada Kamis-Jumat, 14-15 Desember 2023 di Yogyakarta

KEBIJAKAN DAN FREKUENSI PELAKSANAAN RAPAT KOMITE RISIKO USAHA DAN GCG

1. Rapat Komite Risiko Usaha dan GCG dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota.
2. Komite Risiko Usaha dan GCG mengadakan rapat sekurang-kurangnya setiap bulan sekali, dan dapat mengundang Direksi atau perwakilan manajemen dalam pelaksanaannya.

PERIOD AND TERM OF OFFICE

1. The term of office for members of the Business Risk and GCG Committee who are not members of the Board of Commissioners/ Supervisory Board is no longer than 3 (three) years and may be extended once for a maximum of 2 (two) years, without prejudice to the right of the Board of Commissioners/ Supervisory Board to dismiss them at any time.
2. The term of office of Members of the Business Risk and GCG Committee who are members of the Board of Commissioners shall cease automatically when their term of office as a member of the Board of Commissioners ends.
3. In the event that a member of the Board of Commissioners who serves as the Chairman of the Business Risk and GCG Committee ceases to be a member of the Board of Commissioners, the Chairman of the Business Risk and GCG Committee shall be replaced by another member of the Board of Commissioners no later than 30 (thirty) days.
4. The appointment and changes to the Chairman, Vice Chairman, and members of the Business Risk and GCG Committee shall be communicated in the Board of Commissioners' Decree.

INDEPENDENCE OF BUSINESS RISK AND GCG COMMITTEE

PT Angkasa Pura I ensures that the Business Risk and GCG Committee can carry out its duties and responsibilities in an objective, professional, and independent manner without being influenced by any affiliate relationships that may cause negative impacts or conflict of interest with the committee members, Shareholders, Board of Commissioners, Board of Directors, or the company.

TRAINING FOR BUSINESS RISK AND GCG COMMITTEE

Competency enhancement programs are carried out to increase the knowledge and insights of the Chairman and members of the Business Risk and GCG Committee in order to support the execution of their duties, functions, and responsibilities.

The activity was the 9th National Conference on Professional Risk Management, held on Thursday-Friday, December 14-15, 2023 in Yogyakarta

POLICY AND IMPLEMENTATION OF RISK MANAGEMENT AND GCG COMMITTEE MEETING FREQUENCY

1. The Risk Management and GCG Committee meeting can only be held if more than half of the committee members are present.
2. The Risk Management and GCG Committee holds a meeting at least once a month and may invite the Board of Directors or management representatives to attend.



KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE
Business Risk and Good Corporate Governance Committee

3. Keputusan rapat Komite Risiko Usaha dan GCG diambil berdasarkan musyawarah untuk mufakat.
 4. Kehadiran anggota Komite Risiko Usaha dan GCG dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Risiko Usaha dan GCG.
3. Decisions made during the Risk Management and GCG Committee meeting are based on consensus.
 4. The attendance of Risk Management and GCG Committee members during the meetings is reported in the quarterly and annual reports of the Risk Management and GCG Committee.

Frekuensi dan Tingkat Kehadiran Anggota Komite Risiko Usaha dan GCG dalam Rapat
Frequency and Attendance Rate of Business Risk and GCG Committee Members in Meetings

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Danang Parikesit	Ketua Chairman	12	12	100%
Elen Setiadi	Wakil Ketua Vice Chairman	12	12	100%
Irwanda Wisnu Wardhana	Anggota Member	12	12	100%
Sylviana Maya Damayanti	Anggota Member	12	12	100%

Agenda Rapat Komite Risiko Usaha dan GCG
Business Risk and GCG Committee Meeting Agenda

No.	Tanggal Rapat Date	Agenda
1	17 Januari 2023 January 17, 2023	1. <i>Pending matters</i> tahun 2023; 2. Diskusi Bandara Internasional Komodo Labuan Bajo.
2	24 Februari 2023 February 24, 2023	1. <i>Pending matters</i> tahun 2023; 2. Diskusi Bandara Kediri.
3	7 Maret 2023 March 7, 2023	1. <i>Pending matters</i> tahun 2023; 2. Manajemen risiko PT Angkasa Pura I semester 2 tahun 2022; 3. Evaluasi GCG Perusahaan.
4	5 April 2023 April 5, 2023	1. <i>Pending matters</i> tahun 2023; 2. Rencana pelatihan komite; 3. Diskusi rencana transformasi kebandarudaraan Indonesia.
5	10 Mei 2023 May 10, 2023	1. <i>Pending matters</i> tahun 2023; 2. Tata Kelola Perusahaan PT Angkasa Pura I.
6	19 Juni 2023 June 19, 2023	<i>Pending matters</i> tahun 2023
7	24 Juli 2023 July 24, 2023	1. <i>Pending matters</i> tahun 2023; 2. Pembahasan <i>risk appetite</i> dan <i>risk tolerance</i> perusahaan.
8	8 Agustus 2023 August 8, 2023	1. <i>Pending matters</i> tahun 2023; 2. Diskusi penggabungan anak perusahaan PT Angkasa Pura I.
9	18 September 2023 September 18, 2023	<i>Pending matters</i> tahun 2023
10	10 Oktober 2023 October 10, 2023	1. <i>Pending matters</i> tahun 2023; 2. Evaluasi kinerja Bandara Hang Nadim Batam.
11	14 November 2023 November 14, 2023	1. <i>Pending matters</i> tahun 2023; 2. Evaluasi kinerja Bandara Zainuddin Abdul Madjid Lombok dan Bandara El Tari Kupang; 3. Evaluasi RKAP 2024.
12	11 Desember 2023 December 11, 2023	1. <i>Pending matters</i> tahun 2023; 2. <i>Overview</i> RKAP 2024; 3. Rencana posko Natal dan Tahun Baru (Nataru); 4. Rencana pengembangan bandara;



Selain rapat internal tersebut, Komite Risiko Usaha dan GCG juga mengikuti rapat Dewan Komisaris dengan Komite, rapat Dewan Komisaris dengan Direksi, dan rapat antara Komite Risiko Usaha dan GCG dengan SPI dan unit kerja lain di PT Angkasa Pura I.

PELAKSANAAN KEGIATAN KOMITE RISIKO USAHA DAN GCG

Pada tahun 2023, Komite Risiko Usaha dan GCG telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- a. Menyelenggarakan 12 kali rapat internal Komite Risiko Usaha dan GCG.
- b. Komite Risiko Usaha dan GCG telah melaksanakan tugas antara lain:
 - 1) Evaluasi kinerja KRUG tahun 2023 dan program kerja KRUG tahun 2024;
 - 2) Kajian atas usulan RKAP tahun buku 2024;
 - 3) *Monitoring* manajemen risiko perusahaan;
 - 4) Kajian aksi korporasi;
 - 5) Evaluasi atas capaian program restrukturisasi perusahaan;
 - 6) Evaluasi GCG dan perusahaan (tata kelola pengadaan, tata kelola aset dan tata kelola sistem teknologi informasi perusahaan);
 - 7) Pemantauan tindak lanjut rekomendasi Dewan Komisaris.
- c. Melakukan kajian terdiri dari:

Other than the internal meetings, the Business Risk and GCG Committee also attended meetings with the Board of Commissioners and Committees, meetings with the Board of Commissioners and Directors, and meetings between the Business Risk and GCG Committee, Internal Audit, and other units at PT Angkasa Pura I.

IMPLEMENTATION OF BUSINESS RISK AND GCG COMMITTEE ACTIVITIES

In 2023, the Business Risk and GCG Committee performed the following duties and responsibilities:

- a. Held 12 Internal Business Risk and GCG Committee Meetings.
- b. The Business Risk and GCG Committee performed the following duties:
 - 1) Performance evaluation of the Business Risk and GCG Committee in 2023 and the Business Risk and GCG Committee work program for 2024;
 - 2) Review of the proposed CWPB for Fiscal Year 2024;
 - 3) Monitoring of company risk management;
 - 4) Review of corporate actions;
 - 5) Evaluation of the company's restructuring program;
 - 6) Evaluation of GCG and the company (procurement governance, asset governance, and information technology system governance);
 - 7) Monitoring of the follow-up on the Board of Commissioners' recommendations.
- c. Conducting review of:

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
1	KRU.01/PG.02/2023-B	Permohonan rekomendasi atas rencana pendanaan eksternal 2023 Request for recommendations on the 2023 external funding plan
2	KRU.02/PG.02/2023-B	Laporan <i>monitoring</i> manajemen risiko PT Angkasa Pura I semester II tahun 2022 Pt angkasa pura i risk management monitoring report semester II 2022
3	KRU.03/PG.02/2023-B	Usulan revisi RKAP 2023 Proposed revision of the 2023 CWPB
4	KRU.04/PG.02/2023-B	Evaluasi pelaksanaan kebijakan dan pengelolaan pengadaan barang dan/atau jasa di lingkungan PT Angkasa Pura I Evaluation of the implementation of policies and management of procurement of goods and/or services within pt angkasa pura i
5	KRU.05/PG.02/2023-B	Rencana aksi korporasi oleh pemegang saham Corporate action plans by shareholders
6	KRU.06/PG.02/2023-B	Perubahan usulan revisi RKAP 2023 Changes to the proposed revision of the 2023 CWPB
7	KRU.07/PG.02/2023-B	Usulan RKAP 2024 Proposed of the 2024 CWPB
8	KRU.08/PG.02/2023-B	Permohonan pendanaan eksternal tahun 2023 application for external funding in 2023



KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE
Business Risk and Good Corporate Governance Committee

- d. Rapat Komite Risiko Usaha dan GCG rapat yang dilaksanakan oleh Komite Risiko Usaha dan GCG terdiri atas:
- Rapat internal Komite Risiko Usaha dan GCG sebanyak 12 kali;
 - Mengikuti rapat Dewan Komisaris dengan Komite;
 - Mengikuti rapat Dewan Komisaris dan Direksi;
 - Rapat Komite Risiko Usaha dan GCG dengan SPI;
 - Rapat Komite Risiko Usaha dan GCG dengan Anggota Komite Audit dan Anggota Komite Nominasi dan Remunerasi;
 - Rapat Komite Audit dengan Manajemen.
- e. Kunjungan lapangan kunjungan Komite Risiko Usaha dan GCG tahun 2023 adalah sebagai berikut:
- d. Business Risk and GCG Committee meeting The Business Risk and GCG Committee Meetings comprised of:
- 12 Internal Business Risk and GCG Committee meetings;
 - Attending meetings with the Board of Commissioners and committees;
 - Attending meetings with the Board of Commissioners and the Board of Directors;
 - Meeting between Business Risk and GCG Committee and Internal Audit;
 - Meeting between Business Risk and GCG Committee, members of the Audit Committee, and members of the Nomination and Remuneration Committee;
 - Meeting between Audit Committee and management.
- e. Field visit The Business Risk and GCG Committee's field visits in 2023 are as follows:

Tabel Kunjungan lapangan kunjungan Komite Risiko Usaha dan GCG
Table of Field Visit the Business Risk and GCG Committee's Field Visits

No.	Tanggal Rapat Date	Lokasi Location	Agenda Agenda
1	6-9 Maret 2023 March 6-9, 2023	Bandara Dhoho Kediri Dhoho Airport Kediri	Peninjauan Bandara Dhoho Kediri Kediri Dhoho Airport inspection
2	2-4 Agustus 2023 August 2-4, 2023	Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	Latihan PKD Skala Penuh Full Scale PKD Exercise
3	13-15 November 2023 November 13-15, 2023	Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	Evaluasi Kinerja Bandara Airport Performance Evaluation
4	10-13 Desember 2023 December 10-13, 2023	Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	Evaluasi Kinerja Bandara Airport Performance Evaluation
5	11-14 Desember 2023 December 11-14, 2023	Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	Evaluasi Kinerja Bandara Airport Performance Evaluation
6	25-28 Desember 2023 December 28-25, 2023	Bandara Juanda Surabaya Juanda Airport Surabaya	Evaluasi Kinerja Bandara Airport Performance Evaluation

Keterangan lainnya:

Selain pelaksanaan rapat-rapat, dalam membantu Dewan Komisaris menjalankan fungsi pengawasan atas pengurusan perusahaan maupun pemberian tanggapan/rekomendasi atas aksi korporasi yang sudah direncanakan dalam RJPP dan RKAP dapat dilakukan melalui kunjungan lapangan. Kunjungan lapangan dilakukan dengan memperhatikan hal-hal sebagai berikut:

- Kunjungan ke unit/cabang mengikuti program kerja Dewan Komisaris. Kegiatan kunjungan dapat dilakukan secara langsung maupun melalui *video conference*. Kunjungan dalam rangka memperoleh informasi dalam rangka pelaksanaan tugas pokok dan fungsi Komite Risiko Usaha dan GCG.

Other description:

In addition to conducting meetings in assisting the Board of Commissioners in carrying out its supervisory function over the company's management and providing responses/recommendations for corporate actions that have been planned in the Company's Long Term Plan and Company's Work Plan and Budget (CWPPB), field visits are carried out with due observance of:

- Visits to units/branches are scheduled in accordance with the Board of Commissioners' work program.

Visits are carried out to gather information in the context of carrying out the main duties and functions of the Business Risk and GCG Committee.



KOMITE MANAJEMEN RISIKO

Risk Management Committee

Komite Manajemen Risiko merupakan komite yang dibentuk oleh Direksi dengan diketuai oleh Direksi Keuangan dan Manajemen Risiko dan beranggotakan seluruh Direksi sampai dengan pejabat 1 (satu) tingkat di bawah Direksi. Komite Manajemen Risiko dibentuk untuk membantu Direksi dalam melaksanakan fungsi pengendalian risiko, pengawasan atas kebijakan perusahaan, dan optimalisasi fungsi manajemen risiko di PT Angkasa Pura I. Komite Manajemen Risiko dibentuk berdasarkan Surat Keputusan Direksi Nomor SKEP.196/PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I (Persero) yang telah diperbaharui dengan Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.DU.172/PG.01/2021 tentang Perubahan Kedua atas Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.196/PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I (Persero).

STRUKTUR DAN KEANGGOTAAN KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko terdiri dari:

1. Ketua Komite yang dijabat oleh Direktur Keuangan dan Manajemen Risiko;
2. Sekretaris Komite dijabat oleh Vice President Risk Management;
3. Anggota Komite yang terdiri dari seluruh Direksi yang ditunjuk dan pejabat 1 (satu) tingkat di bawah Direksi di kantor pusat.

Susunan keanggotaan Komite Manajemen Risiko adalah sebagai berikut:

- a. Ketua Direktur Keuangan dan Manajemen Risiko;
- b. Sekretaris Vice President Risk Management;
- c. Anggota
 1. Direktur Operasi;
 2. Direktur Teknik;
 3. Direktur Komersial dan Pelayanan;
 4. Direktur Human Capital;
 5. Seluruh Vice President.

URAIAN TUGAS DAN TANGGUNG JAWAB KOMITE MANAJEMEN RISIKO

Tugas dan tanggung jawab yang perlu dilaksanakan oleh Komite Manajemen Risiko meliputi:

1. Menetapkan kebijakan dan strategi manajemen risiko yang komprehensif secara tertulis, meliputi:
 - a. Kebijakan dan strategi manajemen risiko ditetapkan sekurang-kurangnya 1 (satu) kali dalam setahun atau frekuensi yang lebih tinggi dalam hal terdapat perubahan faktor-faktor yang mempengaruhi aktivitas usaha perusahaan secara signifikan.
 - b. Kebijakan tersebut meliputi penetapan selera risiko (*risk appetite*) dan toleransi risiko (*risk tolerance*), baik risiko secara keseluruhan (*composite*), per jenis risiko, maupun per aktivitas fungsional.

The Risk Management Committee is a committee formed by the Board of Directors, chaired by the Director of Finance and Risk Management, and consisting of all Directors up to one (1) level below the Board of Directors. The Risk Management Committee was formed to assist the Board of Directors in carrying out risk control functions, supervising company policies, and optimizing the risk management function at PT Angkasa Pura I. The Risk Management Committee was formed based on the Decree of the Board of Directors Number SKEP.196/PG.01/2018 on the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero), as updated with the Decree of the Board of Directors of PT Angkasa Pura I (Persero) Number SKEP.DU.172/PG.01/2021 on the Second Amendment to the Decree of the Board of Directors of PT Angkasa Pura I (Persero) Number SKEP.196/PG.01/2018 on the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero).

STRUCTURE AND MEMBERSHIP OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee consists of:

1. Finance and Risk Management Director acting as the Committee Chairman
2. Vice President Risk Management acting as the Committee Secretary
3. Committee Members, consisting of appointed Directors and officials one level below the Board of Directors at the Head Office.

The composition of the Risk Management Committee is as follows:

- a. Chairman: Finance and Risk Management Director;
- b. Secretary: Vice President Risk Management;
- c. Members
 1. Operations Director;
 2. Technical Director;
 3. Commercial and Service Director;
 4. Human Capital Director;
 5. All Vice Presidents.

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee has the following duties and responsibilities:

1. Establish a comprehensive risk management policy and strategy in writing.
 - a. Risk management policy and strategy are established at least once a year, or more frequently if indicators affecting the Company's business activity change significantly.
 - b. The policy includes determining risk appetite and risk tolerance for composite risk, risk type, and functional activity.



2. Bertanggung jawab atas pemantauan pelaksanaan kebijakan manajemen risiko dan tingkat risiko (*level of risk*) yang diambil oleh perusahaan secara keseluruhan, meliputi kegiatan evaluasi dan pengarahan berdasarkan laporan yang disampaikan oleh unit kerja yang membidangi fungsi Risk Management dan unit Internal Audit.
 3. Mengevaluasi efektivitas penerapan manajemen risiko perusahaan secara berkala, meliputi kegiatan:
 - Metodologi pelaksanaan asesmen risiko (*risk assessment*);
 - Implementasi sistem informasi manajemen;
 - Ketepatan kebijakan, pedoman, prosedur, instruksi kerja, serta penetapan selera risiko (*risk appetite*) dan toleransi risiko (*risk tolerance*).
 4. Melakukan kaji ulang (*review*) secara berkala untuk mengantisipasi apabila terjadi perubahan situasi, kondisi, serta perkembangan eksternal dan internal perusahaan.
 5. Menetapkan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (*irregularities*).
 6. Memantau independensi kerja dari unit kerja yang membidangi fungsi *risk management* kantor pusat.
 7. Memantau kegiatan yang dilakukan oleh unit kerja yang membidangi fungsi *risk management*.
 8. Mengembangkan budaya sadar risiko pada seluruh pegawai perusahaan, melalui kegiatan komunikasi yang memadai kepada seluruh pegawai perusahaan tentang pentingnya pengendalian internal yang efektif.
 9. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.
2. Responsible for monitoring the implementation of risk management policy and the overall exposures of the company, including assessment and directions based on reports submitted by the Risk Management and Internal Audit units.
 3. Conduct evaluation on the effectiveness of the company's risk management implementation on a regular basis, including:
 - Risk assessment methodology
 - Implementation of management information system
 - Appropriateness of policies, procedures, and determination of risk appetite and risk tolerance.
 4. Conduct a periodic review to anticipate changes in the situation, condition, and external and internal developments of the company.
 5. Determine matters related to business decisions that have special conditions (*irregularities*).
 6. Monitor independence of the work unit in charge of risk management function in the head office.
 7. Monitor activities performed by the Risk Management unit.
 8. Develop a risk-aware culture among all company employees by engaging in adequate communication activities about the importance of effective internal control.
 9. Develop risk management-related human resource competencies.

PROFIL DAN RIWAYAT HIDUP SINGKAT KETUA KOMITE MANAJEMEN RISIKO

Ketua Komite Manajemen Risiko dijabat oleh Yanindya Bayu Wirawan yang juga menjabat sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I. Profil Ketua Komite Manajemen Risiko dapat dilihat di bab Profil Direksi pada Laporan Tahunan ini.

PELAKSANAAN KEGIATAN KOMITE MANAJEMEN RISIKO

Sepanjang tahun 2023, Komite Manajemen Risiko telah merealisasikan tugas dan tanggung jawabnya dengan efektif. Salah satu kegiatan yang dilakukan oleh Komite Manajemen Risiko adalah pembahasan terkait perubahan sistem manajemen risiko yang meliputi:

1. Penetapan salah satu strategi perusahaan dalam hal selera risiko (*risk appetite*) dan toleransi risiko (*risk tolerance*).

PROFILE AND BRIEF BIOGRAPHY OF THE CHAIRMAN OF THE RISK MANAGEMENT COMMITTEE

Chairman of the Risk Management Committee is held by Yanindya Bayu Wirawan, also serving as Finance and Risk Management Director of PT Angkasa Pura I. The profile of the Chairman of the Risk Management Committee can be found in the Board of Directors Profile chapter of this Annual Report.

IMPLEMENTATION OF RISK MANAGEMENT COMMITTEE ACTIVITIES

Throughout 2023, the Risk Management Committee carried out its duties and responsibilities effectively. Among the activities, the Committee held a discussion on changes in the risk management system, including:

1. Establishment of a company's strategy for risk appetite and risk tolerance.



SEKRETARIS PERUSAHAAN Corporate Secretary

Sekretaris Perusahaan atau *Corporate Secretary* merupakan organ pendukung Direksi yang memiliki peranan penting dalam memastikan penerapan aspek keterbukaan di perusahaan. *Corporate Secretary* berfungsi dalam komunikasi internal dan eksternal, hubungan investor, serta kesekretariatan pimpinan perusahaan. *Corporate Secretary* berada di bawah Direktur Utama dan bertanggung jawab secara langsung kepada Direktur Utama.

Corporate Secretary, also known as Vice President Corporate Secretary at PT Angkasa Pura I, plays a crucial role in ensuring the implementation of transparency aspects within the company. The Vice President Corporate Secretary is responsible for building internal and external communication, investor relations, and company secretarial duties. This position reports to and is directly responsible to the President Director.

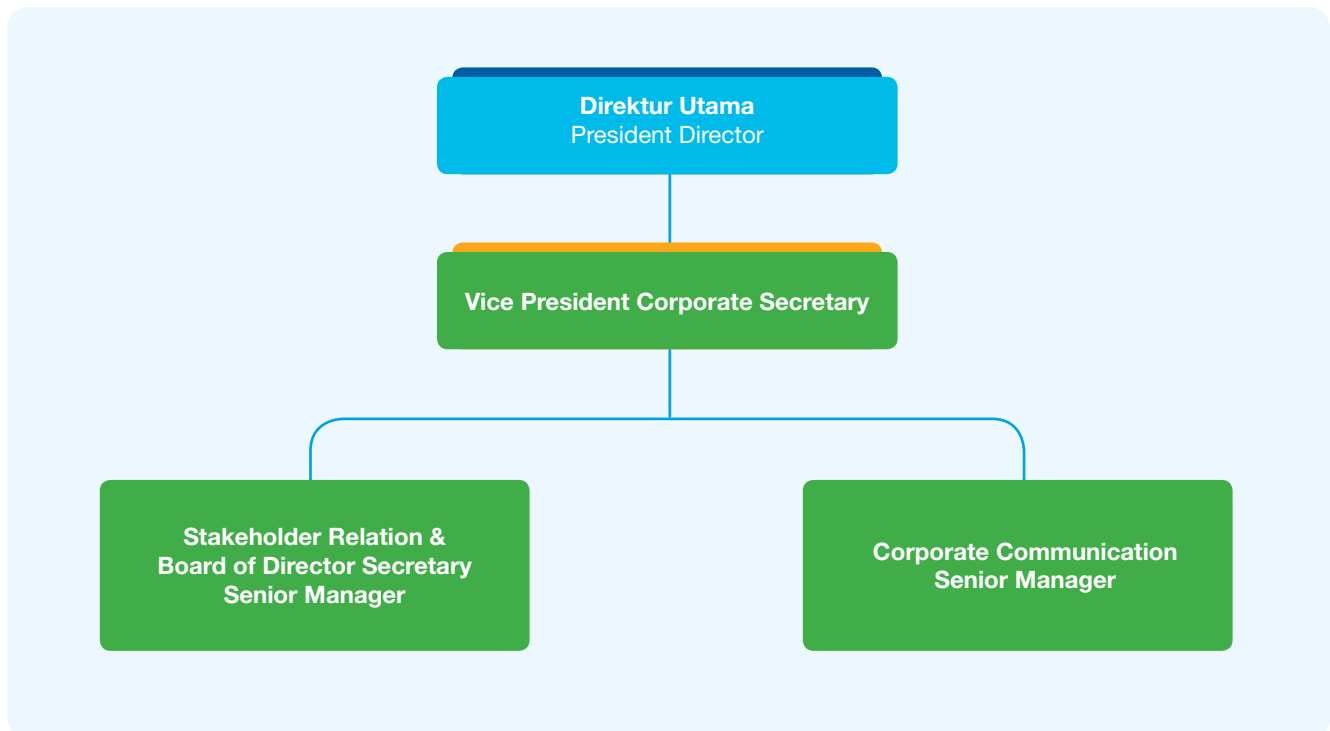
STRUKTUR SEKRETARIS PERUSAHAAN DALAM PERUSAHAAN

Struktur Sekretaris Perusahaan atau Vice President Corporate Secretary diatur berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.004/OM.01/2023 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I tanggal 25 Januari 2023. Terdapat 2 unit yang berada di bawah Vice President Corporate Secretary, yaitu Corporate Communication dan Stakeholder Relation and Board of Director Secretary.

STRUCTURE OF CORPORATE SECRETARY IN THE COMPANY

Structure of Corporate Secretary or Vice President Corporate Secretary is governed by the Decree of the Board of Directors of PT Angkasa Pura I, No. KEP. DU.004/OM.01/2023, dated January 25, 2023, on the Organization and Work Procedures of the Head Office of PT Angkasa Pura I. Vice President Corporate Secretary oversees two units, namely Corporate Communication as well as Stakeholder Relation and Board of Director Secretary.

STRUKTUR SEKRETARIS PERUSAHAAN PT ANGKASA PURA I STRUCTURE OF CORPORATE SECRETARY OF PT ANGKASA PURA I





PROFIL DAN RIWAYAT HIDUP SINGKAT SEKRETARIS PERUSAHAAN

PROFILE AND BRIEF BIOGRAPHY OF VICE PRESIDENT CORPORATE SECRETARY



RAHADIAN D. YOGISWORO
Vice President
Corporate Secretary

Kewarganegaraan Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia Age

51 tahun per Desember 2023
51 years old as of December 2023

Dasar Hukum Pengangkatan Legal Basis of Appointment

Rahadian D. Yogisworo menjabat sebagai Vice President Corporate Secretary sejak 24 Mei 2022 berdasarkan Surat Keputusan Direksi No. SKEP.DU.271/KP.04.01/2022 dan ditempatkan kembali pada jabatan Vice President Corporate Secretary sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/ KP.02.06/2023-REPLC.

Riwayat Pendidikan Educational Background

Sarjana Ekonomi (S1), Universitas 17 Agustus Surabaya, 1996

Pengalaman Kerja Work Experience

- Airlines Marketing Department Head (2013-2015)
- Route Development and Marketing Department Head (2015- 2016)
- Co. General Manager Commercial Bandara I Gusti Ngurah Rai Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)

Rahadian D. Yogisworo has been serving as Vice President Corporate Secretary since May 24th 2022 based on Directors Decree No. SKEP.DU.271/ KP.04.01/2022 and was reinstated as Vice President Corporate Secretary since February 6th 2023 based on Directors Decree No. SKEP.DU.001/ KP.02.06/2023- REPLC.

Bachelor of Economics from 17 August 1945 University Surabaya, 1996

- Airlines Marketing Department Head (2013-2015)
- Route Development and Marketing Department Head (2015- 2016)
- Co. General Manager Commercial of I Gusti Ngurah Rai Airport Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)

URAIAN TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.004/OM.01/2023 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I tanggal 25 Januari 2023, Sekretaris Perusahaan atau Vice President Corporate Secretary memiliki tugas memastikan pengelolaan seluruh aspek kegiatan kesekretariatan perusahaan dan relasi dengan pemangku kepentingan (stakeholder) serta mengelola komunikasi korporasi guna meningkatkan dan menjaga *image* perusahaan secara menyeluruh berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, dan melaksanakan proses manajemen risiko, serta sistem pengendalian intern di unit kerjanya.

Tanggung jawab Vice President Corporate Secretary adalah sebagai berikut:

1. Memastikan tersedia dan terlaksananya Rencana Kerja dan Anggaran Perusahaan (RKAP) di unit kerjanya;
2. Memastikan tercapainya kontrak manajemen yang telah disepakati;

DUTIES AND RESPONSIBILITIES OF CORPORATE SECRETARY

Based on the Decree of the Board of Directors of PT Angkasa Pura I Number KEP.DU.004/OM.01/2023 on the Organization and Work Procedures of the Head Office of PT Angkasa Pura I dated January 25, 2023, the Corporate Secretary or Vice President Corporate Secretary is responsible for ensuring the management of all aspects of corporate secretarial activities and relations with stakeholders, as well as managing corporate communications to enhance and maintain the overall corporate image in accordance with the Company's Work Plan and Budget (CWPB), and implementing compliance with applicable laws and regulations and internal company regulations, and implementing risk management processes and internal control systems in the work unit.

The responsibilities of Vice President Corporate Secretary are as follows:

1. Ensure the availability and implementation of the Company's Work Plan and Budget (CWPB) in his work unit;
2. Ensure achievement of agreed-upon management contracts;



3. Memastikan perannya sebagai *people manager* pada unit kerjanya;
 4. Memastikan pengembangan ide terhadap proses inovasi dan produk secara aktif dan mendukung inovasi yang berasal dari unit kerja lain;
 5. Memastikan pelaksanaan kegiatan unit kerja sesuai dan relevan dengan sistem manajemen yang diterapkan perusahaan;
 6. Memastikan kesesuaian pelaksanaan kegiatan unit kerja terhadap peraturan perundang-undangan dan peraturan internal perusahaan;
 7. Memastikan terpenuhinya perizinan terkait bidang unit kerjanya sesuai peraturan perundang-undangan;
 8. Memastikan terlaksananya tata kelola perusahaan yang baik di unit kerjanya;
 9. Memastikan terlaksananya seluruh proses manajemen risiko, pemutakhiran register risiko (*risk register*), dan budaya sadar risiko di unit kerjanya;
 10. Memastikan terlaksananya sistem pengendalian intern di unit kerjanya;
 11. Memastikan terlaksananya pengelolaan seluruh aspek kesekretariatan perusahaan;
 12. Memastikan terlaksananya pengelolaan seluruh aspek komunikasi perusahaan;
 13. Memastikan terlaksananya pengelolaan hubungan dengan pemangku kepentingan (*stakeholder*) perusahaan, baik internal maupun eksternal dan hubungan dengan investor (*investor relations*);
 14. Memastikan tersedianya informasi/fakta material terkait obligasi dilaporkan kepada pihak yang menerima laporan sesuai dengan ketentuan perundang-undangan;
 15. Memastikan tersedianya informasi dan dokumentasi perusahaan untuk kepentingan pengambilan keputusan;
 16. Memastikan tersedianya kebijakan, strategi, dan prosedur operasional standar (SOP) bidang *Corporate Secretary*.
3. Act as a people manager in his work unit;
 4. Ensure active development of initiatives or innovation processes and products, and support innovations from other work units;
 5. Ensure the implementation of work unit activities is relevant and consistent with the company's management system;
 6. Ensure that work unit activities are in compliance with laws and regulations and the company's internal regulations;
 7. Ensure that permits related to its work unit are obtained in accordance with laws and regulations;
 8. Ensure the implementation of good corporate governance in its work unit;
 9. Ensure the implementation of all risk management processes, risk register update, and risk-aware culture in the work unit;
 10. Ensure the implementation of internal control system in the work unit;
 11. Ensure the management of all aspects of the company's secretarial activities;
 12. Ensure the management of all aspects of corporate communication;
 13. Ensure the management of relationships with internal and external stakeholders, and investor relations;
 14. Ensure the availability of material information/facts on bonds are reported to the receiving parties in accordance with legal provisions;
 15. Ensure the availability of company information and documentation for decision-making purposes;
 16. Ensure the availability of policies, strategies, and Standard Operating Procedures (SOPs) in Corporate Secretary.

Pelatihan dan/atau Pengembangan Kompetensi Sekretaris Perusahaan Corporate Secretary Training and/or Competency Development

No.	Tanggal Date	Pelaksanaan Implementation	Tema Theme	Peserta Participant
1	5 – 6 Mei 2023 May 5 – 6, 2023	Forum Humas BUMN	BUMN Communications Week 2023	1. Rahadian D. Yogisworo 2. Gede Eka Sandi Asmadi 3. Hidy Putri Ramadhina 4. Nur Andria Widiari
2	15 – 17 Maret 2023 March 15 – 17, 2023	PR Indonesia Group	The 8 th PR Indonesia Awards (PRIA)	1. Diani Sekaring Sejati 2. Nurul Fatkhayah
3	1 – 10 Mei 2023 May 1 – 10, 2023	PT Angkasa Pura I	Pelatihan Awareness Safety Management System Tahun 2023 Awareness Safety Management System Training in 2023	3. Rahadian D. Yogisworo 4. Personel Corporate Secretary
4	19 – 22 Juni 2023 June 19 – 22, 2023	PT Angkasa Pura I	Workshop Leadership BOD-1 dengan Tema Shifting Leadership Mindset: Form Authority to Discovery BOD-1 Leadership Workshop with the theme Shifting Leadership Mindset: Form Authority to Discovery	Rahadian D. Yogisworo



No.	Tanggal Date	Pelaksanaan Implementation	Tema Theme	Peserta Participant
5	7 – 12 Agustus 2023 August 7 – 12, 2023	PT Angkasa Pura I	Pembelajaran Online Materi Metode Evaluasi Atas Pelaksanaan Program Strategis (Post Implementation Review) Online Learning Material on Evaluation Methods for Strategic Program Implementation (Post Implementation Review)	1. Erwin Yusfa Mahdian 2. Personel Corporate Secretary
6	11 – 14 September 2023 September 11 – 14, 2023	TUV Rheinland	Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I ISO 37001:2016 Awareness Training Anti-Bribery Management System Batch I	1. Rahadian D. Yogisworo 2. Rohadi Nurdhiyaha
7	6 – 11 November 2023 November 6 – 11, 2023	PT Angkasa Pura I	Pembelajaran Online Materi Cyber Security Awareness Online Learning Cyber Security Awareness Material	1. Erwin Yusfa Mahdian 2. Personel Corporate Secretary
8	30 November – 12 Desember 2023 November 30 – December 12, 2023	Injourney	Program Pengembangan General Manager Airport Batch II Airport General Manager Development Program Batch II	Rahadian D. Yogisworo
9	28 Februari 2023 February 28, 2023	PT Angkasa Pura I	Webinar Series #3 Aksi Kelola Sampah Bandara Webinar Series #3 Actions to Manage Airport Waste	Muthia Handayani
10	5 – 6 April 2023 April 5 – 6, 2023	PT Surveyor Indonesia	Pelatihan Dasar Tingkat Komponen Dalam Negeri Batch I Batch I Domestic Component Level Basic Training	Muhammad Arif
11	18 – 23 September 2023 September 18 – 23, 2023	PT Angkasa Pura I	Online Material Problem Solving	1. Gede Eka Sandi Asmadi 2. Personel Corporate Secretary
12	30 – 31 Oktober 2023 October 30 – 31, 2023	PT Konsultan Strategi Indonesia (Alomet)	Training Strategic Change & Innovation for Future Ready Enterprise	Gede Eka Sandi Asmadi
13	14 November 2023 November 14, 2023	PT Nuvision Internasional Indonesia	Pelatihan ARIS – Arsitektur Bisnis Proyek Batch I Domestic Component Level Basic Training	Norma Zuraida Lubis
	4 Desember 2023 December 4, 2023	PT Nuvision Internasional Indonesia	Pelatihan ARIS – Workshop Business Process Architecture ARIS Training – Business Process Architecture Workshop	Gede Eka Sandi Asmadi
14	22 – 24 November 2023 November 22 – 24, 2023	Kementerian BUMN Ministry of SOEs	Workshop Influencer BUMN Sumatera	Nur Andria Widiari

Sekretaris Perusahaan telah merealisasikan tugas dan tanggung jawabnya sepanjang 2023, antara lain:

- Berperan penting dalam 3 penghargaan yang diterima perusahaan, yaitu Pemimpin Terpopuler di Media Pemberitaan *Online* 2023 dalam ajang The 1st Indonesia Government Public Relations Awards (IGA) 2023, peraih *Rating Platinum* dalam *Asia Sustainability Reporting Rating* 2023, dan predikat *Leadership A* dalam *ESG Disclosure Transparency Awards* 2023;
- Pembuatan 491 desain materi, 123 video korporat, 115 siaran pers, 21 sambutan Direksi, dan 7 materi pendukung Direksi;
- Pelaksanaan kegiatan rapat Direksi PT Angkasa Pura I pada tahun 2023 sebanyak 42 kali rapat, dan pembuatan risalah rapat Direksi sebanyak 42 risalah;

The Corporate Secretary has fulfilled his duties and responsibilities throughout 2023, which include:

- Having a significant impact on the company's success, we were honoured to receive 3 prestigious awards. These include the Most Popular Leader in Online News Media 2023 in the 1st Indonesia Government Public Relations Awards (IGA) 2023, achieving a Platinum Rating in the Asia Sustainability Reporting Rating 2023, and the Leadership A title in the ESG Disclosure Transparency Awards 2023;
- Creation of 491 material designs, 123 corporate videos, 115 press releases, 21 Directors' speeches, and 7 Directors' supporting materials;
- Carrying out 42 meetings of the Board of Directors of PT Angkasa Pura I in 2023 and preparing minutes of 42 Board of Directors meetings;



4. Pelaksanaan kegiatan Rapat Direksi dan Dewan Komisaris Angkasa Pura I pada tahun 2023 sebanyak 11 kali rapat;
 5. Pelaksanaan kewajiban PT Angkasa Pura I sebagai emiten berupa penyampaian laporan-laporan kepada Otoritas Jasa Keuangan, Bursa Efek Indonesia, dan Wali Amanat OJK, BEI, dan Wali Amanat baik laporan berkala maupun laporan mengenai informasi/fakta material;
 6. Pelaksanaan pendampingan kegiatan Kunjungan Kerja dan Rapat Dengar Pendapat Komisi V, VI, dan VIII DPR RI sebanyak 17 kegiatan;
 7. Pelaksanaan 2 (dua) kali Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I, yaitu RUPS tentang Pengesahan Rencana Kerja & Anggaran Perusahaan (RKAP) dan Rencana Kerja & Anggaran Program Tanggung Jawab Sosial & Lingkungan (RKA-TJSL) tahun 2023;
 8. Pelaksanaan kegiatan layanan keprotokolkan kepada Direksi, Dewan Komisaris dan tamu selama kurun waktu tahun 2023 sebanyak 872 kegiatan;
 9. Pembuatan 3 (tiga) buah inovasi yaitu Perancangan dan Pengembangan Aplikasi Risk Monitoring, Implementasi E-Risalah dalam pembuatan Risalah Rapat Direksi, serta Penguatan Komunikasi Internal Perusahaan Melalui E-newsletter BINAR;
 10. Pembuatan 4 (empat) Keputusan Direksi PT Angkasa Pura I terdiri dari Keputusan Direksi Nomor KEP.DU.037/HM.01/2023 tentang Pedoman Pelaksanaan Layanan Keprotokolkan di PT Angkasa Pura I, Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0011./HM.12/2023 tentang Pedoman Penggunaan Logo PT Angkasa Pura I, Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0028./PR.02.04/2023 tentang Pedoman Pelaksanaan Laporan Tahunan (*Annual Report*) dan Laporan Keberlanjutan (*Sustainability Report*) PT Angkasa Pura I, dan Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.034./HM.03/2023 tentang Pedoman Pengelolaan Komunikasi Perusahaan di Lingkungan PT Angkasa Pura I;
 11. Selama tahun 2023, jumlah pemberitaan terkait perusahaan mencapai sebanyak 39.534 pemberitaan, mengalami penurunan sebesar 17% dibandingkan jumlah pemberitaan di tahun 2022;
 12. Pertumbuhan *followers* media sosial resmi korporat sebanyak 14.810 *followers* baru;
 13. Pengelolaan media sosial TikTok dan memiliki 43,9 ribu *followers*;
 14. Penyusunan dan penyampaian Laporan Tahunan (*Annual Report*) dan Laporan Keberlanjutan (*Sustainability Report*) PT Angkasa Pura I telah dilaporkan kepada Kementerian BUMN, PT Aviassi Pariwisata Indonesia (Persero), Otoritas Jasa Keuangan, Bursa Efek Indonesia, dan Wali Amanat pada 28 April 2023;
 15. Selama tahun 2023, telah menangani sebanyak 166 permohonan informasi publik.
4. Conducting 11 joint meetings of the Board of Directors and Board of Commissioners of Angkasa Pura I in 2023;
 5. Fulfilling PT Angkasa Pura I's obligations as an issuer by submitting reports to the Financial Services Authority, the Indonesia Stock Exchange, and the Trustee of the OJK, BEI, and Trustee, including periodic reports and reports on material information/facts;
 6. Assisting 17 Working Visits and Hearing Meeting activities with Commissions V, VI, and VIII of the House of Representatives;
 7. Conducting 2 (two) General Meetings of Shareholders (GMS) of PT Angkasa Pura I, namely the GMS to Ratify the Company's Work Plan & Budget (CWPB) and the Work Plan & Budget for the Corporate Social Responsibility Program (WPB-CSR) for 2023;
 8. Providing 872 protocol service activities for the Board of Directors, Board of Commissioners, and Guests during 2023;
 9. Developing 3 (three) innovations, namely the Design and Development of the Risk Monitoring Application, Implementation of E-Minutes in the preparation of Minutes of the Board of Directors Meetings, and Strengthening Internal Corporate Communication through the BINAR E-newsletter;
 10. Issuing 4 (four) PT Angkasa Pura I's Board of Directors Decree, consisting of the Board of Directors Decree Number KEP.DU.037/ HM.01/2023 on Guidelines for the Implementation of Protocol Services at PT Angkasa Pura I, Board of Directors Decree Number KEP.DU.0011./HM.12/2023 on Guidelines for the Use of the PT Angkasa Pura I Logo, Board of Directors Decree Number KEP.DU.0028./PR.02.04/2023 on Guidelines for the Implementation of Annual Reports and Sustainability Reports of PT Angkasa Pura I, and Board of Directors Decree Number KEP.DU.034./HM.03/2023 on Guidelines for Corporate Communication Management within PT Angkasa Pura I;
 11. During 2023, total news coverage related to the company reached 39,534, a decrease of 17% compared to total news coverage in 2022;
 12. The corporation's official social media following grew by 14,810 new followers;
 13. Managing the TikTok social media and having 43.9 thousand followers;
 14. Preparing and submitting the Annual Report and Sustainability Report of PT Angkasa Pura I to the Ministry of State-Owned Enterprises, PT Aviassi Pariwisata Indonesia (Persero), the Financial Services Authority, the Indonesia Stock Exchange, and the Trustee on April 28, 2023;
 15. Handling a total of 166 information requests in 2023.



SISTEM PENGENDALIAN INTERNAL

Internal Control System

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personel lain, yang dirancang untuk memberikan keyakinan memadai agar tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan, serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan Pengendalian Internal (*Internal Control*) pada PT Angkasa Pura I menggunakan konsep *three lines of defense* sebagai berikut:

1. Pengendalian lini pertama (*first line*), berada di posisi paling depan, dilakukan oleh unit operasional selaku pemilik risiko sekaligus pelaksana proses bisnis.
2. Pengendalian lini kedua (*second line*) dilakukan oleh seluruh unit *support* yang memiliki fungsi kontrol secara langsung terhadap operasi perusahaan, seperti; *financial control*, *security*, *risk management*, *quality control*, *inspection*, dan *compliance*.
3. Pengendalian lini ketiga (*three line*) adalah kegiatan penilaian (*assurance*) atas kontrol yang diselenggarakan pada lini pertama dan kedua, dilakukan oleh unit yang independen dalam perusahaan, yaitu Unit Internal Audit.

Perlindungan berlapis ini dimaksudkan untuk memastikan agar implementasi pengendalian internal (*internal control*), pengelolaan risiko (*risk management*), dan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance/ GCG*) betul-betul dilaksanakan sehingga tujuan perusahaan dapat tercapai dan hambatan/ancaman yang dikelola dapat dijadikan peluang untuk mempermudah pencapaian tujuan perusahaan tersebut.

LINGKUNGAN PENGENDALIAN

Lingkungan pengendalian dibangun sebagai pondasi untuk mendukung berjalannya komponen pengendalian internal di PT Angkasa Pura I, sekaligus merupakan faktor yang mempengaruhi seluruh kegiatan perusahaan terutama yang berkaitan dengan etika bisnis dan GCG. Unsur-unsur lingkungan pengendalian PT Angkasa Pura I adalah sebagai berikut:

1. Integritas dan Nilai-Nilai Etika
Beragam cara yang ditempuh oleh manajemen tingkat atas untuk menekankan tentang pentingnya integritas dan nilai etika di antara para personelnnya dalam perusahaan.
2. Komitmen dan Kompetensi
Kesadaran manajemen akan pentingnya intelegensi, pelatihan, dan pengalaman setiap karyawan yang diperlukan dalam mengembangkan potensi mereka.
3. Direktur dan Komite Audit
Direktur memiliki tugas memastikan bahwa manajemen memenuhi tanggung jawabnya untuk menetapkan dan mempertahankan internal kontrol, sedangkan Komite Audit bertanggung jawab mengenali penolakan manajemen atas pengendalian atau kecurangan dalam laporan keuangan dan menindaklanjuti hal tersebut secara tepat.

Internal control is a process that involves the Board of Commissioners, management, and other personnel and is intended to provide reasonable assurance of achieving operational effectiveness and efficiency, as well as reporting reliability and compliance with applicable laws and regulations. Internal Control Implementation at PT Angkasa Pura I employs the following three lines of defense:

1. The first line of control is performed by the operational unit, as risk owner and executor of the business process in the most visible position.
2. The second line of control is performed by all support units with direct control functions over company operations, such as financial control, security, risk management, quality control, inspection, and compliance.
3. The third line of control is assurance of the first and second lines of control, performed by an independent unit within the company, the Internal Audit unit.

The multi-layer protection is intended to ensure optimal implementation of internal control, risk management and the principles of good corporate governance in order to achieve the company goals and turn obstacles/threats into opportunities to achieve the company goals.

CONTROL ENVIRONMENT

The control environment is designed to be an effective foundation to support operations of the internal control component in PT Angkasa Pura I, and a factor affecting the entire company, particularly in terms of business ethics and GCG. The following elements comprise the Company's control environment:

1. Integrity and Ethical Values
The various means adopted by top-level management to instill the value of integrity and ethical values in company personnel.
2. Commitment and Competence
Management's awareness of the importance of intelligence, training and experience in developing employees' potential.
3. Board of Directors and Audit Committee
Director is responsible for ensuring that management fulfils its responsibility to establish and maintain internal controls, whereas the Audit Committee is responsible for recognizing management's rejection of control or fraud in the financial statements and appropriately following up on such matters.



4. Falsafah dan Gaya Operasi Manajemen

Manajemen mempunyai peran yang besar dalam menciptakan lingkungan pengendalian yang baik dalam suatu organisasi.

5. Struktur Organisasi

Menggambarkan garis hubungan wewenang dan pertanggungjawaban sehingga dapat memberikan kontribusi bagi lingkungan pengendalian, baik dalam hal memberikan kerangka (*framework*) secara menyeluruh bagi perencanaan, pelaksanaan, dan pengendalian operasi.

6. Pendelegasian Wewenang dan Tanggung Jawab

Berupa memorandum tertulis mengenai kebijakan-kebijakan, aturan main, deskripsi pekerjaan, dan sebagainya.

7. Kebijakan dan Praktik Pegawai

Berupa kemampuan menyediakan karyawan yang dapat dipercaya dan memiliki kemampuan pada bidangnya masing-masing.

4. Management Philosophy and Operating Style

Management plays a significant role in establishing a good control environment in an organization.

5. Organizational Structure

Drawing up the lines of authority and accountability relationships so as to contribute to the control environment in terms of providing a comprehensive framework for planning, implementation, and control of operations.

6. Delegation of Authority and Responsibility

A written memorandum on policies, rules, job descriptions, and so on.

7. Employee Policies and Practices

The ability to develop trustworthy employees with the required competencies in their respective fields

PENGENDALIAN KEUANGAN DAN OPERASIONAL

PT Angkasa Pura I menjalankan sistem pengendalian terhadap fungsi keuangan dan operasional. Pengendalian yang dijalankan mulai dari rencana keuangan yang menyangkut umpan balik dan proses penyesuaian hingga proses validasi untuk menjamin bahwa rencana terlaksana atau untuk mengubah rencana yang ada sebagai tanggapan terhadap berbagai perubahan yang terjadi. Pengendalian operasional mencakup proses penempatan agar kegiatan operasional dilaksanakan secara efektif dan efisien. Pengendalian operasional dan keuangan meliputi:

1. Pengendalian fisik aset

Pengendalian fisik aset di lingkungan perusahaan diarahkan untuk mengamankan dan melindungi aset-aset berisiko. Hal ini penting karena kelalaian dalam pengamanan aset akan berakibat pada mudahnya terjadi pencurian, penggelapan, dan bentuk manipulasi lainnya terhadap aset yang merugikan perusahaan. Pengendalian fisik aset yang dapat dilakukan antara lain pembatasan individu yang dapat mengakses penggunaan aset, data, informasi, penyediaan keamanan yang cukup, dan penerapan prosedur lainnya yang menjamin pengendalian fisik aset sesuai dengan tujuannya.

2. Pemisahan fungsi

Pemisahan fungsi diarahkan untuk mengurangi kesalahan, kecurangan, dan pemborosan. Pemisahan fungsi di lingkungan perusahaan juga ditujukan untuk memperkuat sistem pengendalian internal. Pemisahan fungsi juga dilakukan sebagai upaya untuk mencegah terjadinya penyimpangan dan sebagai upaya manajemen untuk mengantisipasi permasalahan yang tidak diinginkan yang akan terjadi di kemudian hari. Contoh pemisahan fungsi yang dapat dilakukan antara lain:

FINANCIAL AND OPERATIONAL CONTROL

PT Angkasa Pura I operates financial and operational control system. Financial control ranges from financial plan involving feedback and adjustment processes to validation process to ensure that the plan can be executed, or to change existing plan in response to changes in the operating environment. Meanwhile, operational control includes the placement process to carry out operational activities in an effective and efficient manner. Operational and financial controls include:

1. Physical control of assets

Physical control of assets within the company is aimed at securing and protecting high-risk assets. Such a control is important because negligence in safeguarding assets may result in theft, embezzlement and other forms of asset manipulation that may be detrimental to the company. Physical control of assets includes limiting individual's access to assets, data, information, providing adequate security, and implementing other procedures to ensure that the physical control of assets is in accordance with the objectives.

2. Separation of functions

Separation of functions is intended to reduce errors, fraud and waste. The separation of functions within the Company also aims to strengthen the internal control system. In addition, it is conducted in an attempt to prevent irregularities and for management to anticipate undesirable problems from occurring in the future. The following are examples of separation of functions:



SISTEM PENGENDALIAN INTERNAL Internal Control System

- Tidak seorang pun diperbolehkan mengendalikan seluruh aspek utama kejadian dan transaksi dari awal sampai akhir proses.
 - Kegiatan pemberian otorisasi, pemrosesan, pencatatan, dan *review* harus dilaksanakan oleh pegawai (personel) yang berbeda.
 - Tugas dan tanggung jawab masing-masing fungsi harus dilaksanakan sesuai dengan SOP dan instruksi kerja untuk menjamin dilakukannya pengendalian terhadap pemisahan fungsi.
3. Pelaksanaan kejadian dan transaksi
- Pengendalian dilakukan untuk memastikan bahwa hanya kejadian dan transaksi valid yang dilakukan pencatatan sesuai dengan ketentuan.
 - Pengendalian dilakukan untuk memastikan bahwa seluruh kejadian dan transaksi telah dilakukan otorisasi dengan benar oleh pegawai yang diberikan tugas dan tanggung jawab.
 - Pelaksanaan ketentuan dan persyaratan otorisasi secara jelas harus dirumuskan dan dikomunikasikan kepada pimpinan unit kerja dan pegawai.
4. Pencatatan yang akurat dan tepat waktu atas kejadian dan transaksi
- Pencatatan yang akurat dan tepat waktu atas kejadian dan transaksi wajib dilakukan di lingkungan perusahaan untuk menjamin tersedianya informasi yang relevan, terpercaya, dan tepat waktu untuk membantu pimpinan dalam pengambilan keputusan dalam pencapaian tujuan perusahaan.
5. Pembatasan akses dan akuntabilitas atas sumber daya dan pencatatannya
- Akses terhadap sumber daya dan catatan perusahaan harus dibatasi hanya oleh personel yang diberikan tugas, tanggung jawab, dan wewenang yang kemudian harus memberikan akuntabilitas atas pengelolaan sumber daya dan pemeliharaan atas seluruh catatan. Untuk menjamin pengendalian dijalankan dengan benar, aspek ini harus diverifikasi secara periodik dengan melakukan perbandingan jumlah yang tercatat dengan fisik yang tersedia.
6. Dokumentasi yang baik atas kejadian dan transaksi pengendalian
- Setiap kejadian dan transaksi dalam perusahaan didokumentasikan dengan baik untuk menjamin bahwa seluruh kejadian dan transaksi tersebut dapat diakses oleh pihak-pihak yang berkepentingan sewaktu-waktu apabila dibutuhkan. Mendokumentasikan kejadian dan transaksi tersebut merupakan bagian dari pengendalian internal yang harus dilakukan secara memadai.
- No one is allowed to control all the main aspects of events and transactions from the beginning to the end of the process.
 - Granting authorization, processing, recording, and reviewing must be carried out by different employees (personnel).
 - The duties and responsibilities of the respective functions must be executed in accordance with the Standard Operating Procedures and work instructions to ensure control over the separation of functions
3. Events and Transactions
- Control is performed to ensure that only valid events and transactions are recorded in accordance with existing provisions.
 - Control is performed to ensure that employees assigned with the specific duties and responsibilities have properly authorized all events and transactions.
 - The terms and conditions for granting authorization must clearly be formulated and communicated to the heads of work units and employees
4. Accurate and timely recording of events and transactions
- Accurate and timely recording of events and transactions must be carried out within the company to ensure the availability of relevant, trusted and timely information to assist leaders in making decisions to achieve company goals.
5. Limiting access and accountability on resources and its recording
- Access to company resources and records must be limited only to personnel who are assigned the duty, responsibility and authority, and must account for managing resources and maintaining all records. To ensure control is carried out correctly, this aspect must be verified periodically by comparing the amounts recorded with the physical availability.
6. Proper recording of events and controlling transactions
- Every event and transaction in the company must be documented properly to ensure that interested parties can access the records at any time if needed. The recording of events and transactions is part of internal control that must be executed appropriately.



KESESUAIAN DENGAN COSO

Pengendalian internal yang dilaksanakan pada PT Angkasa Pura I telah sesuai dengan kerangka pengendalian internal *Committee of Sponsoring Organizations (COSO)*, yang terdiri atas lima komponen yaitu:

- 1. Lingkungan Pengendalian**
Melalui budaya AKHLAK, pemberlakuan GCG yang diatur dalam buku saku *code of conduct* yang telah disosialisasikan dan dibagikan kepada seluruh karyawan PT Angkasa Pura I yang disertai dengan penandatanganan Pakta Integritas.
- 2. Penilaian Risiko**
Angkasa Pura I telah menyediakan unit khusus yang menangani penilaian risiko, *profiling* risiko, dan manajemen risiko. Semua risiko didaftarkan oleh *risk owner* dan direncanakan mitigasi risikonya, sebagaimana tercantum dalam profil risiko. Profil risiko dijadikan bahan oleh Internal Audit untuk melakukan *risk-based* audit. Rencana mitigasi yang memerlukan biaya dan diusulkan dalam Rencana Kerja Anggaran (RKA) didasari oleh risiko apa yang mendasari.
- 3. Aktivitas Pengendalian**
PT Angkasa Pura I telah melakukan aktivitas pengendalian sesuai dengan prinsip COSO, melalui pemisahan tugas yang memadai, otorisasi yang sesuai atas transaksi dan aktivitas, dokumen dan catatan yang memadai sebagaimana tercantum dalam Laporan Keuangan Tahunan. Selain itu, telah dilakukan pengendalian fisik atas aktiva dan catatan, serta pemeriksaan kinerja secara independen oleh internal audit maupun eksternal audit.
- 4. Informasi dan Komunikasi**
PT Angkasa Pura I telah menyediakan informasi dan komunikasi melalui rapat kerja, rapat koordinasi, sosialisasi, *e-mail corporate*, *web corporate*, intranet, HCIS (*Human Capital Information System*), *electronic library*, dan media lain yang telah disediakan. Pada saat audit oleh Internal Audit pun, dilakukan tahapan informasi dan komunikasi antara auditor dan *auditee*.
- 5. Pemantauan**
Pemantauan kegiatan sesuai dengan prinsip COSO dilakukan melalui *performance check* oleh pembina teknis, audit internal, dan audit eksternal.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Tinjauan atas efektivitas sistem pengendalian dilaksanakan melalui audit, baik secara internal oleh internal audit, maupun secara eksternal oleh eksternal auditor. Manajemen bertanggung jawab atas terselenggaranya sistem pengendalian internal yang andal dan efektif serta memastikan bahwa hal tersebut telah melekat di setiap jenjang organisasi. Selain itu, pengawasan terhadap pengendalian internal secara menyeluruh juga dilakukan untuk mendukung penerapan tata kelola perusahaan yang baik.

SUITABILITY WITH COSO

Internal Control processes at PT Angkasa Pura I are in accordance with the internal control framework of the Committee of Sponsoring Organizations (COSO), consisting of the following 5 (five) components:

- 1. Control Environment**
Through the culture of AKHLAK, the implementation of good corporate governance (GCG) is regulated in a code of conduct handbook disseminated and distributed to all employees, along with the signing of the Integrity Pact.
- 2. Risk Assessment**
PT Angkasa Pura I established a special unit to handle risk assessment, risk profiling and risk management. A risk owner registers all risks and risk mitigation is planned as stated in the risk profile. Risk profile is used as material by the Internal Audit to conduct risk-based audits. Mitigation plans that require expenditures to be made and proposed in the Work Plan and Budget (WPB) are based on the underlying risks.
- 3. Control Activities**
PT Angkasa Pura I executed control activities in accordance with COSO principles, through adequate separation of duties, appropriate authorization of transactions and activities, proper documentation and recording as stated in the Annual Financial Statements. Furthermore, Internal Audit and External Audit units performed physical control over assets and records, and independent performance audit.
- 4. Information and Communication** PT Angkasa Pura I provided information and communication through work meetings, coordination meetings, dissemination, corporate email, corporate website, intranet, HCIS (Human Capital Information System), *electronic library*, and other media. During audits by the Internal Audit, The auditor obtained information from and communicated with the auditee.
- 5. Monitoring**
Technical supervisor, internal auditor, and external auditor conducted performance checks to ensure that monitoring of activities is carried out in accordance with COSO principles.

INTERNAL CONTROL SYSTEM EFFECTIVENESS REVIEW

Internal and external auditors conduct internal and external audits to review the effectiveness of internal control systems. Management is responsible for the implementation of a reliable and effective internal control system and ensures that it is embedded at every level of the organization. Furthermore, overall internal control supervision is carried out to support the implementation of good corporate governance.



SISTEM PENGENDALIAN INTERNAL Internal Control System

Unit Internal Audit dan Komite Audit mengawasi pelaksanaan sistem pengendalian internal dan melaporkannya kepada Direksi dan Dewan Komisaris. Temuan audit akan disampaikan kepada manajemen terkait untuk ditindaklanjuti. Berdasarkan pengawasan di 2023, sistem pengendalian internal di PT Angkasa Pura I telah berjalan efektif.

PENGAWASAN DEWAN KOMISARIS DAN DIREKSI

Dalam upaya memastikan efektivitas sistem pengendalian internal, Direksi dan Dewan Komisaris bersama unit Internal Audit dan Komite Audit melakukan rapat secara berkala. Rapat membahas pemantauan pengendalian internal dan rencana tindak lanjut atas hal-hal di luar kontrol. Unit Internal Audit/ Komite Audit akan melaporkan kepada Direksi dan Dewan Komisaris hasil pemantauan pengendalian internal minimal empat kali dalam setahun.

PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi dan Dewan Komisaris menilai sistem pengendalian internal di PT Angkasa Pura I telah berjalan dengan efektif dan memenuhi kecukupan dari kebijakan dan standar yang menjadi pedoman. Kecukupan tersebut mencakup antara lain:

1. Kecukupan aspek pengendalian umum memastikan bahwa sudah dipatuhinya kebijakan yang telah ditetapkan oleh pemerintah sehingga memberikan keyakinan memadai dalam upaya pencapaian tujuan organisasi, mencapai efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, serta ketaatan terhadap peraturan perundang-undangan yang berlaku;
2. Kecukupan aspek pengendalian internal memastikan bahwa sudah dipatuhinya kebijakan yang telah ditetapkan oleh manajemen perusahaan sehingga mendukung pencapaian perusahaan yang mencakup efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, serta ketaatan terhadap peraturan.

Internal Audit Unit and Audit Committee oversee the implementation of internal control system and report to the Board of Directors and the Board of Commissioners. The audit findings are forwarded to the relevant management for follow-up. Based on supervision in 2023, Internal Control System at PT Angkasa Pura I has been operating effectively.

SUPERVISION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

In an effort to ensure the effectiveness of Internal Control System, the Board of Directors and the Board of Commissioners together with Internal Audit unit and Audit Committee hold regular meetings. The meeting discusses internal control monitoring and follow-up plans for matters beyond control. Internal Audit Unit/ Audit Committee reports the outcomes of internal control monitoring to the Board of Directors and the Board of Commissioners no less than four times a year.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ADEQUACY OF INTERNAL CONTROL SYSTEM

The Board of Directors and Board of Commissioners considered that the internal control system at PT Angkasa Pura I has been operating effectively and has met the adequacy of the policies and standards. The adequacy includes, among others:

1. Adequacy of general control aspect ensures the compliance with the policies established by the government in order to provide reasonable assurance in an effort to achieve organizational goals, operational effectiveness and efficiency, financial reporting reliability, and compliance with applicable laws and regulations;
2. Adequacy of internal control aspect ensures the compliance with the policies established by the company's management in order to support the company's achievements, including operational effectiveness and efficiency, financial reporting reliability, and compliance with regulations.



UNIT INTERNAL AUDIT

Internal Audit Unit

PT Angkasa Pura I memiliki unit Internal Audit yang berfungsi untuk membantu Direktur Utama dalam menjalankan fungsi pengawasan terhadap efektivitas sistem pengendalian internal dan pelaksanaan *Good Corporate Governance* (GCG) di perusahaan. Berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.32/OM.01/2021 tentang Organisasi dan Tata Kerja Kantor Pusat, unit Internal Audit berkedudukan langsung di bawah Direktur Utama. Pelaksanaan tugas unit Internal Audit dapat bersinergi dengan Komite Audit serta Komite Risiko Usaha dan *Good Corporate Governance*.

PT Angkasa Pura I has an Internal Audit unit that assists the President Director in carrying out the supervisory function of the internal control system's effectiveness and the company's implementation of *Good Corporate Governance* (GCG). Based on Decree of the Board of Directors of PT Angkasa Pura I No. KEP.32/OM.01/2021 on the Organization and Work Procedures of the Head Office, Internal Audit Unit is under the President Director. Internal Audit Unit collaborates with the Audit Committee, Business Risk and *Good Corporate Governance* Committee, and other Committees in carrying out its duties.

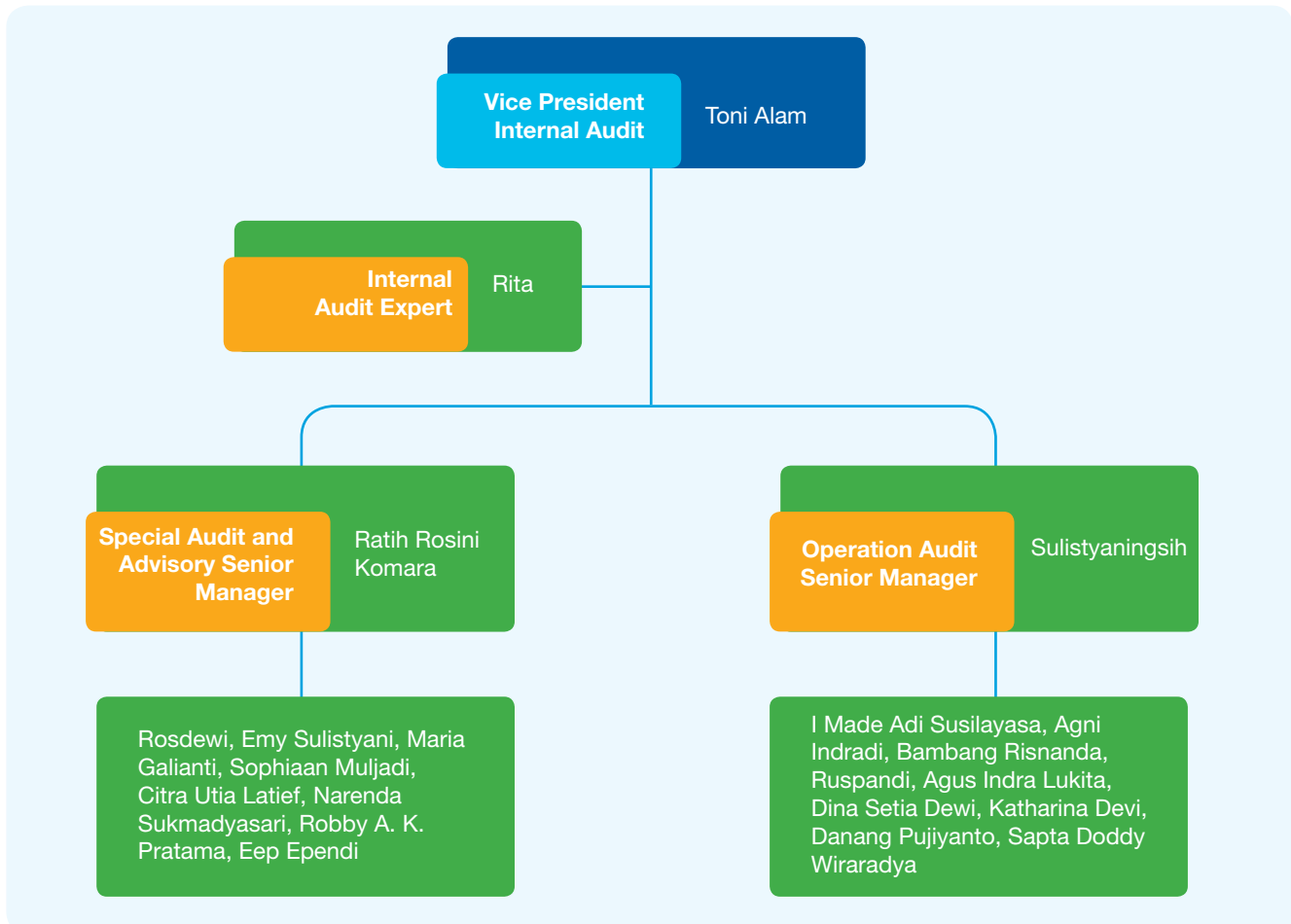
STRUKTUR DAN KEDUDUKAN UNIT INTERNAL AUDIT

Unit Internal Audit dipimpin oleh seorang Vice President Internal Audit yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. *Vice President* Internal Audit bertanggung jawab langsung kepada Direktur Utama. Pelaksanaan tugas Unit Audit Internal dibantu oleh dua departemen, yaitu Operation Audit Department, dan Special Audit & Advisory Department.

INTERNAL AUDIT UNIT STRUCTURE AND POSITION

Internal Audit Unit is led by a Vice President Internal Audit appointed and dismissed by the President Director with the approval of the Board of Commissioners. Vice President Internal Audit reports directly to the President Director. The unit is assisted by two departments, namely Operation Audit Department and Special Audit & Advisory Department.

Struktur Organisasi Internal Audit
Organizational Structure of Internal Audit





PIAGAM UNIT INTERNAL AUDIT DAN KODE ETIK AUDITOR

Dalam melaksanakan tugasnya, unit Internal Audit PT Angkasa Pura I telah dilengkapi pedoman kerja yang disebut dengan Piagam Internal Audit (*Internal Audit Charter*) yang disetujui dan disahkan oleh Dewan Komisaris dan Direksi dalam Surat Keputusan Bersama. Piagam Internal Audit yang berlaku saat ini mengacu pada Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Angkasa Pura I Nomor SKB.DU.06/PG.01/2022 dan Nomor KEP.09/DK.AP.I/2022.

Isi Piagam Internal Audit mencakup:

1. Pendahuluan: berisi latar belakang serta visi dan misi internal audit;
2. Internal Audit: berisi pengertian, struktur dan kedudukan, fungsi, tugas dan tanggung jawab, wewenang, ruang lingkup, akuntabilitas, serta standar profesi dan kode etik;
3. Pola Hubungan: berisi hubungan internal auditor dengan *auditee*, eksternal auditor, serta dengan Komite Audit dan Komite Risiko Usaha dan *Good Corporate Governance*;
4. Peningkatan Kualitas Internal Auditor;
5. Jaminan Mutu;
6. Penutup.

Dalam melaksanakan tugas dan tanggung jawabnya, Unit Internal Audit juga menerapkan kode etik, standar audit, dan peraturan lainnya yang berkaitan dengan internal audit, serta senantiasa menjunjung tinggi prinsip-prinsip objektivitas, kerahasiaan, ketelitian, dan kehati-hatian.

SISTEM INFORMASI INTERNAL AUDIT

Pelaksanaan audit oleh Internal Audit dibantu oleh keberadaan *System Information Management Audit* (SIMA) yang memungkinkan pencatatan data otomatis terhadap seluruh aktivitas operasional. Data yang terkumpul dari SIMA selanjutnya diolah untuk memenuhi kebutuhan meningkatkan kualitas kinerja serta meningkatkan peran Internal Audit dalam upaya mengoptimalkan *information and technology general control* (ITGC).

TUGAS DAN TANGGUNG JAWAB UNIT INTERNAL AUDIT

1. Vice President Internal Audit bertugas untuk memastikan pengelolaan pengendalian internal dan proses tata kelola perusahaan melalui pemeriksaan, penilaian, dan evaluasi atas efisiensi dan efektivitas kegiatan perusahaan sesuai dengan peraturan internal dan eksternal berdasarkan *risk based audit*, serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan.
2. Tanggung jawab Vice President Internal Audit yaitu sebagai berikut:
 - Memastikan tersedianya rencana kerja dan anggaran perusahaan (RKAP);
 - Memastikan tercapainya kontrak manajemen yang telah disepakati;

INTERNAL AUDIT UNIT CHARTER AND AUDITOR CODE OF CONDUCT

PT Angkasa Pura I's Internal Audit unit is equipped with work guidelines, the Internal Audit Charter, which has been approved and ratified in the Joint Decree of the Board of Commissioners and Board of Directors. The current Internal Audit Charter is in accordance with the Company's Joint Decree No. SKB.DU.06/PG.01/2002 and KEP.09/DK.AP.I/2022.

The Internal Audit Charter includes:

1. Introduction: background and vision and mission of internal audit;
2. Internal Audit: definition, structure and position, functions, duties and responsibilities, authority, scope, accountability, professional standards and code of conduct;
3. Relationship Pattern: Internal auditor's relationship with the auditee, external auditor, and the Audit Committee, as well as the Business Risk and Good Corporate Governance Committee;
4. Internal Auditor Quality Improvement;
5. Quality Assurance;
6. Closing.

In carrying out its duties and responsibilities, the Internal Audit Unit adheres to the code of conduct, audit standards, and other internal audit regulations, as well as the principles of objectivity, confidentiality, thoroughness, and prudence.

INTERNAL AUDIT INFORMATION SYSTEM

Audit Information Management System (SIMA) allows automatic data recording of all operational activities, assists in the implementation of audits by Internal Audit. The SIMA data is then processed in order to meet the needs of improving performance quality and expanding the role of Internal Audit in order to optimize information and technology general control (ITGC).

DUTIES AND RESPONSIBILITIES OF INTERNAL AUDIT UNIT

1. Vice President Internal Audit is in charge of ensuring the management of internal control and corporate governance processes by conducting audit, assessment, and evaluation of the efficiency and effectiveness of the company's activities in accordance with internal and external regulations based on risk-based audits, as well as ensuring compliance with laws and regulations and internal company regulations.
2. The duties of Vice President Internal Audit are as follows:
 - Ensure the availability of the company work plan and budget (CWPB);
 - Ensure achievements of the agreed management contracts;



- Memastikan perannya sebagai *people manager* pada unit kerjanya;
- Memastikan pengelolaan pembinaan kompetensi personel unit kerjanya;
- Memastikan pengembangan inisiatif atas inovasi proses dan produk secara aktif dan mendukung inovasi yang berasal dari unit kerja lain;
- Memastikan kegiatan unit kerjanya berjalan sesuai dengan rencana kerja dan anggaran (RKA) yang telah ditetapkan;
- Memastikan pelaksanaan kegiatan unit kerjanya sesuai dan relevan dengan sistem manajemen yang diterapkan perusahaan;
- Memastikan kesesuaian pelaksanaan kegiatan unit kerjanya terhadap peraturan perundang-undangan dan peraturan internal perusahaan;
- Memastikan perencanaan dan pelaksanaan perbaikan (*improvement*) atas temuan audit di unit kerja di bawah tanggung jawabnya;
- Memastikan pengelolaan pelaksanaan kegiatan audit internal secara berkala dan konsultasi kepada seluruh satuan unit kerja kegiatan audit khusus;
- Memastikan pengelolaan pelaksanaan pendampingan terhadap proses audit eksternal;
- Memastikan tersedianya laporan hasil audit dan tindak lanjut hasil temuan audit secara tepat waktu;
- Memastikan tersedianya kebijakan, strategi, dan standar operasional prosedur (SOP) bidang internal audit.

KEWENANGAN UNIT INTERNAL AUDIT

Unit Internal Audit memiliki wewenang untuk:

1. Memiliki akses, baik secara langsung dan tidak langsung, terhadap dokumen, catatan personal, dan fisik kekayaan perusahaan di seluruh organ (fungsi) perusahaan untuk mendapatkan data dan informasi yang berkaitan dengan pelaksanaan tugasnya.
2. Melakukan komunikasi secara langsung dan mengadakan pertemuan atau rapat secara berkala dan insidental dengan Direksi, Komite Audit, dan Dewan Komisaris.
3. Menetapkan metode, cara teknik, dan pendekatan audit yang akan dilakukan.
4. Meminta saran dan pendapat dari pihak ketiga atau tenaga ahli jika diperlukan dalam pelaksanaan tugas.
5. Memiliki peran besar dalam penilaian efektivitas GCG.
6. Mengembangkan kompetensi, peran, serta kinerja personel unit Internal Audit melalui sertifikasi pada pelaksanaan audit operasional berbasis risiko, penilaian GCG, teknologi informasi, kinerja perusahaan/unit yang dilihat dari data *key performance indicator* (KPI) perusahaan/unit.
7. Menyusun dan mengembangkan sistem, pedoman, perencanaan, dan program kerja unit Internal Audit sesuai dengan standar dan kode etik yang berlaku.
8. Mengambil keputusan dan langkah-langkah korektif di ruang lingkup kerja unit Internal Audit berdasarkan kebijakan dan prosedur yang berlaku.

- Ensure its role as people manager within the work unit;
- Ensure the management of competency development for personnel in their work unit;
- Ensure active development of initiatives for process and product innovation, as well as support for innovations from other work units;
- Ensure that work unit activities are implemented in accordance with the established work plan and budget (WPB);
- Ensure that work unit activities are in accordance with and relevant to the Company's management system;
- Ensure that work unit activities are in accordance with the laws and regulations and the Company's internal regulations;
- Ensure the planning and implementation of improvements on audit findings in work units under its responsibility;
- Ensure the management of periodic internal audit activities and consulting with all work units on specific audit activities;
- Ensure the management of assistance to external audit process;
- Ensure the availability of audit reports and follow-up on audit findings in a timely manner;
- Ensure the availability of internal audit policies, strategies, and standard operating procedures (SOP).

INTERNAL AUDIT UNIT AUTHORITY

Internal Audit Unit has the following authorities:

1. Have direct and indirect access to all organs (functions) of the company's documents, personal records, and physical assets in order to obtain data and information related to the execution of its duties.
2. Carry out direct communication and hold regular and incidental meetings with the Board of Directors, Audit Committee, and Board of Commissioners.
3. Determine methods, techniques, and audit approaches in carrying out its duties.
4. Request advice and opinions from third parties or experts if needed in carrying out its duties.
5. Play a key role in assessing the effectiveness of GCG.
6. Develop competence, role, and performance of Internal Audit unit personnel through certification on the implementation of risk-based operational audits, GCG assessment, Information Technology, Company/unit performance based on the Company/Unit's Key Performance Indicator (KPI).
7. Prepare and develop system, guideline, plan, and work program for Internal Audit unit in accordance with applicable standards and codes of conduct.
8. Make decisions and implement corrective measures within the scope of the Internal Audit unit's work based on applicable policies and procedures.



9. *Vice President Internal Audit* dan *Internal Auditor* tidak mempunyai kewenangan untuk:
- Melakukan tugas-tugas operasional baik di perusahaan maupun pada anak perusahaan;
 - Memberikan persetujuan transaksi akuntansi untuk unit Internal Audit;
 - Mengatur aktivitas pegawai perusahaan di luar unit Internal Audit, kecuali yang disetujui sebagai tambahan membantu perusahaan.

9. *Vice President Internal Audit* and *Internal Auditor* do not have the authority to:
- Perform operational duties in the Company and Subsidiaries;
 - Approve accounting transactions for Internal Audit unit;
 - Manage the activities of Company Employees who are not part of the Internal Audit unit, unless they have been approved as additional assistance to the company.

PROFIL DAN RIWAYAT HIDUP SINGKAT KEPALA UNIT INTERNAL AUDIT

PROFILE AND BRIEF BIOGRAPHY OF VICE PRESIDENT INTERNAL AUDIT



TONI ALAM
Kepala Unit Internal Audit
Vice President Internal Audit

Kewarganegaraan Citizenship

Warga Negara Indonesia
Indonesian Citizen

Usia Age

55 tahun per Desember 2023
55 years old as of December 2023

Dasar Hukum Pengangkatan Legal Basis of Appointment

Toni Alam menjabat sebagai *Vice President Internal Audit* sejak 23 Juni 2021 berdasarkan Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 dan ditempatkan kembali pada jabatan *Vice President Internal Audit* sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC

Toni Alam has served as *Vice President Internal Audit* since June 23, 2021, pursuant to the Board of Directors Decree of PT Angkasa No. SKEP. DU.268/KP.07.03/2021 and reassigned to *Vice President Internal Audit* since February 6, 2023, pursuant to the Board of Directors Decree of PT Angkasa No. SKEP. DU.001/KP02.06/2023-REPLC.

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Sipil (S1), Universitas Indonesia, 1992
- Magister Teknik Sipil-Manajemen Konstruksi (S2), Universitas Indonesia, 2011

- Bachelor of Civil Engineering, University of Indonesia, 1992
- Master of Civil Engineering-Construction Management, University of Indonesia, 2011

Pengalaman Kerja

Work Experience

- Wasbid Teknik, Internal Audit (2015 - 2016)
- Project Manager Proyek Pengembangan Bandara Ahmad Yani Semarang (2016 - 2020)
- Vice President Risk Management (2020 - 2021)

- Engineering Supervisor, Internal Audit (2015 - 2016)
- Project Manager of Ahmad Yani Airport Semarang Development Project (2016 - 2020)
- Vice President Risk Management (2020 - 2021)

KUALIFIKASI ATAU SERTIFIKASI PROFESI AUDIT INTERNAL

Jumlah pegawai auditor internal sebanyak 21 orang. Unit Internal Audit PT Angkasa Pura I menerapkan proses audit yang berorientasi pada praktik terbaik tingkat Internasional dengan menggunakan standar profesi audit internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan Code of Ethic dari The Institute of Internal Auditors. Seluruh personel telah memiliki kualifikasi atau sertifikasi profesi internal auditor. Adapun komposisi personel Internal Audit adalah sebagai berikut:

INTERNAL AUDIT PROFESSIONAL QUALIFICATION OR CERTIFICATION

Internal audit unit has 21 personnel. The Company's Internal Audit Unit implements international best practices-oriented audit process by using the internal audit professional standards (SPAI) from the Consortium of Internal Audit Professional Organization and the Code of Conduct from The Institute of Internal Auditors. All personnel have internal audit qualifications or certification. The composition of Internal Audit personnel is as follows:



Kualifikasi Anggota Unit Internal Audit

Qualifications of Internal Audit Unit Members

No.	Nama Name	Jabatan Position	Kualifikasi Qualification
1	Toni Alam	Vice President Internal Audit	Audit Internal QIA Tingkat Lanjut, Certified Risk Professional (CRP) Internal Audit QIA Advance, QIA Internal Audit, Certified Risk Professional (CRP)
2	Sulistyaningsih	Operation Audit Senior Manager	Qualified Internal Auditor (QIA), Certified Risk Professional (CRP), Audit Forensik Dasar QIA certification, Forensic Audit Basic, CRP
3	Ratih Rosini Komara	Special & Advisory Senior Manager	Certified Practitioner Of Internal Audit (CPIA)
4	Rita	Internal Audit Expert	Audit Internal QIA Tingkat Manajerial Internal Audit QIA Managerial
5	I Made Adi Susilayasa	Operation Senior Auditor	Qualified Internal Auditor (QIA), Certified Risk Professional (CRP), Audit Forensik Dasar, Certified Practitioner Internal Auditor (CPIA)* QIA certification, CRP, CPIA & Forensic Audit Basic
6	Agni Indradi	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
7	Bambang Risnanda	Operation Senior Auditor	Audit Internal QIA Tingkat Manajerial Internal Audit QIA Managerial
8	Ruspandi	Operation Senior Auditor	Audit Internal QIA Tingkat Manajerial Internal Audit QIA Managerial
9	Agus Indra Lukita	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
10	Dina Setia Dewi	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
11	Khatarina Devi	Operation Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
12	Danang Pujiyanto	Operation Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
13	Sapta Doddy Wiraradya	Operation Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
14	Rosdewi	Special Audit Senior Auditor	Audit Kecurangan, Auditor Muda LSPIA - Qualified Internal Auditor (QIA) Fraud Audit, Junior Auditor LSPIA - Qualified Internal Auditor (QIA)
15	Emy Sulistyani	Advisory Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
16	Maria Galianti	Advisory Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
17	Sophiaan Muljadi	Advisory Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
18	Citra Utia Latief	Advisory Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
19	Narenda Sukmadyasari	Advisory Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
20	Robby A. K. Pratama	Advisory Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
21	Eep Ependi	Advisory Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic



PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

PT Angkasa Pura I memberikan kesempatan bagi anggota unit Internal Audit untuk mengembangkan kompetensinya. Pendidikan dan/atau pelatihan yang diikuti Internal Auditor sepanjang 2023 disajikan dalam tabel berikut.

TRAINING AND/OR COMPETENCY ENHANCEMENT

PT Angkasa Pura I provides opportunities for members of the Internal Audit team to develop their competencies. Education and/ or training. Those who attended as Internal Auditors throughout 2023 are presented in the following table.

No.	Nama Pelatihan Training	Penyelenggara Organizer	Tempat Pelaksanaan Venue	Anggota Internal Audit yang Hadir Internal Audit Members Present
1	Sertifikasi Qualified Internal Auditor Tingkat Dasar Qualified Internal Auditor Basic Level Certification	YPIA	Daring Online	6 Auditor 6 Auditors
2	Sertifikasi Qualified Internal Auditor Tingkat Lanjutan Qualified Internal Auditor Advance Level Certification	YPIA	Daring Online	7 Auditor 7 Auditors
3	Sertifikasi Qualified Internal Auditor Tingkat Manajerial Qualified Internal Auditor Managerial Level Certification	YPIA	Daring Online	5 Auditor 5 Auditors
4	Pelatihan Awareness ISO 37001:2016 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001:2016 Anti-Bribery Management System	TUV RHEINLAND	Daring Online	1 Senior Manager dan 4 Auditor 1 Senior Manager and 4 Auditors
5	Pembelajaran Online Materi Cyber Security Awareness Online Learning Cyber Security Awareness Material	Internal	Daring Online	Seluruh Auditor All Auditors
6	Konferensi Auditor Internal 2023 Dan Pengukuhan Wisuda QIA 2023 Internal Auditor Conference and Inauguration of QIA Graduation	YPIA	Bali	Vice President Internal Audit dan 3 Auditor Vice President Internal Audit, and 3 Auditors
7	Pelatihan Certified Internal Audit Executive (CIAE) Certified Internal Audit Executive (CIAE) Training	BPKP	Hybrid	Vice President Internal Audit
8	Pelatihan Dasar Tingkat Komponen Dalam Negeri (TKDN) Basic Training at Domestic Component Level (TKDN)	Sucofindo	Jakarta	1 Auditor
9	Risk Management Professional Advanced	Dilatih.co	Daring Online	1 Senior Manager dan 1 Auditor 1 Senior Manager and 1 Auditor

PELAKSANAAN KEGIATAN AUDIT TAHUN 2023

Unit Internal Audit telah melaksanakan tiga program kerja yaitu pelaksanaan audit operasional pada kantor cabang/bandara, pendampingan audit eksternal dan jasa konsultasi terhadap kantor pusat dan kantor cabang.

AUDIT EXECUTION IN 2023

The Internal Audit Unit has carried out three work programs, namely, operational audits at branch offices/airports, external audit assistance, and consulting services for the head office and branch offices.



Tabel Pelaksanaan Kegiatan Unit Internal Audit
Table of Activities Implementation of the Internal Audit Unit

No	Pelaksanaan Audit Audit Implementation	Tanggal Audit Date of Audit	Nomor Surat Perintah Order Number
1	Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan (BPN) Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan Airport (BPN)	17 Januari-17 Februari 2023 January 17-February 17, 2023	PRIN.DU.25/PG.02/2023
2	Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport Solo (SOC)	25 Januari-21 Februari 2023 January 25-February 21, 2023	PRIN.DU.26/PG.02/2023
3	Bandara Sultan Hasanuddin Makassar (UPG) Sultan Hasanuddin Airport Makassar (UPG)	1 Maret-4 April 2023 March 1-April 4, 2023	PRIN.DU.76/PG.02/2023
4	Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport Semarang (SRG)	13 Maret-14 April 2023 March 13-April 14 2023	PRIN.DU.85/PG.02/2023
5	Bandara Juanda Surabaya (SUB) Juanda Airport Surabaya (SUB)	10 Mei-9 Juni 2023 May 10-June 9, 2023	PRIN.DU.158/PG.02/2023
6	Bandara Syamsuddin Noor Banjarmasin (BDJ) Syamsuddin Noor Airport Banjarmasin	24 Mei-21 Juni 2023 May 24-June 21, 2023	PRIN.DU.159/PG.02/2023
7	Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport Yogyakarta (JOG)	10 Juli-10 Agustus 2023 July 10-August 10, 2023	PRIN.DU.257/PG.02/2023
8	Bandara Internasional Yogyakarta Kulon Progo (YIA) Yogyakarta International Airport Kulon Progo (YIA)	14 Juli- 15 Agustus 2023 July 14- August 15, 2023	PRIN.DU.258/PG.02/2023
9	Bandara I Gusti Ngurah Rai Bali (DPS) I Gusti Ngurah Rai Airport Bali (DPS)	29 Agustus-29 September 2023 August 29- September 29 2023	PRIN.DU.319/PG.02/2023
10	Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport Biak (BIK)	4 September-4 Oktober 2023 September 4- October 4 2023	PRIN.DU.320/PG.02/2023
11	Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport Manado (MDC)	11 Oktober-10 November 2023 October 11- November 10, 2023	PRIN.DU.397/PG.01/2023
12	Bandara El Tari Kupang (KOE) El Tari Airport Kupang (KOE)	23 Oktober-24 November 2023 October 23-November 24, 2023	PRIN.DU.414/PG.01/2023

2. Pendampingan audit eksternal yang telah dilakukan antara lain:

- Pendampingan audit Laporan Keuangan Tahun 2023 bersama KAP Purwantono, Sungkoro & Surja;
- Badan Pemeriksa Keuangan (BPK) melaksanakan audit kepatuhan/ketaatan (*compliance audit*) pada lokasi tertentu sesuai perintah penugasan;
- Pendampingan audit BPKP proses pengajuan audit klaim atas dampak biaya penghentian sementara proyek pengembangan Bandara Sultan Hasanuddin Makassar;

2. External audit assistance that has been carried out includes:

- Assistance with the 2023 Financial Report audit with PAF Purwantono, Sungkoro & Surja;
- The Financial Audit Agency (BPK) carries out compliance audits at certain locations according to assignment orders;
- Assisting the BPKP audit in the process of submitting audit claims regarding the impact of temporary suspension costs for the Makassar Sultan Hasanuddin Airport development project;



- Pendampingan audit reviu BPKP atas pengembalian pembayaran Jasa Cargo dan Pos Pesawat Udara (JKP2U) Bandara Sentani Jayapura kepada Dirjen Perhubungan Udara oleh PT Angkasa Pura I;
- Pendampingan audit reviu BPKP proyek pengadaan *baggage handling system* di Bandara Internasional Yogyakarta Kulon Progo oleh PT Angkasa Pura Suport;
- Pendampingan audit reviu pekerjaan *overlay runway* 10-28 Bandara Juanda Surabaya;
- Permohonan pendapat BPKP atas perumusan perhitungan penyesuaian harga pada Paket 1 ;
- Pendampingan audit tujuan tertentu BPKP atas tata kelola dana pensiun pemberi kerja manfaat pasti pada dana pensiun PT Angkasa Pura I;
- Permohonan pendapat dari BPKP atas penghapusan bunga dan denda pada PT Angkasa Pura Retail;
- Pendampingan evaluasi BPKP atas pembangunan infrastruktur bandar udara pada PT Angkasa Pura I dan PT Angkasa Pura II di Bandara Internasional Yogyakarta Kulon Progo.
- Assistance with the BPKP audit review of the return of payment for Cargo and Postal Services (JKP2U) at Sentani Airport Jayapura to the Director General of Civil Aviation by PT Angkasa Pura I;
- Assistance with the BPKP audit review of the baggage handling system procurement project at Yogyakarta International Airport Kulon Progo by PT Angkasa Pura Suport;
- Assistance with an audit review of runway overlay work 10-28 Juanda Airport Surabaya;
- Request for BPKP's opinion on the formulation of price adjustment calculations in Package 1;
- Assistance with BPKP's specific purpose audit on the governance of defined benefit employer pension funds in the PT Angkasa Pura I pension fund;
- Request for opinion from BPKP regarding the abolition of interest and fines at PT Angkasa Pura Retail;
- Assistance with BPKP evaluation of airport infrastructure development at PT Angkasa Pura I and PT Angkasa Pura II at Yogyakarta International Airport Kulon Progo.

Seluruh personel audit internal bertanggung jawab dan berkewajiban menindaklanjuti setiap temuan hasil *assurance* dan *consulting* melalui jalur koordinasi dan kerja sama antar fungsi terkait. Rekapitulasi tindak lanjut temuan Internal Audit tahun 2023 sebagai berikut:

All internal audit personnel are responsible and obliged to follow up on every finding from assurance and consulting results through coordination and cooperation between related functions. Recapitulation of follow-up to Internal Audit findings in 2023 are as follows:

Temuan dan Tindak Lanjut Hasil Audit Tahun 2023 Findings and Follow-Up of Audit Results in 2023

Jumlah Temuan Total Findings	Rekomendasi Recommendations	Saldo Balance	
		Temuan Findings	Rekomendasi Recommendations
213	578	33	60

Dari tabel di atas dapat dijelaskan bahwa selama pemeriksaan 2023, jumlah temuan sebanyak 213 temuan dengan rekomendasi sebanyak 578 temuan yang telah ditindaklanjuti sebanyak 85% dan rekomendasi yang telah ditindaklanjuti sebanyak 90%. Temuan dan rekomendasi lainnya sedang dalam proses untuk ditindaklanjuti.

Based on the table above, it can be seen that during the audit in 2023, 213 findings were obtained with 678 recommendations. 85% of the findings and 90% of recommendations have been followed up. Other findings and recommendations are also being followed up on.

EFEKTIVITAS DAN CAKUPAN PELAKSANAAN UNIT INTERNAL AUDIT

Cakupan audit tahun 2023 meliputi audit umum terhadap 12 kantor cabang. Efektivitas pelaksanaan internal audit ditunjukkan dengan terlaksananya program-program kerja unit internal audit.

EFFECTIVENESS AND COVERAGE OF INTERNAL AUDIT UNIT'S IMPLEMENTATION

The scope of the 2023 audit includes general audits of 12 branch offices. The effectiveness of the implementation of internal audit is demonstrated by the implementation of the internal audit unit work programs.



AUDIT EKSTERNAL

External Audit

Audit eksternal tidak hanya dari jasa KAP namun kinerja PT Angkasa Pura I juga diaudit oleh pihak eksternal lainnya yaitu Badan Pemeriksa Keuangan (BPK) dan Badan Pemeriksa Keuangan dan Pembangunan (BPKP). Kantor akuntan publik bekerja sesuai kontrak dengan perusahaan untuk melakukan audit kinerja laporan keuangan dan *key performance indicator* (KPI) perusahaan. Di sisi lain, BPK dan BPKP menjalankan fungsi untuk mengaudit laporan keuangan, KPI, dan kinerja internal audit perusahaan.

1. BPK

Badan Pemeriksa Keuangan (BPK) melaksanakan audit kepatuhan/ketaatan (*compliance audit*) pada lokasi tertentu sesuai perintah penugasan.

Telah dilaksanakan kegiatan pemeriksaan BPK-RI untuk melakukan pemeriksaan atas kepatuhan pengelolaan dan pertanggungjawaban keuangan tahun 2021 dan 2022 pada PT Angkasa Pura I (Persero), anak perusahaan, dan instansi terkait lainnya di DKI Jakarta, Sulawesi Selatan, dan Nusa Tenggara Barat, sesuai dengan Surat Tugas Nomor 111/ST/IX-XX/08/2023 tanggal 30 Agustus 2023. Proses saat ini penyampaian *draft* pemeriksaan 2021-2022 tanggal 27 Desember 2023.

2. BPKP

- Pendampingan audit BPKP proses pengajuan audit klaim atas dampak biaya penghentian sementara proyek pengembangan Bandara Sultan Hasanuddin Makassar;
- Pendampingan audit reviu BPKP atas pengembalian pembayaran Jasa Cargo dan POS Pesawat Udara (JKP2U) Bandara Sentani Jayapura kepada Dirjen Perhubungan Udara oleh PT Angkasa Pura I;
- Pendampingan audit reviu BPKP proyek pengadaan *baggage handling system* di Bandara Internasional Yogyakarta Kulon Progo oleh PT Angkasa Pura Suport;
- Pendampingan audit reviu pekerjaan *overlay runway* 10-28 Bandara Juanda Surabaya;
- Permohonan pendapat BPKP atas perumusan perhitungan penyesuaian harga pada paket 1 proyek pengembangan Bandara Sultan Hasanuddin Makassar;
- Pendampingan audit tujuan tertentu BPKP atas tata kelola dana pensiun pemberi kerja manfaat pasti pada dana pensiun PT Angkasa Pura I;
- Permohonan pendapat dari BPKP atas penghapusan bunga dan denda pada PT Angkasa Pura Retail;
- Pendampingan evaluasi BPKP atas pembangunan infrastruktur bandar udara pada PT Angkasa Pura I dan PT Angkasa Pura II pada Bandara Internasional Yogyakarta Kulon Progo.

External audits are not only from KAP services, but PT Angkasa Pura I's performance is also audited by other external parties, namely the Financial Audit Agency (BPK) and the Financial and Development Audit Agency (BPKP). The public accounting Firm works according to a contract with the company to audit the performance of the company's financial reports and key performance indicators (KPI). On the other hand, BPK and BPKP carry out the function of auditing financial reports, KPIs and the company's internal audit performance.

1. Audit Board (BPK)

The Audit Board (BPK) carries out compliance audits at certain locations according to assignment orders.

BPK-RI inspection activities have been carried out to carry out examinations of management compliance and financial accountability for 2021 and 2022 at PT Angkasa Pura I (Persero), subsidiaries and other related agencies in DKI Jakarta, South Sulawesi and West Nusa Tenggara, in accordance with Assignment Letter Number 111/ST/IX-XX/08/2023 dated August 30, 2023. The current process is submitting the 2021-2022 examination draft on December 27, 2023.

2. BPKP

- Assisting the BPKP audit in the process of submitting audit claims regarding the impact of temporary suspension costs on the Sultan Hasanuddin Airport Makassar development project;
- Assistance with the BPKP audit review of the return of payments for Aircraft Cargo and Postal Services (JKP2U) at Sentani Airport Jayapura to the Director General of Civil Aviation by PT Angkasa Pura I;
- Assistance with the BPKP audit review of the baggage handling system procurement project at Yogyakarta International Airport Kulon Progo by PT Angkasa Pura Suport;
- Assistance with audit review of runway overlay work 10-28 Juanda Airport Surabaya;
- Request for BPKP's opinion on the formulation of price adjustment calculations for package 1 of the Sultan Hasanuddin Airport Makassar development project;
- Assistance with BPKP's specific purpose audit on the governance of defined benefit employer pension funds in the PT Angkasa Pura I pension fund;
- Request for opinion from BPKP regarding the abolition of interest and fines at PT Angkasa Pura Retail;
- Assistance with BPKP evaluation of airport infrastructure development at PT Angkasa Pura I and PT Angkasa Pura II at Yogyakarta International Airport Kulon Progo.



Tabel Pelaksanaan Kegiatan Audit Eksternal
Table of Activities Implementation of the External Audit

No	Tahun Buku Fiscal Year	Nama Auditor Name of Auditor	Biaya Audit Audit Fee	Opini Audit Audit Opinion
1	Proses pengajuan audit klaim atas dampak biaya penghentian sementara PPUPG PE.04.03/SP-724/ D5/02/2023 Tgl 07 Agustus 2023 Process for submitting a claim audit on the cost impact of temporary suspension of PPUPG PE.04.03/SP-724/ D5/02/2023 07 August 2023	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Finance and Development Supervisory Agency (BPKP)	-	Penyelesaian <i>dispute</i> atas audit klaim yang diajukan oleh pelaksana pekerjaan Settlement of disputes regarding audit claims submitted by work implementers
2	Pemeriksaan oleh Badan Pemeriksa Keuangan tahun buku 2021 dan 2022 Examination by the Financial Audit Agency for the 2021 and 2022 financial years	Badan Pemeriksa Keuangan (BPK) Republik Indonesia The Audit Board of the Republic of Indonesia (BPK-RI)	-	-



MANAJEMEN RISIKO

Risk Management

Risiko-risiko yang dihadapi PT Angkasa Pura I mencakup seluruh risiko yang muncul dalam pelaksanaan operasional dan pengembangan bisnis, serta dipengaruhi oleh berbagai faktor internal maupun eksternal. Perusahaan menjalankan sistem manajemen risiko dengan efektif sehingga proses bisnis dapat terus berlangsung dengan tingkat risiko yang dapat diterima. Pelaksanaan manajemen risiko tertuang dalam Keputusan Direksi Nomor KEP.DU.212/OM.02.05/2020 tentang Pedoman Manajemen Risiko PT Angkasa Pura I (Persero). Pedoman ini memuat kebijakan umum manajemen risiko, peran dan tanggung jawab, proses manajemen risiko, prosedur kerja, instruksi kerja, dan formulir manajemen risiko.

Tujuan sistem manajemen risiko adalah sebagai berikut:

1. Memetakan pembagian wewenang dan tanggung jawab pengelolaan manajemen risiko.
2. Memberikan arah dalam penerapan manajemen risiko mulai dari identifikasi, penilaian risiko pengukuran, penentuan perlakuan risiko, pelaksanaan aktivitas pengendalian, penerapan komunikasi, dan pemantauan.
3. Sebagai media pengembangan, sosialisasi, dan penyempurnaan kebijakan manajemen risiko dan peraturan pendukung lainnya dalam bidang manajemen risiko secara berkala.
4. Sebagai petunjuk bagi pemangku kepentingan dalam mengelola risiko usahanya.
5. Sebagai panduan bagi Internal Audit dalam melaksanakan audit berbasis risiko.

GAMBARAN UMUM DAN STRATEGI PENGELOLAAN RISIKO

Perkembangan industri penerbangan yang semakin pesat menyebabkan risiko yang dihadapi PT Angkasa Pura I pada setiap proses bisnisnya menjadi semakin kompleks. Untuk itu, perusahaan mengembangkan kerangka pengelolaan risiko yang menyeluruh (*Enterprise Risk Management/ERM*) guna meminimalkan potensi kerugian dan mengoptimalkan profitabilitas, menciptakan nilai, dan meningkatkan kepercayaan pemangku kepentingan, serta mendorong standar praktik terbaik tata kelola perusahaan.

Selain itu, penetapan dan pelaksanaan sistem manajemen risiko dimaksudkan untuk memberikan arah dan batasan serta tanggung jawab yang jelas dalam mengelola risiko dengan mengacu kepada standar ISO 31000:2018 *Risk Management Guidelines* yang kemudian diadopsi menjadi Standar Nasional Indonesia (SNI) dan ISO 31000:2018 Manajemen Risiko - Pedoman. Proses manajemen risiko meliputi enam tahapan kegiatan sebagai berikut:

1. Komunikasi dan Konsultasi
Komunikasi dilakukan untuk meningkatkan kesadaran dan pemahaman tentang risiko (*risk*). Sedangkan konsultasi dilakukan untuk mendapatkan umpan balik dan informasi dalam rangka mendukung pengambilan keputusan. Koordinasi yang erat antara keduanya harus memfasilitasi pertukaran informasi yang faktual, tepat waktu, relevan,

PT Angkasa Pura I faced several risks, including those arising from operations and business development and influenced by internal and external factors. The company has an effective risk management system to operate business processes with an acceptable level of risk. The implementation of risk management is stipulated in the Decree of the Board of Directors Number KEP.DU.212/OM.02.05/2020 on Risk Management Guidelines of PT Angkasa Pura I. The guideline covers general risk management policies, roles and responsibilities, risk management processes, work procedures, work instructions, and risk management forms.

The objectives of the Risk Management system are as follows:

1. To map the distribution of authority and responsibilities of management.
2. To provide guidance in the application of risk management techniques such as identification, measurement, determination of handling techniques, implementation of control activities, communication, and monitoring.
3. To serve as a medium for the development, dissemination and improvement of risk management policies and other supporting regulations on risk management on a regular basis.
4. To serve as a guideline for stakeholders in managing their business risks.
5. To serve as a reference for Internal Audit in carrying out risk-based audits.

OVERVIEW AND RISK MANAGEMENT STRATEGY

The rapid development of the aviation industry has increased the complexity of the risks that PT Angkasa Pura I faces in each business process. For this reason, the Company developed a comprehensive risk management framework (*Enterprise Risk Management/ERM*) to reduce potential losses and increase profitability, create value and increase stakeholder trust, as well as promote best practices of corporate governance standards.

Furthermore, the establishment and implementation of risk management system are intended to provide clear directions, boundaries, and responsibilities in risk management with a reference to ISO 31000: 2018 Risk Management – Guidelines standard, which has been adopted as the Indonesian National Standard (SNI) and ISO 31000:2018 Risk Management-Guidelines. The risk management process consists of six stages of activities as follows:

1. Communication and Consultation
Communication aims to increase awareness and understanding of risk, while consultation aims to obtain feedback and information to support decision-making. Communication and consultation must facilitate the exchange of factual, timely, relevant, accurate and understandable information by taking into account the



akurat, dan dapat dimengerti, dengan mempertimbangkan kerahasiaan dan integritas informasi serta hak privasi individu.

2. Ruang Lingkup, Konteks, dan Kriteria

Penetapan ruang lingkup, konteks, dan kriteria bertujuan untuk menyesuaikan proses manajemen risiko dan memungkinkan penilaian risiko yang efektif dan perlakuan risiko yang sesuai.

3. Penilaian Risiko

- **Identifikasi Risiko**
Tujuan dari identifikasi risiko (*risk identification*) adalah untuk menemukan, mengenali, dan menjelaskan risiko yang dapat membantu atau mencegah organisasi mencapai tujuannya.
- **Analisis Risiko**
Tujuan dari analisis risiko adalah untuk memahami sifat risiko, karakteristik, dan tingkat risikonya. Analisis risiko melibatkan pertimbangan rinci mengenai ketidakpastian, sumber risiko, dampak, kemungkinan, peristiwa, skenario, kontrol, dan keefektifan dari kontrol tersebut.
- **Evaluasi Risiko**
Tujuan evaluasi risiko adalah untuk mendukung pengambilan keputusan. Dalam evaluasi risiko dilakukan perbandingan antara hasil analisis risiko dengan kriteria risiko yang ditetapkan untuk menentukan apakah tindakan tambahan diperlukan.

4. Perlakuan Risiko

Tujuan dari perlakuan risiko adalah untuk memilih dan menerapkan opsi-opsi untuk mengatasi risiko. Memilih opsi perlakuan risiko yang paling sesuai mencakup penyeimbangan manfaat potensial yang dapat diperoleh dalam kaitannya dengan pencapaian tujuan terhadap biaya, usaha, atau kerugian dari implementasi perlakuan risiko.

5. Pemantauan dan Kaji Ulang

Pemantauan dan kaji ulang adalah untuk memastikan dan meningkatkan kualitas dan efektivitas desain, implementasi, dan hasil proses manajemen risiko. Pemantauan dan kaji ulang harus dilakukan di semua tahapan proses. Pemantauan dan peninjauan mencakup perencanaan, pengumpulan dan analisis informasi, pencatatan hasil, serta pemberian umpan balik.

6. Dokumentasi dan Pelaporan

Proses manajemen risiko dan hasilnya harus didokumentasikan dan dilaporkan melalui mekanisme yang tepat. Pelaporan merupakan bagian integral dari tata kelola organisasi dan harus meningkatkan kualitas dialog dengan para pemangku kepentingan dan mendukung manajemen puncak dan badan pengawasan dalam memenuhi tanggung jawab mereka. Dokumentasi proses manajemen risiko dilakukan berdasarkan hasil dari pemantauan terhadap pelaksanaan proses manajemen risiko.

confidentiality and integrity of information as well as individual privacy rights.

2. Scope, Context, and Criteria

Establishment of scope, context and criteria aims to adjust the risk management process and enable effective risk assessment and appropriate risk handling.

3. Risk Assessment

- **Risk Identification**
Risk identification is performed to find, identify, and explain risks to assist or prevent the organization from achieving its objectives.
- **Risk Analysis**
Risk analysis is performed to understand nature, characteristics, and level of risk. Risk analysis involves a detailed consideration of uncertainty, source of risk, impact, likelihood, event, scenario, control, and its effectiveness.
- **Risk Evaluation**
Risk evaluation is performed to support decision-making. Risk evaluation compares the risk analysis results to the established risk criteria to determine whether additional action is required.

4. Risk Treatment

The objective of risk treatment is to select and implement options for addressing risks. Selecting the most appropriate risk treatment option involves balancing the potential benefits that can be obtained in relation to achieving objectives against the costs, effort, or losses of implementing the risk treatment.

5. Monitoring and Review

Monitoring and review is performed to ensure and improve the quality and effectiveness of design, implementation, and outcomes of the risk management process. Monitoring and review shall be carried out at all stages of the process, including planning, gathering and analyzing information, recording results and providing feedback.

6. Documentation and Reporting

Risk management process and its outcomes shall be documented and reported through appropriate mechanisms. Reporting is an integral part of organizational governance and shall enhance the quality of dialogue with stakeholders and support Top Management and Supervisory Board to fulfill their responsibilities. Documentation of the risk management process is carried out based on the outcomes of risk management process monitoring.



Jenis Risiko dan Cara Pengelolaannya

Types of Risk and Management Methods

No.	Risiko Risk	Uraian Risiko Description of Risk
1	Risiko Strategis Strategic Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran strategis perusahaan yang tercantum dalam rencana jangka pendek, jangka menengah, dan jangka panjang. Risiko strategis dapat timbul ketika terdapat ketidakmampuan perusahaan dalam melakukan perencanaan strategis, kesalahan dalam pengambilan keputusan, penerapan strategi yang tidak efektif dan efisien, serta kegagalan dalam menghadapi perubahan-perubahan yang terjadi di lingkungan eksternal.</p> <p>Threats/opportunities affecting the company's strategic objectives as stated in its short-, medium-, and longterm plans. Strategic risk may arise as a result of the company's inability to carry out strategic planning, errors in decision making, the implementation of ineffective and inefficient strategies, and a failure to deal with external environment changes.</p>
2	Risiko Finansial Financial Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian <i>output</i> yang dihasilkan dari kegiatan bisnis perusahaan yang berpengaruh pada kondisi keuangan perusahaan. Risiko keuangan dipengaruhi oleh faktor internal seperti tingkat likuiditas, profitabilitas, dan aspek keuangan lainnya. Selain itu juga risiko keuangan dapat dipengaruhi oleh faktor eksternal seperti nilai tukar mata uang, tingkat suku bunga dan inflasi serta realisasi investasi.</p> <p>Threats/opportunities affecting output from the company's business activities and have an impact on the company's financial condition. Internal factors such as liquidity, profitability, and other financial aspects can all have an impact on financial risk. Furthermore, financial risk can be influenced by external factors such as currency exchange rates, interest rates, inflation, and investment realization.</p>
3	Risiko Keselamatan dan Keamanan Safety and Security Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran di bidang keselamatan dan keamanan bandara dan di bidang keselamatan dan kesehatan kerja manajemen, pegawai dan pengguna jasa maupun stakeholder lainnya di lingkungan perusahaan di mana risiko-risiko tersebut berasal dari aktivitas bisnis yang dilakukan untuk menunjang kegiatan usaha utama pengelolaan bandara.</p> <p>Threats/opportunities affecting the achievement of airport safety and security targets, as well as the occupational health and safety of management, employees, service users, and other stakeholders within the company. Business activities carried out to support the main business activities of airport management may pose risks.</p>
4	Risiko Operasional Operational Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian <i>output</i> yang dihasilkan dari setiap aktivitas operasional perusahaan. Risiko operasional berkaitan langsung dengan kegiatan operasional perusahaan dan berpotensi mempengaruhi profitabilitas perusahaan. Risiko operasional dapat menimbulkan kerugian baik finansial maupun nonfinansial bagi perusahaan jika tidak dikelola dengan baik.</p> <p>Threats/opportunities affecting the achievement of output from all of the company's operations. Operational risk is directly related to the company's operations and has the potential to negatively impact profitability. If operational risk is not properly managed, it can result in financial and non-financial losses for the company.</p>
5	Risiko Kepatuhan Compliance Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran perusahaan di bidang kepatuhan. Risiko kepatuhan dapat terjadi karena adanya perubahan iklim regulasi yang cepat, kemungkinan <i>business dispute</i>, dan kepatuhan terhadap ketentuan <i>corporate governance</i> serta peraturan perundang-undangan.</p> <p>Threats/opportunities affecting the achievement of the company's compliance goals. Compliance risk can arise as a result of rapid changes in the regulatory climate, the possibility of business disputes, and compliance with corporate governance provisions, laws, and regulations.</p>
6	Risiko Kecurangan Fraud Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian semua sasaran dan target perusahaan yang disebabkan karena rendahnya praktik manajemen kepatuhan dalam perusahaan. Risiko kecurangan disebabkan oleh tindakan ilegal dan/atau tindakan penyimpangan lainnya yang berdampak pada pengurangan nama baik/reputasi perusahaan di dunia usaha, dan/atau dapat mengurangi kemampuan perusahaan dalam mempertahankan kelangsungan bisnis.</p> <p>Threats/opportunities affecting the achievement of all company goals and targets as a result of the company's ineffective compliance management practices. Fraud risk is caused by illegal actions and/or other irregularities that have an impact on the company's reputation in the business world, and/or the company's ability to maintain business continuity.</p>



PENILAIAN RISIKO

Dalam penilaian risiko, perusahaan melakukan serangkaian proses pengelolaan risiko yang dilakukan baik di lingkungan kantor pusat maupun kantor cabang. Selama 2023, jumlah risiko aktif yang teridentifikasi sebanyak 2.835 risiko, yang terdiri dari 299 risiko kantor pusat dan 2.536 risiko kantor cabang.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

PT Angkasa Pura I melakukan penelaahan atas efektivitas penerapan sistem manajemen risiko secara berkesinambungan. Mekanisme penelaahan dilakukan melalui pengawasan Dewan Komisaris dan Direksi, kecukupan sistem informasi, dan kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko.

Sebagai upaya memastikan penerapan manajemen risiko telah mampu berperan penting dalam membantu pencapaian tujuan perusahaan, secara berkala manajemen melakukan evaluasi tahunan bersama dengan pihak eksternal untuk mengukur tingkat kematangan dalam implementasi manajemen risiko di lingkungan PT Angkasa Pura I. Pengukuran kematangan ini bertujuan untuk memperoleh gambaran penerapan manajemen risiko di perusahaan dibandingkan dengan praktik-praktik terbaik (*best practices*) dan mengidentifikasi penerapan manajemen risiko yang masih memerlukan penyempurnaan, sehingga didapatkan rekomendasi untuk penyempurnaan penerapan manajemen risiko di masa yang akan datang. Hal ini sebagai bagian dari program *continuous improvement/opportunity for improvement*, sehingga perusahaan dapat fokus pada perbaikan berdasarkan hasil rekomendasi pada saat penilaian. Pada tahun 2023, perusahaan telah melakukan pengukuran indeks kematangan risiko (*risk maturity index*) dengan menggunakan metode dan parameter berdasarkan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Nomor SK-8/DKU.MBU/12/2023 Tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) Di Lingkungan Badan Usaha Milik Negara yang mencakup 5 (lima) aspek dimensi penilaian Budaya dan Kapabilitas Risiko, Organisasi dan Tata Kelola risiko, Kerangka Risiko dan Kepatuhan, Proses dan Kontrol Risiko, serta Model, Data dan Teknologi Risiko. Hasil capaian indeks kematangan risiko (*risk maturity index*) perusahaan pada tahun 2023 mendapatkan predikat *Good Practice Phase* dengan capaian skor sebesar 3,51 dari skala likert 1-5.

PENGAWASAN DEWAN KOMISARIS DAN DIREKSI

Dalam upaya memastikan pelaksanaan manajemen risiko, Direksi dan Dewan Komisaris melalui Komite Risiko Usaha dan GCG melakukan rapat dengan unit kerja yang membidangi fungsi risk management secara berkala. Rapat membahas pemantauan risiko di lingkungan perusahaan dan tindak lanjut yang telah dilakukan oleh pemilik risiko (*risk owner*) untuk meminimalisir risiko yang terjadi. Unit kerja yang membidangi fungsi risk management melaporkan hasil pemantauan risiko kepada Direksi dan Dewan Komisaris minimum dua kali dalam setahun.

RISK ASSESSMENT

In terms of risk assessment, the company performed a series of risk monitoring processes at the Head Office, Branch Offices. As of 2023, the total active risks identified was 2,835 risks, comprising of 299 risks at the Head Office, 2,536 risks at Branch Offices.

RISK MANAGEMENT SYSTEM EFFECTIVENESS

PT Angkasa Pura I conducts a review of risk management system effectiveness on an ongoing basis. The review mechanism is implemented through the supervision of the Board of Commissioners and the Board of Directors, as well as the adequacy of the information system and the risk identification, measurement, monitoring, and control processes.

To ensure that risk management implementation has played a key role in assisting the company's goals, the company conducts an annual evaluation with external parties to measure the level of maturity of risk management implementation within PT Angkasa Pura I. The maturity measurement aims to obtain an overview of the implementation of risk management in the company compared to best practices and identify areas of risk management that require improvement, so that recommendations can be made for the improvement of risk management implementation in the future. This is part of the company's continuous improvement program, which allows the company to focus on improvements based on the recommendations made during the assessment. In 2023, the company conducted a Risk Maturity Index (RMI) assessment using methods and parameters stipulated in the Decree of the Deputy of Finance and Risk Management of the Ministry of State-Owned Enterprises Number SK-8/DKU.MBU/12/2023 on Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises, covering 5 (five) aspects: Risk Culture and Capability, Risk Organization and Governance, Risk Framework and Compliance, Risk Processes and Controls, as well as Risk Models, Data and Technology. The company's RMI achievement in 2023 received a "Good Practice Phase" predicate with a score of 3.51 on a 1-5 Likert scale.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SUPERVISION

In order to ensure risk management implementation, the Board of Directors and Board of Commissioners, through the Business Risk and GCG Committee, hold meeting on a regular basis with the Risk Management Unit to monitor the risks within the company and undertake follow-up actions taken by the risk owner to reduce the risk. The Risk Management Unit reports the results of risk monitoring within the Company to the Board of Directors and the Board of Commissioners at least twice a year.



PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Direksi dan Dewan Komisaris telah menerima laporan hasil pemantauan risiko di lingkungan perusahaan tahun 2023 dari unit kerja yang membidangi fungsi risk management. Direksi dan Dewan Komisaris menilai sistem manajemen risiko di PT Angkasa Pura I telah berjalan dengan baik sesuai dan memenuhi kecukupan dari kebijakan dan standar yang dijadikan pedoman. Kecukupan tersebut mencakup antara lain:

1. Kecukupan Sistem Informasi Manajemen Risiko
PT Angkasa Pura I mengembangkan modul sistem manajemen risiko berbasis *website* untuk menjawab kebutuhan perusahaan atas penyediaan data risiko secara *real time* dan akses yang mudah. Sistem ini bertujuan untuk mempermudah pengelola risiko dalam melakukan pemantauan dan pemutakhiran data informasi terkait dengan risiko yang dimiliki oleh unit kerjanya secara *real time* dan terdokumentasi. Direksi dapat ikut serta berperan aktif dalam proses pemantauan risiko perusahaan melalui pengembangan sistem informasi manajemen risiko berbasis *website* tersebut.
2. Kecukupan Proses Identifikasi, Pengukuran, Pemantauan, dan Pengendalian Risiko Direksi melalui fungsi internal audit telah melakukan pemeriksaan, evaluasi, pelaporan, dan/atau rekomendasi perbaikan atas kecukupan dan efektivitas proses manajemen risiko yang kemudian ditindaklanjuti melalui evaluasi oleh Komite Manajemen Risiko. Kegiatan ini dilakukan untuk memastikan kecukupan proses manajemen risiko telah dilakukan sesuai dengan pedoman dan ketentuan yang berlaku.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ADEQUACY OF RISK MANAGEMENT SYSTEM

The Risk Management unit has provided the Board of Directors and the Board of Commissioners with a report on the results of risk monitoring within the company in 2023. The Board of Directors and the Board of Commissioners considered that the risk management system at PT Angkasa Pura I has been operating effectively and in accordance with and met the adequacy of the policies and standards. The adequacy includes, among others:

1. Adequacy of Risk Management Information System
To meet the company's needs for real-time risk data provision and easy access, PT Angkasa Pura I developed a web-based risk management system module. The system's goal is to facilitate risk managers to monitor and update information data about risks held by their work units in a real time and documented manner. Furthermore, the development of the online-based risk management information system allows the Board of Directors to participate in the Company's risk monitoring process.
2. Adequacy of Identification, Measurement, Monitoring, and Risk Control Processes
The Board of Directors through Internal Audit function performed audit, evaluations, reporting and/or provided recommendations on the adequacy and effectiveness of the risk management process, which was then followed up through an evaluation by the Risk Management Committee. This activity was performed to ensure that the adequacy of risk management process has been executed in accordance with the applicable guidelines and regulations.





KODE ETIK Code of Conduct

Perusahaan memiliki Pedoman Etika Perusahaan (*Code of Conduct*) yang diatur dalam Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.111/OM.04/2019 dan Nomor KEP.03/DK.API/2019 sebagaimana diperbaharui melalui Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*). Pedoman perilaku Perusahaan merupakan kumpulan komitmen yang terdiri dari etika usaha dan etika kerja yang disusun untuk mempengaruhi, membentuk, mengatur, dan melakukan kesesuaian perilaku sehingga tercapai hasil yang konsisten yang sesuai dengan budaya perusahaan dalam mencapai visi dan misi. Pedoman tersebut menjadi panduan yang berlaku bagi setiap insan perusahaan pada setiap level organisasi yang diharapkan akan memberikan kejelasan tindakan yang harus dilakukan dan ditaati sesuai dengan nilai-nilai korporasi yang telah dibangun.

POKOK-POKOK KODE ETIK

Dalam pedoman etika perusahaan, PT Angkasa Pura I mengatur etika usaha dan tata perilaku yang memiliki pokok-pokok sebagai berikut:

1. Etika Usaha, yang mengatur topik-topik terkait:
 - Komitmen terhadap pemegang saham;
 - Kepatuhan terhadap peraturan perundang-undangan;
 - Keterbukaan informasi;
 - Hubungan perusahaan dengan pegawai dan tenaga kerja di luar pegawai di perusahaan serta hubungan industrial;
 - Hubungan perusahaan dengan pengguna jasa;
 - Hubungan perusahaan dengan pemerintah;
 - Hubungan perusahaan dengan mitra usaha;
 - Hubungan perusahaan dengan penyedia barang dan/atau jasa;
 - Persaingan usaha yang sehat;
 - Hubungan perusahaan dengan kreditur;
 - Hubungan perusahaan dengan anak perusahaan dan perusahaan patungan;
 - Tanggung jawab sosial dan lingkungan kepada masyarakat;
 - Keselamatan, kesehatan, dan lingkungan kerja;
 - Pelestarian lingkungan hidup;
 - Hak Kekayaan Intelektual (HAKI);
 - Sistem teknologi informasi dan komunikasi;
 - Penyimpanan dokumen; dan
 - Pencatatan dan pelaporan keuangan.
2. Tata Perilaku yang mengatur topik-topik terkait perilaku yang diharapkan dari setiap insan PT Angkasa Pura I, meliputi:
 - Tata perilaku Dewan Komisaris;
 - Tata perilaku Direksi; dan
 - Tata perilaku Insan perusahaan.

The company has Code of Conduct as regulated in the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.111/OM.04/2019 and Number KEP.03/DK.API/2019 as amended by the Joint Decree of the Board of Directors and Board of Commissioners of PT Angkasa Pura I Number KEP.DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 on Code of Conduct of PT Angkasa Pura I. The company's code of conduct is a joint commitment consisting of business ethics and work ethics prepared to influence, shape, regulate and implement appropriate behavior to achieve consistent results in accordance with the company's culture in the achievements of the company's vision and mission. The code applies to all the company's employees at all levels of the organization and is expected to provide clarity of actions that must be taken and adhered to in accordance with the corporate values.

PRINCIPLES OF CODE OF CONDUCT

PT Angkasa Pura I regulates business ethics and code of conduct with the following principles:

1. Business Ethics
 - Commitment to shareholders;
 - Compliance with laws and regulations;
 - Information disclosure;
 - Company relations with employees and nonemployees in the company as well as industrial relations;
 - Company relations with service users;
 - Company relations with the government;
 - Company relations with business partners;
 - Company relations with suppliers;
 - Fair business competition;
 - Company relations with creditors;
 - Company relations with subsidiaries and joint ventures;
 - Social responsibility to society;
 - Safety, health and work environment;
 - Environmental conservation;
 - Intellectual property rights (IPR);
 - Information and communication technology system;
 - Document storage; and
 - Financial recording and reporting.
2. The Code of Conduct governs topics related to the behavior expected of all PT Angkasa Pura I employees, including:
 - Code of Conduct for the Board of Commissioners;
 - Code of Conduct for the Board of Directors; and
 - Code of Conduct for company personnel.



3. Penanganan Benturan Kepentingan, yang terdiri dari:
 - Pernyataan palsu, klaim palsu, dan konspirasi;
 - Suap;
 - Imbalan;
 - Hadiah;
 - Sumbangan;
 - Jamuan bisnis;
 - Jabatan rangkap;
 - Perlindungan serta penggunaan aset dan sumber daya perusahaan lainnya;
 - Keterlibatan dalam aktivitas politik;
 - Pengadaan barang dan/atau jasa;
 - Aktivitas sampingan;
 - Kerahasiaan informasi;
 - Perjalanan dinas;
 - Reputasi dan citra perusahaan; dan
 - Nepotisme.

KEPATUHAN TERHADAP KODE ETIK

Seluruh insan PT Angkasa Pura I wajib mematuhi Pedoman Etika Perusahaan, termasuk juga anggota Dewan Komisaris, anggota Direksi, dan jajaran manajemen. Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab atas dipatuhinya Pedoman Etika Perusahaan di lingkungan perusahaan. Para pejabat struktural bertanggung jawab atas penerapan Pedoman Etika Perusahaan di lingkungan unit kerjanya masing-masing.

Setiap insan Angkasa Pura I menerima satu salinan Pedoman Etika Perusahaan dan menandatangani pernyataan bahwa telah menerima, memahami, dan setuju untuk mematuhi Pedoman Etika Perusahaan (*Code of Conduct*) yang didokumentasikan oleh unit kerja yang membidangi fungsi Human Capital atau unit kerja yang ditunjuk. Kode etik juga diberlakukan untuk penyedia barang/jasa yang akan bekerja sama dengan PT Angkasa Pura I. Penandatanganan Pakta Integritas juga menjadi salah satu syarat untuk mendaftarkan perusahaan calon penyedia barang/jasa ke dalam sistem PT Angkasa Pura I Procurement (APPro).

SOSIALISASI KODE ETIK DAN UPAYA PENEGAKANNYA

Setiap insan PT Angkasa Pura I memperoleh pengetahuan terkait kode etik melalui program orientasi pegawai baru, pembagian buku saku pegawai, penyebaran informasi Pedoman Etika Perusahaan pada website internal, serta melalui kegiatan dan media lainnya yang dimiliki perusahaan. Dengan demikian, diharapkan seluruh insan PT Angkasa Pura I dapat memahami dan menerapkan kode etik perusahaan.

Dalam upaya penegakan pedoman etika perusahaan, PT Angkasa Pura I berkomitmen menjalankan pedoman etika perusahaan secara konsisten dan konsekuen dengan berbagai upaya, di antaranya:

3. Handling Conflict of Interest, consisting of:
 - False statements, false claims, and conspiracy;
 - Bribery;
 - Rewards;
 - Gifts;
 - Donations;
 - Business courtesies;
 - Concurrent positions;
 - Protection and use of company assets and other resources;
 - Participation in political activities;
 - Procurement of goods and/or services;
 - Side job;
 - Confidentiality of information;
 - Official travel;
 - Company reputation and image; and
 - Nepotism.

COMPLIANCE WITH CODE OF CONDUCT

All personnel of PT Angkasa Pura I are required to comply with the Company's Code of Conduct, including members of the Board of Commissioners, members of the Board of Directors, and management. The Board of Commissioners together with the Board of Directors are responsible for compliance with the Company's Code of Conduct within the Company. Structural officials are responsible for the implementation of the Company's Code of Conduct in their respective work units.

All personnel of PT Angkasa Pura I receive a copy of the Company's Code of Conduct and signs a statement that they have received, understood, and agreed to comply with the Code of Conduct documented by the work unit in charge of the Human Capital function or the designated work unit. The code of conduct also applies to suppliers partnered with PT Angkasa Pura I. The signing of the Integrity Pact is a condition for registering supplier candidates into PT Angkasa Pura I Procurement (APPro) system.

CODE OF CONDUCT DISSEMINATION AND ENFORCEMENT EFFORTS

All PT Angkasa Pura I personnel learn about the code of conduct through the new employee orientation program, the distribution of employee handbooks, the dissemination of information about the company's code of conduct on internal websites, and other activities and media owned by the company. Thus, it is expected that all personnel understand and adhere the Company's code of conduct.

PT Angkasa Pura I is committed to consistently and consequently implementing the company's code of conduct with various efforts in order to enforce the company's code of conduct, including:



- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Membentuk Badan Pertimbangan Kepegawaian (BPK) dan Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) yang berfungsi untuk melakukan pembinaan dan pemeriksaan terhadap pelanggaran disiplin pegawai dan etik perusahaan. 2. Mendorong setiap insan PT Angkasa Pura I untuk melaporkan kecurigaan maupun pelanggaran terhadap pedoman etika perusahaan. 3. Membuat platform digital <i>Whistleblowing System</i> (WBS) sebagai tempat pengaduan pelanggaran disiplin dan etik pegawai. 4. Menerapkan sanksi-sanksi, dari disiplin ringan, sedang, hingga disiplin berat sampai dengan pemutusan hubungan kerja pada pegawai yang melakukan pelanggaran kode etik perusahaan. | <ol style="list-style-type: none"> 1. Establish the Personnel Advisory Board (BPK) and the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP), which serve to provide guidance and investigate violations of employee discipline and company ethics. 2. Encourage all PT Angkasa Pura I employees to report any suspicions or violations of the company's code of conduct. 3. Create a Whistleblowing System (WBS) digital platform as a repository for employee discipline and ethics violations. 4. Impose sanctions ranging from minor, moderate, to severe disciplinary sanctions up to termination of employment to employees who violate the company's code of conduct. |
|---|---|

Pemegang Saham, Dewan Komisaris, dan Direksi sesuai lingkup kewenangan masing-masing memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan dalam hal terjadi pelanggaran atas Pedoman Etika Perusahaan, dan pemberian sanksi mengikuti ketentuan yang berlaku di perusahaan. PT Angkasa Pura I menjamin perlindungan dan kerahasiaan identitas pelapor. Pelanggaran kode etik yang terbukti akan dikenakan sanksi sesuai dengan peraturan yang berlaku dan sesuai tingkat kesalahan yang dilakukan. Pemberian sanksi dilakukan melalui proses yang objektif, independen, berjenjang, dan tidak bersifat diskriminatif. Penegakan kode etik dan pemeriksaan terhadap pelanggaran disiplin pegawai juga dilaksanakan oleh Badan Pertimbangan Kepegawaian (BPK) dan Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP).

Shareholders, the Board of Commissioners, and the Board of Directors according to the scope of their respective authorities decide on the provision of coaching actions, disciplinary sanctions and/or corrective and preventive actions that must be carried out in the event of a violation of the Company's Code of Conduct, and the imposition of sanctions according to the applicable provisions in the Company. PT Angkasa Pura I guarantees the protection and confidentiality of the identity of the whistleblower. Proven violations of the Company code of conduct will be subject to sanctions in accordance with applicable regulations and in accordance with the level of violation. Sanctions are imposed through an objective, independent, tiered, and non-discriminatory process. Enforcement of the code of conduct and the investigation of disciplinary violations by Company employees is also performed by the Employment Advisory Board (BPK) and Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP).

Jenis Sanksi Pelanggaran Kode Etik
Types of Sanction for Violations of the Code of Conduct

Tingkat Sanksi Sanction Level	Jenis Sanksi Sanction Type	
Disiplin Ringan Minor Disciplinary Sanction	<ul style="list-style-type: none"> • Peringatan/teguran lisan • Peringatan/teguran tertulis • Pernyataan tidak puas tertulis • Penundaan kenaikan gaji berkala 	<ul style="list-style-type: none"> • Verbal warning/reprimand. • Written warning/reprimand. • Written statement of dissatisfaction. • Deferred periodic salary increase
Disiplin Sedang Moderate Disciplinary Sanction	<ul style="list-style-type: none"> • Penurunan gaji sebesar satu kali kenaikan gaji berkala untuk paling lama satu tahun. • Penurunan gaji dasar sebesar dua kali kenaikan gaji dasar berkala. • Penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah untuk paling lama satu tahun. 	<ul style="list-style-type: none"> • Salary reduction equal to the amount of a periodic salary increase for a maximum of one year. • Salary reduction equal to the amount of 2 periodic salary increase. • Demoted to a position class a level lower for a maximum of one year.
Disiplin Berat Severe Disciplinary Sanction	<ul style="list-style-type: none"> • Pembebasan dari jabatan struktural dan tidak ditempatkan di jabatan struktural lainnya. • Penurunan pangkat pada pangkat dua tingkat lebih rendah atau lebih. • Penurunan kelas jabatan pada kelas jabatan dua tingkat atau lebih. • Pemberhentian dengan hormat tidak atas permintaan sendiri sebagai pegawai. • Pemberhentian tidak dengan hormat sebagai pegawai. 	<ul style="list-style-type: none"> • Dismissed from a structural position and excluded from any structural position. • Demoted to a rank two levels lower or more. • Demoted to a position class two levels lower or more. • Respectfully dismissed without their own request as an employee. • Disrespectfully dismissed as an employee.



DISIPLIN BERAT

- Pembebasan dari jabatan struktural dan tidak ditempatkan di jabatan struktural lainnya.
- Penurunan kelas jabatan pada kelas jabatan dua tingkat atau lebih.
- Pemberhentian dengan hormat tidak atas permintaan sendiri sebagai pegawai.
- Pemberhentian tidak dengan hormat sebagai pegawai.

PELANGGARAN KODE ETIK TAHUN 2023

Selama 2023, PT Angkasa Pura I telah menjatuhkan sanksi disiplin pegawai terhadap 29 kasus pelanggaran atas kode etik/disiplin pegawai. Sanksi yang diterima oleh pelanggar disesuaikan dengan jenis pelanggarannya. Selama periode pelaporan, terdapat 4 kasus yang berujung pada pemecatan, 2 kasus ditindaklanjuti dengan dibebaskan dari jabatan struktural dan jabatan fungsional, 8 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan dua tingkat lebih rendah, 0 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah, serta 13 kasus ditindaklanjuti dengan surat peringatan dan sejenisnya.

SEVERE DISCIPLINARY SANCTION

- Dismissal from structural position and not placed in another structural position.
- Demotion to a lower job class by two levels or more.
- Honorable termination not at own request as an employee.
- Dishonorable termination as an employee.

VIOLATIONS OF THE CODE OF CONDUCT IN 2023

During 2023, PT Angkasa Pura I has imposed employee disciplinary sanctions on 29 cases of violations of the code of conduct/employee discipline. The imposed sanctions were adjusted to the type of violation. During the reporting period, there were 4 cases that ended with dismissal, 2 cases was followed up with a demotion to a position class 8 level lower, 0 case was followed up with a demotion to a position class level lower, and 13 cases were followed up with written warning/reprimand.

Pelanggaran Kode Etik Tiga Tahun Terakhir
Violations of the Code of Conduct in the Last Three Years

Sanksi Sanction Level	Jumlah Pelanggaran Total Violations		
	2023	2022	2021
Disiplin Ringan Minor Disciplinary Sanction	13	8	14
Disiplin Sedang Moderate Disciplinary Sanction	0	1	1
Disiplin Berat Severe Disciplinary Sanction	14	6	4
Jumlah Total	27	15	19



PROGRAM KEPEMILIKAN SAHAM

Stock Ownership Program

PT Angkasa Pura I saat ini belum memiliki program kepemilikan saham oleh karyawan dan/atau manajemen (*Employee Stock Ownership Plan/ESOP* dan *Management Stock Ownership Plan/MSOP*). Dengan demikian, laporan ini tidak menyajikan data dan informasi mengenai opsi saham, jumlah saham, jangka waktu pelaksanaan, harga pelaksanaan, dan persyaratan program ESOP dan MSOP tersebut.

Sehubungan tidak ada program ESOP dan/atau MSOP, maka PT Angkasa Pura I juga tidak memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen

Currently, PT Angkasa Pura I does not have Employee Stock Ownership Plan (ESOP) and/or Management Stock Ownership Plan (MSOP). Therefore, this report presents no data and information on stock options, number of shares, duration of implementation, exercise price, and requirements of the ESOP and MSOP programs.

Due to no ESOP and/or MSOP program, PT Angkasa Pura I does not have a policy on the provision of longterm performance-based compensation to management and/or employees under



dan/atau karyawan dalam ESOP dan/atau MSOP. Demikian juga, sehubungan dengan tidak adanya anggota Direksi dan Dewan Komisaris yang memiliki saham, maka PT Angkasa Pura I belum memiliki kebijakan yang mengatur tentang pelaporan kepemilikan saham anggota Direksi dan Dewan Komisaris paling lambat tiga hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka.

the ESOP and/or MSOP. Similarly, due to the absence of any members of the Board of Directors and Board of Commissioners owning shares, PT Angkasa Pura I does not yet have a policy governing the reporting of share ownership by members of the Board of Directors and Board of Commissioners no later than three working days after the occurrence of ownership or any change in ownership of the shares in the Public Company.



PERKARA HUKUM YANG BERDAMPAK MATERIAL MATERIAL LEGAL PROCEEDING

Dalam menjalankan bisnis, perusahaan berupaya untuk menghindari perkara hukum yang berdampak material, terdiri atas 15 perkara hukum aktif dengan status beberapa terselesaikan dan lainnya dalam proses hukum. Perusahaan juga tidak sedang menghadapi perkara hukum hubungan industrial (PHI) pada 2023 memiliki lima entitas anak.

In its business operations, the company strives to avoid material legal proceedings. In 2023, the company faced 15 active cases of legal proceedings, several legal cases were resolved, while the remaining cases were ongoing. The company did not face any industrial relations disputes (PHI) in 2023 and has five subsidiary entities.

Perkara Hukum yang Dihadapi Berdasarkan Tipe Legal Proceedings by Type

No.	Tipe Perkara Hukum	Jumlah Perkara Total Legal Proceedings		Legal Proceedings by Type
		Telah Selesai Resolved	Dalam Proses Penyelesaian On Going	
1	Perdata (Pengadilan atau ADR)	4	2	Civil (Court or ADR)
2	Perdata Khusus (PKPU/Pailit/ Likuidasi)	3	2	Special Civil (PKPU/ Bankruptcy/Liquidation)
3	Pidana	0	0	Criminal
4	Sengketa Pajak	2	2	Tax Disputes

Selanjutnya, beberapa perkara penting yang dihadapi pada 2023 beserta status perkara dan pengaruhnya terhadap perusahaan dijelaskan sebagai berikut:

Furthermore, several significant cases encountered in 2023 along with the case status and its impact on the company are described as follows:

Perkara Hukum yang Dihadapi Berdasarkan Tipe Merits of Case, Status, and Its Effects

No.	Pokok Perkara	Merits of Case
1	<p>Gugatan Perdata Paulus Wuwungan nomor perkara 252/Pdt.G/2019/PN.Mnd Paulus Wuwungan Civil Lawsuit case number 252/Pdt.G/2019/PN.Mnd</p> <p>Tuntutan (Petitum):</p> <ul style="list-style-type: none"> - Pembayaran kepada tergugat sebesar Rp335.000.000.000. - Pada tanggal 1 Maret 2023 telah terbit putusan Peninjauan Kembali Mahkamah Agung yang menolak Peninjauan Kembali yang dimohonkan dahulu Penggugat, dengan demikian perkara telah Berkekuatan Hukum Tetap tanpa upaya hukum lanjutan. - Dalam hal ini, PT Angkasa Pura I dibebaskan dari hukuman membayar ganti kerugian sebesar Rp33.500.000.000 	<p>Claims (Petitum):</p> <ul style="list-style-type: none"> - Payment to the defendant of Rp335,000,000,000. - On March 1, 2023, the Supreme Court issued a Judicial Review decision rejecting the Judicial Review requested by the Plaintiff, thus the case has permanent legal force without further legal remedies. - In this case, PT Angkasa Pura I was acquitted from paying compensation of Rp33,500,000,000.



No.	Pokok Perkara		Merits of Case
2	Gugatan Perdata Sylvana Yunita, dkk dengan Nomor register Perkara: 123/Pdt.G/2020/Pn.Mnd Jo.104/PDT/2021/PT.MND Civil lawsuit of Sylvana Yunita, et al with case registration number: 123/Pdt.G/2020/Pn.Mnd Jo.104/PDT/2021/PT.MND	Tuntutan (Petitum): - Pembayaran kepada tergugat sebesar Rp11.850.200.000. - Pada tanggal 23 Mei 2023 telah terbit putusan Kasasi oleh Mahkamah Agung yang menolak permohonan Kasasi oleh dahulu Penggugat. Dalam hal ini PT Angkasa Pura I dibebaskan dari membayar ganti kerugian sebesar Rp11.850.200.000.	Claims (Petitum): - Payment to the defendant of Rp11,850,200,000. - On May 23, 2023, the Supreme Court issued a cassation decision rejecting the cassation request by the former Plaintiff. In this case, PT Angkasa Pura I was acquitted from paying compensation of Rp11,850,200,000.
3	Gugatan Perdata atas nama Penggugat Ramlah Binti Arfah Daeng Gading dkk dengan Nomor: 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2/2019/PT.Mks Civil Suit on behalf of Plaintiff Ramlah Binti Arfah Daeng Gading et al with Number: 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2/2019/PT.Mks	Tuntutan (Petitum): - Pembayaran kepada tergugat sebesar Rp42.770.000.000. - Pada tanggal 29 Maret 2023, perusahaan menerima Risalah Pemberitahuan Putusan Mahkamah Agung RI Nomor 40/K/Pdt/2023 yang amarnya pada pokoknya berbunyi "menolak permohonan kasasi para pemohon kasasi". Dalam hal ini PT Angkasa Pura I dibebaskan membayar ganti kerugian sebesar Rp42.770.000.000.	Claims (Petitum): - Payment to the defendant of Rp42,770,000,000. - On March 29, 2023, the company received the Minutes of Notification of the Decision of the Supreme Court of the Republic of Indonesia Number 40/K/Pdt/2023 which essentially stated "rejecting the cassation request of the cassation applicants". In this case, PT Angkasa Pura I was acquitted from paying compensation of Rp42,770,000,000.
4	Likuidasi PT Insite Media Liquidation of PT Insite Media	- Melalui Surat Nomor AP1.4669/HK.02.01/2023/DUL-B tanggal 31 Juli 2023, PT Angkasa Pura I telah meminta informasi tindak lanjut penyelesaian kewajiban PT Insite Media (dalam likuidasi) kepada AP1 sebesar Rp69.788.634.532,00. AP1 juga telah menyampaikan kembali atas tanggapan proposal PT Insite Media (dalam likuidasi) tanggal 15 November 2022, yang mana AP1 menyetujui pembayaran Rp10.000.000.000 dengan ketentuan pembayaran dilakukan secara sekaligus dan dilaksanakan pada kesempatan pertama. Lebih lanjut, pembayaran tersebut tidak menghapus sisa kewajiban pelunasan PT Insite Media (dalam likuidasi) kepada perusahaan. - PT Angkasa Pura I telah meminta bantuan hukum non-litigasi kepada JPN di Kejaksaan Agung RI untuk penagihannya dengan nilai tagihan sebesar Rp69.788.634.532,00.	- Through Letter Number AP1.4669/HK.02.01/2023/DUL-B dated July 31, 2023, PT Angkasa Pura I requested information on the follow-up settlement of PT Insite Media's (in liquidation) obligations to AP1 of Rp69,788,634,532.00. AP1 has also submitted a response to PT Insite Media's (in liquidation) proposal dated November 15, 2022, in which AP1 agreed to a payment of Rp10,000,000,000, provided that the payment is made in full and at the first opportunity. Furthermore, the payment does not eliminate the remaining outstanding balance owed by PT Insite Media (in liquidation) to the company. - PT Angkasa Pura I requested non-litigation legal assistance from JPN at the Attorney General's Office for collection with a claim value of Rp69,788,634,532.00.



PERKARA HUKUM YANG BERDAMPAK MATERIAL
Material Legal Proceeding

No.	Pokok Perkara	Merits of Case
5	<p>Kepailitan PT Merpati Nusantara Airlines (Persero) (MNA) Bankruptcy of PT Merpati Nusantara Airlines (Persero) (MNA)</p> <ul style="list-style-type: none"> - Pada tanggal 2 Juni 2022 Majelis Hakim Pengadilan Niaga pada Pengadilan Negeri Surabaya menerbitkan Putusan Nomor 5/Pdt.Sus-Pailit-Pembatalan Perdamaian/2022/PN.Niaga Surabaya yang telah menyatakan MNA telah lalai untuk memenuhi perjanjian perdamaian yang disahkan dan membatalkan putusan pengesahan perdamaian (homologasi) pengadilan niaga serta menyatakan MNA pailit. - Menindaklanjuti kepailitan yang sedang dihadapi MNA, pada tanggal 19 Juli 2022 telah dilaksanakan rapat verifikasi piutang di Pengadilan Niaga pada Pengadilan Negeri Surabaya; - Jumlah tagihan yang diajukan oleh PT Angkasa Pura I kepada Tim Kurator yang telah terverifikasi adalah senilai Rp51.072.623.963,95 dan telah disampaikan kepada Tim Kurator MNA dengan rincian: <ul style="list-style-type: none"> 1. Rp47.098.047.562; 2. USD 272.380,51 dengan konversi kurs dollar pada tanggal 2 Juni 2022 sejak tanggal Putusan Pembatalan Perdamaian PKPY PT MNA sebesar Rp14.592,00 sehingga menjadi Rp3.974.576.401 - Telah dibayarkan pembagian budel pailit tahap pertama sebesar 0,25% dari total tagihan yang diajukan Rp51.072.623.963,95 menjadi sebesar Rp127.681.560 pada tanggal 27 Januari 2023. - Pada tanggal 21 Juni 2023 telah dilakukan pembayaran budel pailit tahap kedua sebesar Rp18.386.145. - Pada tanggal 10 Agustus 2023 telah dilakukan pembayaran budel pailit tahap ketiga sebesar Rp5.515.843. 	<ul style="list-style-type: none"> - On June 2, 2022, the Commercial Court Panel of Judges at the Surabaya District Court issued Decision Number 5/Pdt.Sus-Pailit-Pembatalan Perdamaian/2022/PN.Niaga Surabaya stating that MNA failed to comply with the ratified composition agreement and annulled the court's ratification decision (homologation) of the composition agreement and declared MNA bankrupt. - Following up on the bankruptcy faced by MNA, on July 19, 2022, a debt verification meeting was held at the Commercial Court at the Surabaya District Court; - The total verified invoices submitted by PT Angkasa Pura I to the Curator Team is Rp51,072,623,963.95 and have been submitted to the MNA Curator Team with the following details: <ul style="list-style-type: none"> 1. Rp47,098,047,562; 2. USD 272,380.51 with a dollar exchange rate conversion on June 2, 2022, since the date of the Decision to Cancel the PKPY PT MNA Composition Agreement of Rp14,592.00, resulting in Rp3,974,576,401. - The first phase of bankruptcy estate distribution has been paid at 0.25% of the total claim submitted of Rp51,072,623,963.95, for a total of Rp127,681,560 on January 27, 2023. - On June 21, 2023, the second phase of bankruptcy estate payment was made in the amount of Rp18,386,145. - On August 10, 2023, the third phase of bankruptcy estate payment was made in the amount of Rp5,515,843.



No.	Pokok Perkara	Merits of Case	
6	<p>Sengketa Pajak di Pengadilan Pajak DKI Jakarta Nomor Sengketa Pajak – 04521.15/2021/P Tax Disputes at the DKI Jakarta Tax Court, Tax Dispute Number – 04521.15/2021/P</p>	<p>Telah dilaksanakan sidang banding pajak ke-4 pada tanggal 27 Juni 2022 secara daring yang pada intinya menyampaikan hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> 1. Majelis Hakim Pajak telah menerima penjelasan Direktorat Jenderal Pajak (Terbanding) tentang Penjelasan koreksi positif pada SPT Tahun 2017 dalam SKPKB PPh; 2. Majelis Hakim Pajak juga telah melakukan konfirmasi kepada Pemohon Banding bahwa jurnal balik biaya konsesi 2015 termasuk di dalam Laporan Keuangan Audited 2017 dan SPT 2017, dan Terbanding juga telah mengakui hal tersebut; 3. Jurnal balik biaya konsesi 2015 ke Laporan Keuangan Audited 2017 dan SPT 2017 membuktikan Perseroan telah memenuhi kewajiban fiskal yang timbul dari jurnal balik biaya konsesi 2015. <p>Pada tanggal 8 Agustus 2022 telah dilaksanakan sidang dengan agenda Pembacaan Pendapat Akhir (Kesimpulan) oleh Pemohon Banding dan Terbanding.</p> <p>Pada tanggal 27 Maret 2023, telah dilaksanakan pengucapan Putusan Pengadilan Pajak, yang pada intinya Majelis Hakim mengabulkan Permohonan Pemohon Seluruhnya.</p>	<p>The fourth tax appeal hearing was held on June 27, 2022, online, which essentially stated the following matters:</p> <ol style="list-style-type: none"> 1. The Tax Court Judges have received an explanation from the Directorate General of Taxes (the Respondent) regarding the positive correction on the 2017 Tax Return (SPT) in the Income Tax Underpayment Tax Assessment Letter; 2. The Tax Court Judges have also confirmed with the Appellant that the reversal journal of the 2015 concession fee is included in the 2017 Audited Financial Statements and 2017 Tax Return, and the Respondent has acknowledged this; 3. The reversal journal of the 2015 concession fee to the 2017 Audited Financial Statements and 2017 Tax Return proves that the Company has fulfilled its fiscal obligations arising from the reversal journal of the 2015 concession fee. <p>On August 8, 2022, a hearing was held with the agenda of reading the Final Opinion (Conclusion) by the Appellant and the Respondent.</p> <p>On March 27, 2023, the Tax Court issued its decision, which essentially granted the Appellant's Request in Full.</p>
7	<p>Sengketa Pajak di Pengadilan Pajak DKI Jakarta Nomor Sengketa Pajak PBB YIA – 0088733.26/2022/PP tanggal 12 September 2022 Tax Disputes at the DKI Jakarta Tax Court, Tax Dispute Number PBB YIA – 0088733.26/2022/PP dated September 12, 2022</p>	<p>Bahwa telah dilaksanakan sidang terakhir pada tanggal 15 Juni 2023 di Pengadilan Pajak yang bertempat di Gedung Keuangan Negara Yogyakarta secara tatap muka dengan agenda Penyerahan Kesimpulan oleh Para Pihak.</p> <p>Bahwa pada tanggal 14 September 2023, telah dilakukan pengucapan putusan Majelis Hakim yang pada pokoknya mengabulkan permohonan Banding Pemohon Banding, sehingga pajak yang harus dibayar PT Angkasa Pura I menjadi Rp7.864.553.863 dari sebelumnya sesuai SPPT sebesar Rp28.087.679.867.</p>	<p>The final hearing was held on June 15, 2023, at the Tax Court located at the Yogyakarta State Finance Building in person with the agenda of Submission of Conclusions by the Parties.</p> <p>On September 14, 2023, the Panel of Judges issued the decision, which essentially granted the Appellant's Appeal Request, so that the tax payable by PT Angkasa Pura I became Rp7,864,553,863.00 from the previous amount according to the Tax Due Notification Letter (SPPT) of Rp28,087,679,867.00.</p>



PERKARA HUKUM YANG BERDAMPAK MATERIAL
Material Legal Proceeding

No.	Pokok Perkara	Merits of Case	
8	<p>Gugatan Hj. Hasniah atas Perkara Perdata Nomor 51/Pdt.G/2023/PN.Jkt.Pst Lawsuit by Hj. Hasniah in Civil Case Number 51/Pdt.G/2023/PN.Jkt.Pst</p>	<p>Telah dilakukan proses mediasi pada tanggal 27 Maret 2023, namun mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui E-Court dan pada tanggal 20 Juni 2023, Tergugat I dan Tergugat II telah mengajukan jawaban gugatan pada tanggal 20 Juni 2023.</p> <p>Saat ini PT Angkasa Pura I sedang menunggu relaas panggilan sidang berikutnya dengan agenda Replik Penggugat akan dilaksanakan pada tanggal 4 Juli 2023.</p> <p>Majelis hakim mengucapkan putusan sela secara elektronik atas Eksepsi tergugat pada hari Kamis, 24 Agustus 2023, yang memutus sebagai berikut:</p> <ol style="list-style-type: none"> 1. Menerima Eksepsi Para Tergugat; 2. Menyatakan Pengadilan Negeri Jakarta Pusat tidak berwenang mengadili perkara ini; 3. Menghukum Penggugat untuk membayar biaya perkara sebesar Rp1.230.000. <p>Sehingga dalam hal ini, PT Angkasa Pura I dibebaskan membayar ganti kerugian sebesar Rp110.700.000.000.</p>	<p>The mediation process was carried out on March 27, 2023, but the mediation was declared a failure. The trial continued through E-Court, and on June 20, 2023, Defendant I and Defendant II submitted their Responses to the Lawsuit on June 20, 2023.</p> <p>Currently, PT Angkasa Pura I is awaiting the summons for the next hearing, with the agenda of the Plaintiff's Replication scheduled for July 4, 2023.</p> <p>The panel of judges electronically pronounced an interlocutory decision on the Defendants' Exception on Thursday, August 24, 2023, which ruled as follows:</p> <ol style="list-style-type: none"> 1. Accepting the Defendants' Exception; 2. Declaring that the Central Jakarta District Court is not authorized to adjudicate this case; 3. Sentencing the Plaintiff to pay court fees of Rp1,230,000. <p>As a result, PT Angkasa Pura I is exempted from paying compensation of Rp110,700,000,000.</p>
9	<p>Penundaan Kewajiban Pembayaran Utang (PKPU) PT Sriwijaya Air Suspension of Debt Payment Obligations (PKPU) of PT Sriwijaya Air</p>	<p>Saat ini proses PKPU Tetap telah mencapai perpanjangan waktu terakhir sampai dengan 13 Juli 2023. Adapun agenda Rapat Kreditur berikutnya yaitu pada tanggal 27 Juni 2023 adalah pembahasan proposal perdamaian dan/atau pemungutan suara Kreditur.</p> <p><i>Payment terms</i> yang ditawarkan oleh PT Sriwijaya Air (Dalam PKPU) dalam proposal perjanjian perdamaian mutakhir adalah:</p> <ol style="list-style-type: none"> 1. 5 Tahun untuk pelunasan PSC, tanpa jadwal pembayaran, akan diangsur sesuai kemampuan debitur (<i>best effort basis</i>) dengan batas waktu s/d jatuh tempo; dan 2. 15 Tahun untuk pelunasan tagihan usaha, grace period s/d tahun ke-5, 25% amortisasi s/d tahun ke-10, dan 75% amortisasi s/d jatuh tempo. <p>Adapun terhadap penawaran tersebut, Perseroan telah menyampaikan <i>counter</i> proposal melalui Surat Vice President Finance Nomor AP.I. 3263 /KU.19/2023/DKF-B Tanggal 5 Juni 2023 Tentang Tanggapan atas Proposal Perdamaian PT Sriwijaya Air (Dalam PKPU), yang pada pokoknya menyampaikan bahwa <i>payment terms</i> yang dapat diterima oleh perusahaan yaitu:</p> <ol style="list-style-type: none"> 1. PSC dibayarkan lunas tanpa <i>grace</i> period dalam kurun waktu 6 bulan sejak homologasi; dan 2. Tagihan Usaha dibayarkan lunas tanpa <i>grace period</i> dalam kurun waktu 15 tahun sejak homologasi. 	<p>Currently, the process of PKPU (Suspension of Debt Payment Obligations) has reached the final extension until July 13, 2023. The next agenda for the Creditors' Meeting on June 27, 2023, is the discussion of the composition proposal and/or the voting by the Creditors.</p> <p>The payment terms offered by PT Sriwijaya Air (Under PKPU) in the latest composition agreement proposal are:</p> <ol style="list-style-type: none"> 1. 5 years for the settlement of PSC, without a payment schedule, to be paid in installments based on the debtor's best effort until maturity; and 2. 15 years for the settlement of business bills, with a grace period until the 5th year, 25% amortization until the 10th year, and 75% amortization until maturity. <p>Regarding this offer, the Company has submitted a counter-proposal through the Vice President of Finance Letter No. AP.I.3263/KU.19/2023/DKF-B dated June 5, 2023, on the Response to the Composition Proposal of PT Sriwijaya Air (Under PKPU), which essentially states that the payment terms acceptable to the Company are:</p> <ol style="list-style-type: none"> 1. PSC to be paid in full without a grace period within 6 months after homologation; and 2. Business bills to be paid in full without a grace period within 15 years after homologation.



No.	Pokok Perkara	Merits of Case
	<p>Selanjutnya pada tanggal 25 Juni 2023, Debitur mengajukan proposal perdamaian kembali yang pada pokoknya tidak berbeda dengan proposal sebelumnya, yang menunjukkan penolakan Debitur terhadap counter proposal perusahaan.</p> <p>Pada 27 Juni 2023 telah dilaksanakan rapat kreditur namun agenda pemungutan suara ditunda dan perusahaan berencana akan memberikan suara menolak dalam pemungutan suara.</p> <p>Pada tanggal 13 Juli 2023, perusahaan memberikan suara menolak proposal perdamaian.</p> <p>Pada tanggal 20 Juli 2023, Pengadilan Niaga pada Pengadilan negeri jakarta Pusat telah mengucap putusan PKPU Tetap (homologasi), saat ini salinan putusan belum diterima perusahaan dari Tim Pengurus PKPU Sriwijaya.</p>	<p>Furthermore, on June 25, 2023, the Debtor resubmitted a composition proposal, that was substantially the same as the previous proposal, indicating the Debtor's rejection of the company's counter-proposal.</p> <p>On June 27, 2023, a Creditors' Meeting was held, but the voting agenda was postponed, and the Company plans to vote against the proposal.</p> <p>On July 13, 2023, the company voted against the composition proposal.</p> <p>On July 20, 2023, the Commercial Court at the Central Jakarta District Court pronounced the decision for Permanent PKPU (homologation). Currently, the Company has not received a copy of the decision from the PKPU Management Team of Sriwijaya.</p>
10	<p>Sengketa Pajak di Pengadilan Pajak DKI Jakarta Nomor Sengketa Pajak PBB Bandara Internasional Yogyakarta Kulon Progo – 014083.26/2022/PP Tax Disputes at the DKI Jakarta Tax Court, Tax Dispute No. PBB Yogyakarta International Airport Kulon Progo – 014083.26/2022/PP</p> <ul style="list-style-type: none"> - Pelaksanaan sidang terakhir dengan agenda pemeriksaan Legal Standing telah dilakukan - Telah dilaksanakan sidang pada tanggal 6 Juni 2023 di Pengadilan Pajak Jakarta Pusat. - Telah dilaksanakan sidang dengan agenda penyampaian pendapat akhir/kesimpulan pada tanggal 26 Oktober 2023. - Saat ini PT Angkasa Pura I sedang menunggu relaas panggilan sidang berikutnya. <p>Status: belum putus Risiko dampak keuangan: Rp20.223.126.004</p>	<ul style="list-style-type: none"> - The last hearing with the agenda of examining Legal Standing has been conducted - A hearing was held on June 6, 2023, at the Central Jakarta Tax Court. - A hearing was held with the agenda of delivering final opinions/conclusions on October 26, 2023. - PT Angkasa Pura I is currently awaiting the summons for the next hearing. <p>Status: Not yet decided Financial impact risk: Rp20,223,126,004</p>
11	<p>Pailit PT Istaka Karya (Persero) Bankruptcy of PT Istaka Karya (Persero)</p> <p>Kurator akan menunjuk kontraktor untuk menyelesaikan defect list agar pembayaran dapat dilakukan. Saat pelaporan tahunan ini, Per 31 Desember 2023, pilihan kontraktor untuk melakukan pekerjaan defect list masih dalam proses.</p>	<p>The curator will appoint a contractor to resolve the defect list. Thus, payment can be made. As of the annual reporting period, December 31, 2023, the selection of a contractor to perform the defect list work is still in progress.</p>



PERKARA HUKUM YANG BERDAMPAK MATERIAL
Material Legal Proceeding

No.	Pokok Perkara		Merits of Case
12	Sengketa Informasi Publik Aliansi Peduli Indonesia Jaya Public Information Dispute of Aliansi Peduli Indonesia Jaya	<p>Telah dilaksanakan Sidang Pemeriksaan Awal pada tanggal 29 Agustus 2023 dengan hasil sebagai berikut:</p> <ol style="list-style-type: none"> Majelis Komisioner menilai bahwa PT Angkasa Pura I adalah Badan Publik dan mengingat sengketa akibat adanya penolakan pemberian informasi karena alasan informasi dikecualikan, maka agenda selanjutnya adalah Ajudikasi. Dalam Ajudikasi PT Angkasa Pura I harus menyiapkan dokumen: <ol style="list-style-type: none"> Daftar Informasi Publik; Daftar Informasi yang dikecualikan; Uji Konsekuensi Khusus terhadap dokumen yang diminta Dokumen yang diminta Sidang ajudikasi akan dijadwalkan pada kesempatan pertama berdasarkan relaas komisi informasi pusat. <p>Sidang ajudikasi telah dilaksanakan pembacaan kesimpulan pada tanggal 11 Oktober 2023, berdasarkan relaas KIP Nomor 278/X/KIP-RLS/2023 tanggal 4 Oktober 2023.</p>	<p>An Initial Hearing was held on August 29, 2023, with the following results:</p> <ol style="list-style-type: none"> The Panel of Commissioners considers PT Angkasa Pura I as a Public Body, and considering the dispute that arose from the refusal to provide information due to the exemption of the information, the next agenda is Adjudication. In the Adjudication, PT Angkasa Pura I must prepare the following documents: <ol style="list-style-type: none"> List of Public Information; List of Exempted Information; Specific Consequence Test for the requested documents The requested documents The Adjudication Hearing will be scheduled at the first opportunity based on the summons from the Central Information Commission. <p>The Adjudication Hearing for the reading of conclusions was held on October 11, 2023, based on the summons of the KIP No. 278/X/KIP-RLS/2023 dated October 4, 2023.</p>
13	Peninjauan Kembali atas Banding Pajak PBB-P2 YIA 2021 nomor register 0088733.26/2022/PP, dengan nomor register PK MPK-5350/PAN/2023 Judicial Review of Tax Appeal on PBB-P2 YIA 2021, register number 0088733.26/2022/PP, with register number PK MPK- 5350/PAN/2023	<p>Pada tanggal 21 Desember 2023 diterima relaas permohonan Peninjauan Kembali dari Panitera Pengadilan Pajak, dengan pemohon Peninjauan Kembali Pemerintah Kabupaten Kulon Progo.</p> <p>Saat ini perusahaan tengah menyusun naskah Kontra Memori Peninjauan Kembali yang akan disampaikan pada tanggal 15 Desember 2023 kepada Pengadilan Pajak.</p> <p>Status : Belum Putus Risiko dampak Keuangan : Rp20.223.126.004</p>	<p>On December 21, 2023, a summons for Judicial Review was received from the Registrar of the Tax Court, with the Petitioner for Judicial Review being the Government of Kulon Progo Regency.</p> <p>Currently, the company is preparing a Contra-Memorial for Judicial Review, scheduled to be submitted on December 15, 2023, to the Tax Court.</p> <p>Status: Not yet decided Financial impact risk: Rp20,223,126,004</p>
14	Gugatan dari Dettie Massie sebagaimana surat yang didaftarkan melalui Kepaniteraan Pengadilan Negeri Manado dengan Nomor Perkara 523/Pdt.G/2023/Pn.Mnd tertanggal 15 Agustus 2023 Lawsuit filed by Dettie Massie as per the letter registered through the Registrar's Office of the Manado District Court with Case No. 523/Pdt.G/2023/Pn.Mnd dated August 15, 2023.	<p>Telah dilakukan proses mediasi, namun pada tanggal 11 Oktober 2023 mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui E-Court dan pada tanggal 25 Oktober 2023, Tergugat III telah mengajukan Jawaban Gugatan dan Eksepsi pada tanggal 8 November 2023.</p> <p>Majelis hakim mengucapkan putusan sela secara elektronik atas Eksepsi tergugat pada hari Rabu, 13 Desember 2023, yang memutuskan sebagai berikut:</p> <ol style="list-style-type: none"> Menolak Eksepsi Para Tergugat; <p>Adapun sidang selanjutnya akan dilaksanakan pada tanggal 11 Januari 2024.</p> <p>Status: Dalam proses Risiko dampak keuangan: Rp520.000.000.</p>	<p>Mediation process was conducted, but on October 11, 2023, the mediation was declared a failure. The hearing proceeded through E-Court, and on October 25, 2023, Defendant III filed a Response to the Lawsuit and Exception on November 8, 2023.</p> <p>The panel of judges issued an electronic interlocutory decision on the Defendants' Exception on Wednesday, December 13, 2023, which ruled as follows:</p> <ol style="list-style-type: none"> Rejecting the Defendants' Exception; <p>The next hearing will be held on January 11, 2024.</p> <p>Status: In process Financial impact risk: Rp520,000,000</p>



No.	Pokok Perkara		Merits of Case
15	<p>Perkara Perdata: Gugatan Wanprestasi PT Emax fortune Nomor 228/Pdt.G/2019/PN Bpp</p> <p>Civil Case: PT Emax fortune Default Lawsuit Number 228/Pdt.G/2019/PN Bpp</p>	<p>Putusan telah berkekuatan hukum tetap (<i>Inkracht</i>), dan saat ini sedang dalam proses sita eksekusi.</p> <p>PN Balikpapan telah melakukan aanmaning kepada Tergugat, kemudian pada tanggal 22 Agustus 2023 PT Emax melakukan pembayaran kewajibannya kepada oleh PT Angkasa Pura I yakni sebesar Rp240.580.464namun PT Emax belum melakukan pembayaran denda dwangsom (uang paksa) sebesar Rp 130.000.000 yang terhitung sejak putusan dikeluarkan hingga pembayaran kewajiban dilakukan.</p> <p>Atas hal tersebut kantor cabang Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan PT Angkasa Pura I telah mengirimkan surat permohonan pendapat hukum ke Kejaksaan Negeri Balikpapan dan telah dilakukan ekspose Kejaksaan Negeri Balikpapan dengan Kejaksaan Negeri Kalimantan Timur untuk memberikan pendapat hukum.</p> <p>Status: Sudah putus, dalam proses sita eksekusi</p> <p>Risiko Keuangan Perusahaan: Rp130.000.000</p>	<p>The decision is legally binding (<i>Inkracht</i>) and is currently in the process of seizure execution.</p> <p>The Balikpapan District Court has issued an aanmaning (warning) to the Defendant, and on August 22, 2023, PT Emax made a payment of its obligations to PT Angkasa Pura I in the amount of Rp240,580,464.00, but PT Emax has not paid the dwangsom (forced money) fine of Rp130,000,000.00, which has been calculated since the decision was issued until the payment of obligations was made.</p> <p>Regarding this matter, the Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan branch of PT Angkasa Pura I has sent a request for legal opinion to the Balikpapan District Attorney's Office and an exposure has been conducted by the Balikpapan District Attorney's Office with the East Kalimantan District Attorney's Office to provide a legal opinion.</p> <p>Status: Decided, in the process of seizure execution</p> <p>Financial Risk to the Company: Rp130,000,000.00</p>

Status Penyelesaian Status of Resolution	Pengaruh terhadap Perusahaan Impact on the Company	Risiko yang Dihadapi Perusahaan dan Nilai Nominal Tuntutan/ Gugatan Risk Faced by the Company and Nominal Value of Claims/Lawsuits	Upaya Manajemen Management Efforts	Sanksi Administrasi Administrative Sanctions
Perkara-perkara tersebut sedang dalam proses penyelesaian hingga diperoleh putusan yang berkekuatan hukum tetap (untuk perkara di Pengadilan) atau dipenuhinya hak-hak Perusahaan sebaik-baiknya (atas <i>outstanding</i> /budel pailit/likuidasi) atau pengembalian kelebihan pembayaran pajak. The matters are currently in the process of resolution until a final and legally binding decision is obtained (for cases in court) or the Company's rights are fully fulfilled (for outstanding/bankruptcy/liquidation cases) or overpayment of taxes is refunded.	Dampak finansial Financial Impact	Timbul kewajiban Perusahaan untuk membayar sejumlah uang atas putusan perdata, pembagian harta pailit/likuidasi yang tidak sesuai harapan, atau tidak ada pengembalian kelebihan pembayaran pajak. The Company's obligation to pay a sum of money arising from a civil court judgment, an unfavorable distribution of assets in bankruptcy/liquidation, or a failure to refund an overpayment of taxes.	Penanganan permasalahan-permasalahan tersebut dilakukan baik secara <i>inhouse</i> , konsultan hukum, atau kerja sama dengan Jaksa Pengacara Negara di Kejari/Kejati masing-masing cabang. Kantor Pusat juga secara khusus telah mengadakan MoU dengan Jaksa Agung Muda Perdata dan Tata Usaha Negara Kejaksaan Agung Republik Indonesia. The handling of these issues is carried out either in-house, through legal consultants, or in cooperation with State Prosecutors at the respective branch District Attorney's Office/High Prosecutor's Office. The Head Office has also specifically entered into an MoU with the Deputy Attorney General for Civil and State Administrative Affairs of the Attorney General's Office of the Republic of Indonesia.	



SANKSI ADMINISTRATIF

Sanksi administratif yang dikenakan kepada PT Angkasa Pura I, anggota Dewan Komisaris, dan Direksi oleh Otoritas Jasa Keuangan (OJK) dan otoritas lainnya selama periode pelaporan tahun 2023 dapat dilihat pada tabel berikut:

ADMINISTRATIVE SANCTION

The table below displays the administrative sanctions that were imposed on PT Angkasa Pura I, members of the Board of Commissioners, and the Board Directors by the Financial Services Authority (FSA) and other authorities during the 2023 reporting period:

No.	Jenis Sanksi Administratif Administrative Sanctions	Pemberi Sanksi Positions	Tindak Lanjut Follow Up
1	Peringatan tertulis I atas keterlambatan penyampaian laporan keuangan auditan yang berakhir per 31 Desember 2022 Written warning I for late submission of audited financial reports ending on December 31, 2022	Direktur, dan Kepala Divisi Penilaian Perusahaan 2 Otoritas Jasa Keuangan (OJK) The Board of Directors, and Head of Company Assessment Division 2 Financial Services Authority (FSA)	Surat balasan PT Angkasa Pura I Nomor API.2492/KU.16.03/2023/DK-B tanggal 17 April 2023 perihal Konfirmasi Keterlambatan Penyampaian Laporan Keuangan Auditan yang Berakhir per 31 Desember 2022. PT Angkasa Pura I's reply letter Number API.2492/KU.16.03/2023/DK-B dated 17 April 2023 regarding Confirmation of Late Submission of Audited Financial Reports Ending as of December 31, 2022.
2	Peringatan tertulis pertama atas keterlambatan penyampaian Laporan Kesiapan Dana ("LKD") untuk pelunasan Obligasi I Angkasa Pura I Tahun 2016 Seri B dan Sukuk Ijarah I Angkasa Pura I Tahun 2016 Seri B First written warning for late submission of Fund Readiness Report ("LKD") for repayment of Bonds I Angkasa Pura I 2016 Series B and Sukuk Ijarah I Angkasa Pura I 2016 Series B	Pj.S. Kepala Divisi Peraturan dan Layanan Perusahaan Tercatat, dan Kepala Divisi Penilaian Perusahaan 2 Otoritas Jasa Keuangan (OJK) Acting Head of Listed Company Regulation and Services Division, and Head of Company Assessment Division 2 of the Financial Services Authority (OJK)	Penyampaian Laporan Kesiapan Dana telah dilaporkan melalui surat PT Angkasa Pura I Nomor API.7217/KU.11/2023/DK-B tanggal 31 Oktober 2023 perihal Penyampaian Laporan Kesiapan Dana Jatuh Tempo Obligasi dan Sukuk Ijarah Seri B Tahun 2016. Peringatan tertulis ini tidak mempengaruhi kelangsungan usaha PT Angkasa Pura I. Submission of the Fund Readiness Report has been reported via PT Angkasa Pura I letter Number API.7217/KU.11/2023/DK-B dated October 31, 2023 regarding Submission of Fund Readiness Report Maturity Bonds and Sukuk Ijarah Series B 2016. Written warning This does not affect the business continuity of PT Angkasa Pura I.



ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI Anti-Corruption, Collusion, Nepotism and Gratification

Sebagai tindak lanjut dari komitmen manajemen perusahaan untuk memastikan bahwa seluruh insan PT Angkasa Pura I mematuhi peraturan perundangundangan dan peraturan-peraturan lain yang berlaku di perusahaan terkait korupsi dan gratifikasi untuk menciptakan dan menumbuhkan budaya pengelolaan bisnis yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN) serta gratifikasi sehingga dapat meningkatkan kepercayaan Pemegang Saham dan segenap pemangku kepentingan.

Adapun dukungan dan tindakan pencegahan serta pengendalian dapat diwujudkan melalui:

- Penetapan pedoman pengendalian gratifikasi dan Unit Pengendalian Gratifikasi (UPG) di perusahaan;
- Pelaksanaan rencana kerja penerapan Program Pengendalian Gratifikasi (PPG);
- Pelaporan terkait perkembangan, monitoring dan evaluasi Program Pengendalian Gratifikasi (PPG) kepada KPK;

The company is committed to ensuring that all PT Angkasa Pura I personnel comply with the laws and regulations and other regulations applicable in the company relating to corruption and gratification in order to create and foster a culture of business management free from Corruption, Collusion, and Nepotism (CNN) and gratuities to increase the trust of Shareholders and stakeholders.

Support, preventive measures, and control can be realized through:

- Establishment of a gratification control guideline and Gratification Control Unit (GCU) in the company;
- Implementation of a work plan for the implementation of the Gratification Control Program (GCP);
- Reporting on development, monitoring and evaluation of Gratification Control Program (GCP) to the Corruption Eradication Commission (KPK);



- Prosedur dan saluran mekanisme pelaporan gratifikasi;
- Aktif berperan pada kegiatan-kegiatan yang menyuarakan akan budaya antikorupsi.

KEBIJAKAN ANTIKORUPSI

Secara tertulis, PT Angkasa Pura I belum memiliki kebijakan antikorupsi. Namun, perusahaan telah memiliki Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 yang mengatur tentang Pedoman Pengendalian Gratifikasi. Dengan adanya pedoman tersebut, diharapkan perusahaan akan senantiasa aman dari tindak korupsi dan fraud.

PENETAPAN PEDOMAN PENGENDALIAN GRATIFIKASI DAN UNIT PENGENDALIAN GRATIFIKASI PERUSAHAAN

Perusahaan menetapkan Keputusan Bersama Direksi dan Dewan Komisaris No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 tentang Pedoman Pengendalian Gratifikasi yang sedikitnya memuat kebijakan umum, prinsip dasar gratifikasi, kategori penerimaan dan pemberian gratifikasi, batasan penerimaan dan pemberian gratifikasi serta pengelolaan, implementasi, sanksi, dan pelaporan gratifikasi.

Dengan adanya pedoman pengendalian gratifikasi tersebut, maka dalam menjalankan kegiatan bisnis sehari-hari PT Angkasa Pura I dapat berpatokan pada ketentuan-ketentuan pedoman sebagai upaya pencegahan dan perlindungan bagi seluruh insan PT Angkasa Pura I. Dalam pelaksanaan pedoman pengendalian gratifikasi dimaksud, terdapat unit khusus yang dibentuk yakni Unit Pengendalian Gratifikasi (UPG) sebagai pengelola gratifikasi yang memiliki tugas, tanggung jawab dan wewenang untuk mengelola, memantau, memberikan informasi dan melaporkan serta melakukan hal-hal lain sesuai dengan ketentuan dalam pedoman pengendalian gratifikasi yang berlaku di PT Angkasa Pura I.

UNIT PENGENDALIAN GRATIFIKASI (UPG)

PT Angkasa Pura I
Kota Baru Bandar Kemayoran Blok B.12 Kav. 2 Jakarta 10610, Indonesia
Nomor Telepon: 0811 1787 975
Email: pelaporan.gratifikasi@ap1.co.id

PELAKSANAAN RENCANA KERJA PENERAPAN PROGRAM PENGENDALIAN GRATIFIKASI (PPG)

1. Diseminasi Gratifikasi, berupa diseminasi internal dan diseminasi eksternal:
 - a. Menyebarkan atau mendiseminasikan pesan antigratifikasi. Adapun materi terkait gratifikasi dapat menggunakan referensi dari KPK atau dapat diinisiasi sendiri;
 - b. Melaksanakan sosialisasi gratifikasi atau bimbingan teknis gratifikasi secara mandiri oleh UPG kepada pihak internal (seluruh pegawai/pejabat) di Lingkungan instansi maupun pihak eksternal (mitra kerja/vendor/pengguna layanan/masyarakat, dan lain-lain);
 - c. Mengikuti serta mendorong pegawai di Perusahaan untuk mengikuti pembelajaran *e-learning* "Peningkatan Pemahaman Gratifikasi bagi Pegawai Negeri atau

- Procedures and channels for reporting gratification;
- Active participation in activities that promote anticorruption culture.

ANTI-CORRUPTION POLICY

PT Angkasa Pura I does not have an anti-corruption policy. However, the Company has Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 on Guidelines for Gratification Control. It is expected that no more corruption and fraud will occur as a result of policy implementation.

ESTABLISHMENT OF COMPANY'S GRATIFICATION CONTROL GUIDELINES AND GRATIFICATION CONTROL UNIT

The company stipulated the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.API/2021 on Guidelines for Gratification Control, which at least include general policies, basic principles of gratification, categories of receiving and giving gratuities, limits on receiving and giving gratuities, and management, implementation, sanctions, and reporting of gratuities.

With the gratification control guidelines, PT Angkasa Pura I personnel can rely on the provisions of the guidelines in carrying out daily business activities to prevent and protect all PT Angkasa Pura I personnel. In order to implement the gratification control guidelines, the company established a special unit, the Gratification Control Unit (GCU), as the gratification manager, with the duties, responsibilities, and authorities to manage, monitor, provide information, and report, as well as other matters, in accordance with the provisions of the gratification control guidelines applicable at PT Angkasa Pura I.

GRATIFICATION CONTROL UNIT (GCU)

PT Angkasa Pura I
Kota Baru Bandar Kemayoran Blok B.12 Kav. 2 Jakarta 10610, Indonesia
Phone : 0811 1787 975
Email : pelaporan.gratifikasi@ap1.co.id

IMPLEMENTATION OF WORK PLAN FOR GRATIFICATION CONTROL PROGRAM (GCP)

1. Gratuities Dissemination, in the form of internal dissemination and external dissemination:
 - a. Disseminating anti-gratification messages. The gratuities material may use references from the KPK or be initiated independently;
 - b. Conduct independent dissemination or technical guidance on gratuities by the UPG to internal parties (all employees/officials) within the agency as well as external parties (work partners/vendors/service users/community, and others);
 - c. Attend and encourage employees in the Company to participate in the *e-learning* "Enhancing Understanding of Gratification for Civil Servants or State Officials". Registration is carried out by filling out a class access



ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI Anti-Corruption, Collusion, Nepotism and Gratification

Penyelenggara Negara”. Pendaftaran dilakukan dengan mengisi formulir permintaan akses kelas yang dikoordinasikan oleh PIC UPG/Perusahaan pada <https://tinyurl.com/kelasgratifikasiKPK>;

2. Identifikasi Risiko/Titik Rawan Gratifikasi dan Mitigasi Risiko
 - a. Mengidentifikasi titik rawan gratifikasi dan/atau memahami risiko terjadinya gratifikasi pada aktivitas/kewenangan/core business yang mempertimbangkan faktor internal maupun faktor eksternal pada Perusahaan;
 - b. Melakukan mitigasi risiko atas hasil pemetaan/identifikasi titik rawan gratifikasi yang ada pada Perusahaan dan melampirkan bukti pendukung upaya perbaikan/tindak lanjut.
3. Inovasi
Melakukan inovasi terkait pengendalian gratifikasi di instansi yang memperhatikan identifikasi masalah, kebaruan/nilai tambah, strategi keberlanjutan, dampak dan keterlibatan pemangku kepentingan.
4. Penanganan Pelaporan Gratifikasi
 - a. Ada/tidaknya penyampaian laporan penerimaan dan/atau penolakan objek gratifikasi yang disampaikan ke UPG/KPK pada tahun berjalan;
 - b. Ketepatan waktu penyampaian laporan gratifikasi (maksimal 30 hari kerja sejak tanggal penerimaan gratifikasi) ke KPK.

LAPORAN PENERIMAAN DAN PENOLAKAN GRATIFIKASI

Selama 2023, perusahaan telah memproses laporan terkait gratifikasi sebanyak 1 Laporan tersebut semuanya telah diproses dan tidak terdapat penolakan gratifikasi selama 2023. Perseroan berkomitmen untuk tetap menjaga lingkungan kerja yang bersih dari praktik korupsi, kolusi, nepotisme dan gratifikasi.

PELAPORAN TERKAIT PERKEMBANGAN, MONITORING DAN EVALUASI PROGRAM PENGENDALIAN GRATIFIKASI (PPG) KEPADA KPK

Sesuai Surat Deputi Bidang Pencegahan Komisi Pemberantasan Korupsi Nomor B/1093/GTF.03/13/02/2023 tanggal 27 Februari 2023 perihal Pedoman Monitoring dan Evaluasi Implementasi Pengendalian Gratifikasi Tahun 2023 yang mengarahkan setiap UPG agar melakukan pelaporan sesuai dengan format dan jangka waktu pelaporan yang telah ditentukan oleh KPK pada 2023.

PROSEDUR DAN SALURAN MEKANISME PELAPORAN GRATIFIKASI

Sesuai Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.27/OM.15.08/2021; KEP.02/ DK.API./2021 tentang Pedoman Pengendalian Gratifikasi PT Angkasa Pura I, Regulation and Compliance Department sebagai Unit Pengendali Gratifikasi (UPG) PT Angkasa Pura I menerima dan meneruskan pelaporan penerimaan dan/atau pemberian gratifikasi kepada Komisi Pemberantasan Korupsi (KPK) melalui aplikasi Gratifikasi Online (GOL). Adapun mekanisme penanganan pelaporan penerimaan dan/atau pemberian gratifikasi PT Angkasa Pura I adalah sebagai berikut:

request form coordinated by the PIC UPG/Company at <https://tinyurl.com/kelasgratifikasiKPK>; Registration is carried out by filling in the class access request form coordinated by the UPG/Company PIC at <https://tinyurl.com/bisnisgratifikasiKPK>;

2. Identification of Gratification Risk/Prone Points and Risk Mitigation
 - a. Identify gratification-prone points and/or understand the risk of gratification occurring in activities/authorities/core businesses by taking into account internal and external factors in the company;
 - b. Mitigate risks based on the mapping/identification of gratification-prone points within the company and attach supporting evidence of improvement/follow-up efforts.
3. Innovation
Innovate related to gratification control in the agency by considering problem identification, novelty/added value, sustainability strategy, impact, and stakeholder involvement.
4. Handling Gratification Reporting
 - a. Existence or absence of submission of reports on the receipt and/or rejection of gratification objects to the UPG/KPK in the current year;
 - b. Timeliness of submission of gratification reports (maximum 30 working days from the date of receipt of gratification) to the KPK.

REPORT OF ACCEPTANCE AND REJECTION OF GRATUITIES

During 2023, the company processed 1 gratuity report. The report have all been processed and there were no rejection of gratuities during 2023. The company is committed to maintaining a workplace free of the practices of corruption, collusion, nepotism, and gratuities.

REPORTING ON THE DEVELOPMENT, MONITORING, AND EVALUATION OF THE GRATIFICATION CONTROL PROGRAM (GCP) TO KPK

In accordance with the Letter of the Deputy of Prevention of the Corruption Eradication Commission Number B/1093/GTF.03/13/2023 dated February 27, 2023 on Guidelines for Monitoring and Evaluation of the Implementation of Gratification Control in 2022, directing each GCU to report in accordance with the reporting format and period specified by the KPK in 2023.

GRATIFICATION REPORTING PROCEDURE AND MECHANISMS

In accordance with the Joint Decree of the Board of Directors and Board of Commissioners Number KEP. DU.27/OM.15.08/2021; KEP.02/DK.API./2021 on the Guidelines for Gratification Control of PT Angkasa Pura I, the Regulation and Compliance Department, as the Gratification Control Unit (GCU) of PT Angkasa Pura I, receives and forwards reports on receipt and/or giving of gratuities to the Corruption Eradication Commission (KPK) through Gratuities Online (GOL) application. The mechanism for handling reports on the receipt and/or giving of gratification in PT Angkasa Pura I is as follows:



MEKANISME PENANGANAN GRATIFIKASI

GRATIFICATION REPORT MECHANISM

WAJIB LAPOR GRATIFIKASI COMPULSORY GRATUITY REPORT

UPG/PERWAKILAN UPG UPG/UPG REPRESENTATIVE





ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI Anti-Corruption, Collusion, Nepotism and Gratification

AKTIF BERPERAN PADA KEGIATAN-KEGIATAN YANG MENYUARAKAN BUDAYA ANTIKORUPSI

Dalam rangka turut serta menumbuhkan dan menyuarakan budaya antikorupsi, PT Angkasa Pura I telah menggelar peringatan hari antikorupsi sedunia melalui media sosial dan mempublikasikan penerapan Sistem Manajemen Anti Penyuapan (SMAP) dan *Whistleblowing System* (WBS) pada situs web perusahaan.

SISTEM MANAJEMEN ANTI PENYUAPAN (SMAP)

Sebagai wujud upaya perusahaan dalam menciptakan budaya antisuap, memitigasi risiko terjadinya penyuapan yang berdampak merugikan perusahaan dan pemangku kepentingan baik jangka pendek maupun jangka panjang, serta dalam rangka mendukung program pemerintah dalam pencegahan tindak pidana suap di lingkungan Badan Usaha Milik Negara, perusahaan secara konsisten berkomitmen untuk menerapkan Sistem Manajemen Anti Penyuapan (SMAP) secara berkelanjutan.

Komitmen PT Angkasa Pura I ini mengacu pada standar dalam SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) yang merinci persyaratan dan penyediaan panduan untuk membantu perusahaan dalam mencegah, mendeteksi, dan menangani penyuapan.

Sejak 2020, PT Angkasa Pura I secara konsisten menjunjung tinggi nilai integritas dan berpegang teguh pada pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*), pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (Board Manual), dan prinsip 4 NO's, antara lain:

- *No Bribery* (tidak boleh ada suap-menyuap dan pemerasan);
- *No Kickback* (tidak boleh ada komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya);
- *No Gift* (tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku);
- *No Luxurious Hospitality* (tidak boleh ada penyambutan dan jamuan yang berlebihan).

Pada tahun 2023, PT Angkasa Pura I tetap melaksanakan penerapan SMAP khususnya pada peningkatan integritas personil dan fungsi/unit kerja yang memiliki potensi/risiko rawan praktik suap. Tim Fungsi Kepatuhan yang ditetapkan melalui Surat Keputusan Direksi PT Angkasa Pura I Nomor SKEP.DU.0057/OM.01/2023 tentang Perubahan Atas Surat Keputusan Direksi PT Angkasa Pura I Nomor SKEP.DU.0027/OM.01/2023 tentang Pembentukan Tim Sistem Manajemen Anti Penyuapan (SMAP) PT Angkasa Pura I mengikuti salah satu peningkatan berkelanjutan yang secara konsisten dilaksanakan oleh Perusahaan yaitu Program Pelatihan Pegawai pada Pelatihan *Awareness* SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) yang diikuti oleh 82 (delapan puluh dua) pegawai berdasarkan Surat Perintah Nomor PRIN.DH.346/DL.06.04/2023 tanggal 7 September 2023 tentang Keikutsertaan Pegawai PT Angkasa Pura I pada Pelatihan *Awareness* SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan. Selanjutnya, Ruang Lingkup Tim Sistem Manajemen Anti Penyuapan sebagaimana tersebut diatas meliputi 9 (sembilan) fungsi

ACTIVE PARTICIPATION IN PROGRAMS THAT PROMOTE ANTI-CORRUPTION CULTURE

In an effort to foster and promote an anti-corruption culture, PT Angkasa Pura I commemorated World Anti-Corruption Day through social media and published the implementation of the Anti-Bribery Management System (ABMS) and Whistleblowing System (WBS) on the company's website.

ANTI-BRIBERY MANAGEMENT SYSTEM (ABMS)

As part of our efforts to create an anti-bribery culture and mitigate the risk of bribery that may cause harm to the company and stakeholders in the short and long term, as well as to support the government's program in preventing bribery in State-Owned Enterprises, the company is consistently committed to implementing the Anti-Bribery Management System (ABMS) on an ongoing basis.

PT Angkasa Pura I's commitment refers to SNI ISO 37001:2016 Anti-Bribery Management System (ABMS) standard that specifies the requirements and provides guidance to assist the company in preventing, detecting, and addressing bribery.

Since 2020, PT Angkasa Pura I has consistently upheld the value of integrity and adhered to Code of Corporate Governance, guidelines of the Board of Directors and Commissioners (Board Manual), and the 4 NO's principles, namely:

- *No Bribery* (no bribery or extortion is allowed);
- *No Kickback* (no commission or gratitude, in the form of money or otherwise, is allowed);
- *No Gift* (no gifts or gratuities that are contrary to applicable laws and regulations are allowed);
- *No Luxurious Hospitality* (no excessive welcome and entertainment are allowed).

In 2023, PT Angkasa Pura I continued to implement the Anti-Bribery Management System (ABMS), focusing on improving the integrity of personnel and work units/functions with potential or high risk of bribery practices. The Compliance Function Team, established through PT Angkasa Pura I's Board of Directors Decree No. SKEP.DU.0057/OM.01/2023 on Amendment to PT Angkasa Pura I's Board of Directors Decree No. SKEP.DU.0027/OM.01/2023 on the Establishment of PT Angkasa Pura I's Anti-Bribery Management System (ABMS) Team, participated in one of the continuous improvements consistently implemented by the Company, namely the Employee Training Program on SNI ISO 37001:2016 Anti-Bribery Management System (ABMS) Awareness Training, attended by 82 (eighty-two) employees based on Order Letter No. PRIN.DH.346/DL.06.04/2023 dated September 7, 2023, on the Participation of PT Angkasa Pura I Employees in the SNI ISO 37001:2016 Anti-Bribery Management System Awareness Training. Furthermore, the scope of the Anti-Bribery Management System Team as mentioned above covers 9 (nine) implementing functions, namely the Legal



implementer yakni terdiri dari fungsi Legal and Compliance, fungsi Procurement, fungsi Internal Audit, fungsi Finance, fungsi Accounting, fungsi Risk Management, fungsi Human Capital, fungsi Training and People Development, dan fungsi Airport Safety, serta 1 (satu) fungsi pendukung yaitu fungsi Corporate Secretary. PT Angkasa Pura I juga telah menetapkan Pedoman tentang Sistem Manajemen Anti Penyuapan di lingkungan Perusahaan melalui Keputusan Direksi No. KEP. DU.190/HK.01/2020 tentang Pedoman Sistem Manajemen Anti Penyuapan di PT Angkasa Pura I pada 4 November 2020.

PT Angkasa Pura I sejak 2020 sampai saat ini telah melaksanakan tahapan implementasi SMAP sesuai dengan sasaran dan rencana SMAP dan program komunikasi SMAP termasuk training ISO 37001:2016 SMAP. Kegiatan pada sasaran dan rencana SMAP pada tahun 2023 meliputi:

1. Program *awareness* dan pelatihan terkait SMAP yang telah dilaksanakan pada triwulan III tahun 2023;
2. Publikasi kebijakan dan komitmen SMAP, 4 No's, Gratifikasi, LHKPN, GCG, WBS dan program kepatuhan PT Angkasa Pura I kepada pegawai perusahaan sesuai dengan program komunikasi dengan bantuan unit kerja Corporate Secretary pada setiap semester pada tahun 2023;
3. Program sosialisasi penerapan SMAP atau pengendalian anti penyuapan kepada pemangku kepentingan eksternal yang telah dilaksanakan pada setiap semester pada tahun 2023;
4. Penandatanganan Pakta Integritas atau Komitmen Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I telah dilaksanakan pada 26 Februari 2023;
5. Pelaksanaan identifikasi dan evaluasi mitigasi risiko SMAP khusus untuk fungsi implementer dan fungsi pendukung SMAP telah dilaksanakan pada triwulan III Tahun 2023.

Tahapan penelaahan sistem yakni pelaksanaan audit internal, tinjauan dan perbaikan serta pelaksanaan audit eksternal oleh Konsultan Independen yaitu PT Superintending Company of Indonesia yang dilaksanakan sejak tanggal 20 sampai dengan tanggal 22 Desember 2023 yang dilanjutkan pula dengan tahapan tindakan perbaikan dan pencegahan atas hasil temuan audit minor dan observasi kepada masing-masing fungsi yang termasuk dalam ruang lingkup SMAP tahun 2023. Saat ini sedang dalam proses tindak lanjut atas temuan dimaksud untuk selanjutnya Perusahaan bisa mendapatkan re-sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan.

and Compliance function, Procurement function, Internal Audit function, Finance function, Accounting function, Risk Management function, Human Capital function, Training and People Development function, and Airport Safety function, as well as 1 (one) supporting function, namely the Corporate Secretary function. PT Angkasa Pura I has also established Guidelines on the Anti-Bribery Management System within the Company through Board of Directors Decree No. KEP. DU.190/HK.01/2020 on Guidelines for the Anti-Bribery Management System in PT Angkasa Pura I on November 4, 2020.

Since 2020, PT Angkasa Pura I has been implementing the Anti-Bribery Management System (ABMS) in accordance with the ABMS objectives and plans and ABMS communication programs, including ISO 37001:2016 ABMS training. The activities under the ABMS objectives and plans in 2023 include:

1. ABMS awareness and training programs conducted in the third quarter of 2023;
2. Publication of ABMS policy and commitment, 4 No's, Gratification, LHKPN, GCG, WBS, and PT Angkasa Pura I's compliance programs to company employees in accordance with the communication program with the assistance of the Corporate Secretary unit in each semester of 2023;
3. Dissemination program on the implementation of Anti-Bribery Management System (ABMS) for external stakeholders, conducted in each semester of 2023;
4. Signing of the Integrity Pact or Joint Commitment by the Board of Directors and Board of Commissioners of PT Angkasa Pura I, conducted on February 26, 2023;
5. Identification and evaluation of ABMS risk mitigation specifically for the ABMS implementer and support functions, conducted in the third quarter of 2023.

The system review stages include internal audits, review and improvement, and external audits conducted by an independent consultant, PT Superintending Company of Indonesia, from December 20 to 22, 2023. This was followed by corrective and preventive actions on minor audit findings and observations for each function within the scope of the 2023 ABMS. The findings are currently being followed up on so that the Company can be re-certified to SNI ISO 37001:2016 Anti-Bribery Management System.



SISTEM PELAPORAN PELANGGARAN WHISTLEBLOWING SYSTEM (WBS)

PT Angkasa Pura I menerapkan Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) yang diatur dalam Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022. Sosialisasi WBS dilakukan melalui video infografis dengan tujuan untuk menimbulkan kesadaran insan PT Angkasa Pura I untuk mencegah tindak kecurangan dalam perusahaan. Tujuan penerapan WBS adalah sebagai berikut:

1. Menciptakan iklim kerja yang kondusif dan menjadi sarana bagi pemangku kepentingan (*stakeholders*) serta Insan PT Angkasa Pura I untuk melaporkan hal-hal yang dapat

PT Angkasa Pura I implements Whistleblowing System (WBS), as set forth in the Joint Decree of the Board of Directors and Board of Commissioners No. KEP. DU.16/OM.15.08/2022, KEP.02/DK.API/2022. WBS dissemination is carried out through an infographic video aimed at raising awareness among PT Angkasa Pura I personnel in order to prevent fraud within the Company. The objectives of WBS implementation are as follows:

1. Create a conducive work environment and a means for stakeholders and PT Angkasa Pura I personnel to report any



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menimbulkan kerugian perusahaan, baik finansial maupun nonfinansial, yang dapat merusak citra dan keberlangsungan usaha PT Angkasa Pura I.

2. Tersedianya mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah akibat suatu pelanggaran.
3. Sebagai upaya dalam pengungkapan pelanggaran di PT Angkasa Pura I yang tidak sesuai dengan standar etika dan hukum.
4. Meningkatkan kepedulian (*awareness*) insan PT Angkasa Pura I untuk mencegah tindak kecurangan (*fraud*), pelanggaran hukum, pelanggaran etika, dan pelanggaran lainnya.
5. Tersedianya ketentuan untuk penanganan masalah pelanggaran secara internal, sebelum permasalahan tersebut menjadi masalah pelanggaran yang bersifat publik.
6. Mengurangi risiko yang dihadapi PT Angkasa Pura I, akibat dari terjadinya segala bentuk pelanggaran.
7. Mewujudkan prinsip tata kelola perusahaan yang baik (*good corporate governance*).

CARA PENYAMPAIAN LAPORAN PELANGGARAN

Seluruh insan PT Angkasa Pura I maupun pihak eksternal dapat menyampaikan dugaan pelanggaran yang terjadi di lingkungan PT Angkasa Pura I melalui:

1. Short Message Service (SMS), aplikasi *WhatsApp*, atau telepon dengan nomor 0811 1787 975.
2. Surat elektronik (*e-mail*) dengan alamat pengaduan. pelanggaran@ap1.co.id.
3. Aplikasi *whistleblowing system* melalui situs web <http://wbs.ap1.co.id/>.

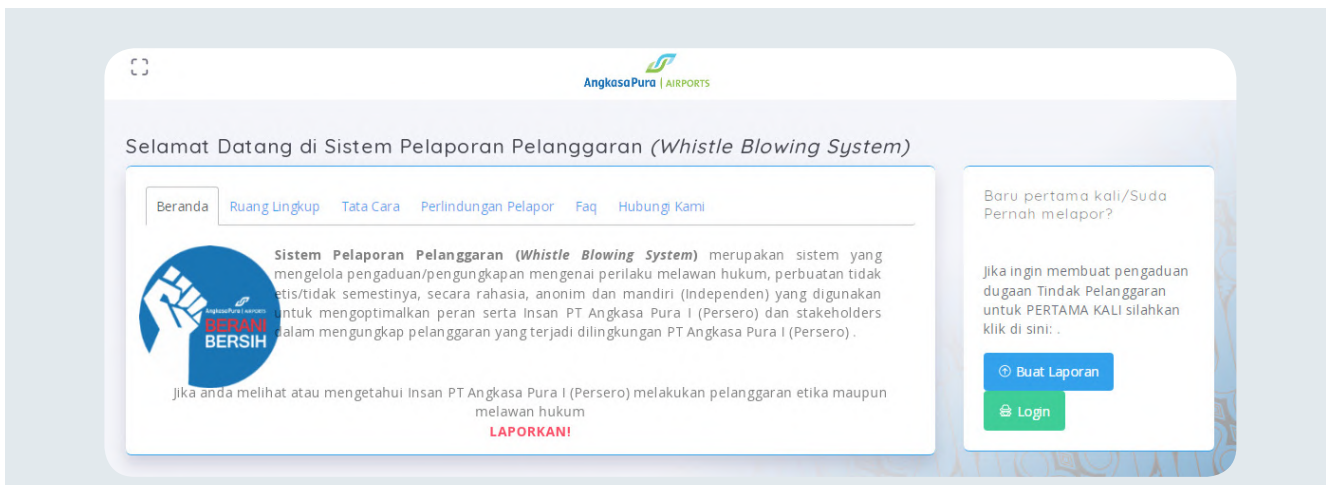
activities that may cause financial or non-financial losses and damage the company's image and business continuity.

2. Provide an early warning system for possible problems resulting from violations.
3. Expose violations of ethical and legal standards at PT Angkasa Pura I
4. Increase the awareness of PT Angkasa Pura I employees in order to prevent fraud, legal violations, ethical violations, and other violations.
5. Provide a mechanism for dealing with internal violations so that they do not become a public violation issue.
6. Reduce the risks faced by PT Angkasa Pura I due to any form of violations.
7. Realize the principle of good corporate governance.

MECHANISM FOR REPORTING VIOLATIONS

All PT Angkasa Pura I personnel and external parties can report alleged violations that occurred on the premises of PT Angkasa Pura I via:

1. SMS, WhatsApp, or Call 0811 1787 975.
2. E-mail pengaduan.pelanggaran@ap1.co.id.
3. Whistleblowing system application at <http://wbs.ap1.co.id>



Jika dibutuhkan penyerahan hard copy dokumen yang terkait dengan dugaan pelanggaran (misalnya barang bukti), dapat ditujukan ke:

If hard copies of alleged violation documents (e.g., evidence) are required, they should be addressed to:

PT Angkasa Pura I
Up. Ketua Tim Pengelola Whistleblowing System
(Legal and Compliance)

Kota Baru Bandar Kemayoran Blok B. 12, Kav 2
Jakarta Pusat, DKI Jakarta, 10610 Indonesia

Pelapor dapat mencantumkan identitas atau tidak mencantumkan identitas (anonim). Pelapor wajib memberikan informasi, bukti, atau dugaan dengan jelas. Unsur-unsur

Whistleblowers must provide their identify or remain anonymous. Whistleblowers are required to provide specific information, evidence, or allegations. The report must include an explanation



laporan yang wajib dipenuhi yaitu penjelasan mengenai dugaan pelanggaran, lokasi terjadinya pelanggaran, waktu pelanggaran dilakukan, dan pihak-pihak yang diduga terlibat melakukan pelanggaran.

PERLINDUNGAN BAGI PELAPOR DAN TERLAPOR

Dalam melaksanakan mekanisme pelaporan dugaan pelanggaran, perusahaan menetapkan kebijakan perlindungan bagi pelapor dan terlapor untuk mendorong keberanian dalam melakukan pelaporan pelanggaran. PT Angkasa Pura I memberikan perlindungan bagi pelapor dan pihak terlapor sesuai dengan Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP. DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022.

Bentuk perlindungan PT Angkasa Pura I bagi pelapor antara lain jaminan kerahasiaan identitas dan isi laporan, serta jaminan keamanan bagi pelapor maupun keluarganya dari kemungkinan terjadinya perlakuan yang merugikan. Pelapor dilindungi dari segala bentuk ancaman, intimidasi, pembalasan, tindakan tidak menyenangkan, ataupun perlakuan yang merugikan, seperti pemecatan tidak adil, penurunan jabatan atau pangkat, intimidasi, pelecehan atau diskriminasi dalam segala bentuk dan catatan yang merugikan dalam berkas data pribadi.

Perlindungan bagi pelapor ini dilakukan dengan mengingat asas kerahasiaan antara pelapor dengan perusahaan, apabila pembocoran sifat kerahasiaan ini dilakukan oleh pelapor maka akan menghapus kewajiban perusahaan atas jaminan kerahasiaan yang diberikan kepadanya dan dalam kasus tertentu dapat mengakibatkan hilangnya perlindungan kepada pelapor.

Terlapor juga memperoleh kesempatan penuh untuk memberikan penjelasan atas bukti-bukti yang ditemui, termasuk pembelaan jika diperlukan.

LINGKUP PENGADUAN DAN PENYELENGGARA WBS

Lingkup pengaduan yang dapat dilaporkan melalui WBS yaitu:

1. Penyalahgunaan fasilitas perusahaan
2. Pengancaman
3. Penyelewengan uang perusahaan
4. Penyalahgunaan jabatan untuk kepentingan pribadi atau golongan atau kepentingan lain di luar perusahaan
5. Penggelapan aset perusahaan
6. Penerimaan, pemberian, dan permintaan gratifikasi
7. Pelanggaran etika dan perbuatan asusila
8. Pembocoran rahasia perusahaan
9. Pemerasan
10. Pencurian
11. Penipuan
12. Kecurangan
13. Pelanggaran disiplin
14. Benturan kepentingan
15. Korupsi
16. Kolusi
17. Nepotisme

of alleged violation, place of the incident, time of the incident, and the parties suspected of committing violations.

PROTECTION FOR WHISTLEBLOWER AND REPORTED PARTY

In the implementation of a mechanism for reporting alleged violations, the Company establishes a policy for protecting whistleblower and reported party to encourage whistleblowers to report suspected violations. PT Angkasa Pura I provides protection for whistleblowers and reported parties in accordance with the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022.

The Company's protection for whistleblowers includes guarantees of confidentiality of identity and report content, and safety for the whistleblowers and their family from potential adverse treatment. The whistleblowers are protected from any form of threats, intimidation, retaliation, unpleasant actions, or adverse treatment, such as unfair dismissal, demotion, intimidation, harassment, or discrimination in any form and detrimental records in personal data files.

Whistleblower protection is carried out by considering the principle of confidentiality between the whistleblower and the company. If the whistleblower breaches such confidentiality, the company's obligation to guarantee confidentiality will be removed, and in some cases, it may result in the loss of protection for the whistleblower.

The reported party is also given ample opportunity to explain the evidence found, including mounting a defense if necessary.

SCOPE OF COMPLAINTS AND WBS MANAGEMENT

The following are the types of complaints that can be reported using the WBS:

1. Misuse of corporate facilities
2. Threats
3. Misappropriation of company funds
4. Abuse of position for personal or group interests or other interests other than the Company's interests
5. Embezzlement of company assets
6. Giving, receiving, or requesting gratuities
7. Committing ethics violations and engaging in disgraceful conduct
8. Leaking the Company's confidential information
9. Extortion
10. Theft
11. Fraud
12. Cheating
13. Disciplinary violation
14. Conflicts of interest
15. Corruption
16. Collusion
17. Nepotism



ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI
Anti-Corruption, Collusion, Nepotism and Gratification

Penyelenggara whistleblowing system berdasarkan Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022 yang dilaksanakan oleh Tim Pengelola WBS, Tim Penanganan WBS, dan Tim Investigasi Khusus yang terdiri dari:

The implementation of whistleblowing system is based on the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.16/OM.15.08/2022, KEP.02/DK.API/2022, and is carried out by the WBS Management Team, WBS Handling Team, and Special Investigation Team, consisting of:

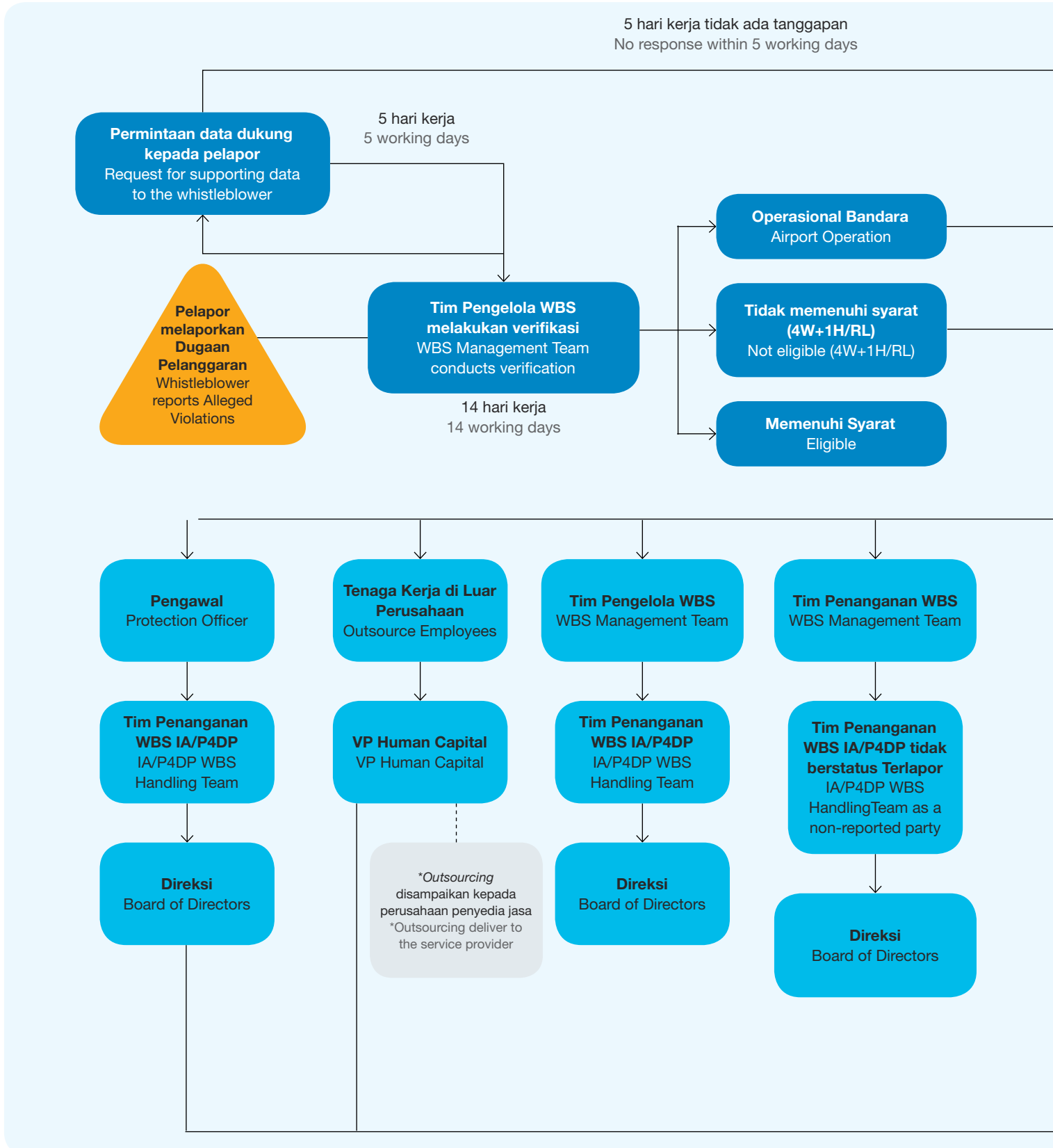
Tim Pengelola Whistleblowing System
Whistleblowing System Management Team

Susunan Anggota Composition	Kedudukan dalam Tim Position in the Team
Tim Pengelola WBS WBS Management Team	
Dewan Komisaris Board of Commissioners	Pengawas Supervisor
Direksi Board of Directors	
Direktur yang membidangi fungsi compliance Director in Charge of Compliance Function	Penanggung Jawab Person in Charge
Pejabat satu tingkat di bawah Direktur yang membidangi fungsi compliance Official one level below the Director in charge of compliance function	Pelaksana Executor
Pejabat dua tingkat di bawah Direktur yang membidangi fungsi compliance Official two levels below the Director in charge of compliance function	Pelaksana Executor
Pegawai yang berada di bawah pejabat dua tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Employee under the official two levels below the Director in charge of compliance function	Pelaksana Executor
Tim Penanganan WBS WBS Handling Team	
Pejabat dan pegawai di unit kerja yang membidangi fungsi Internal Audit Officials and employees in the unit in charge of Internal Audit function	Pelaksana Executor
Pejabat dan pegawai Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Officials and employees of the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP)	Pelaksana Executor
Tim Investigasi Khusus Special Investigation Team	
Tim independen yang dibentuk apabila dibutuhkan oleh Dewan Komisaris untuk menindaklanjuti Dugaan Pelanggaran yang dilakukan oleh Direksi atau Organ Pendukung Dewan Komisaris. If the Board of Commissioners deems it necessary, an independent team is formed to investigate Alleged Violations committed by the Board of Directors or Supporting Organs of the Board of Commissioners.	
1. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Pegawai Perusahaan dan/atau Tenaga Kerja di Luar Pegawai di Perusahaan Tim Pengelola WBS akan menyerahkan laporan kepada Tim Penanganan WBS untuk penanganan lebih lanjut.	1. Alleged Violations involving and/or committed by Company Employees and/or Non-Employee Workers WBS Management Team submits a report to the WBS Handling Team for further handling.
2. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Tim Pengelola WBS Tim Pengelola WBS yang tidak berkaitan akan menyerahkan laporan kepada Tim Penanganan WBS untuk penanganan lebih lanjut.	2. Alleged Violations involving and/or committed by the WBS Management Team Uninvolved WBS Management Team submits a report to the WBS Handling Team for further handling.
3. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Tim Penanganan WBS Tim Pengelola WBS akan menyerahkan laporan kepada Tim Penanganan WBS yang tidak berkaitan untuk penanganan lebih lanjut.	3. Alleged Violations involving and/or committed by the WBS Handling Team WBS Management Team submit a report to the uninvolved WBS Handling Team for further handling.
4. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Direksi Tim Pengelola WBS akan menyerahkan laporan kepada Dewan Komisaris untuk penanganan lebih lanjut.	4. Alleged Violations involving and/or committed by the Board of Directors WBS Management Team submits a report to the Board of Commissioners for further handling.
5. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Dewan Komisaris Tim Pengelola WBS akan menyerahkan laporan kepada pemegang saham untuk penanganan lebih lanjut.	5. Alleged Violations involving and/or committed by the the Board of Commissioners WBS Management Team submits a report to the shareholders for further handling.
6. Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Organ Pendukung Dewan Komisaris Tim Pengelola WBS akan menyerahkan laporan kepada Dewan Komisaris untuk penanganan lebih lanjut.	6. Alleged Violations involving and/or committed by Supporting Organs of the Board of Commissioners WBS Management Team submits a report to the Board of Commissioners for further handling.

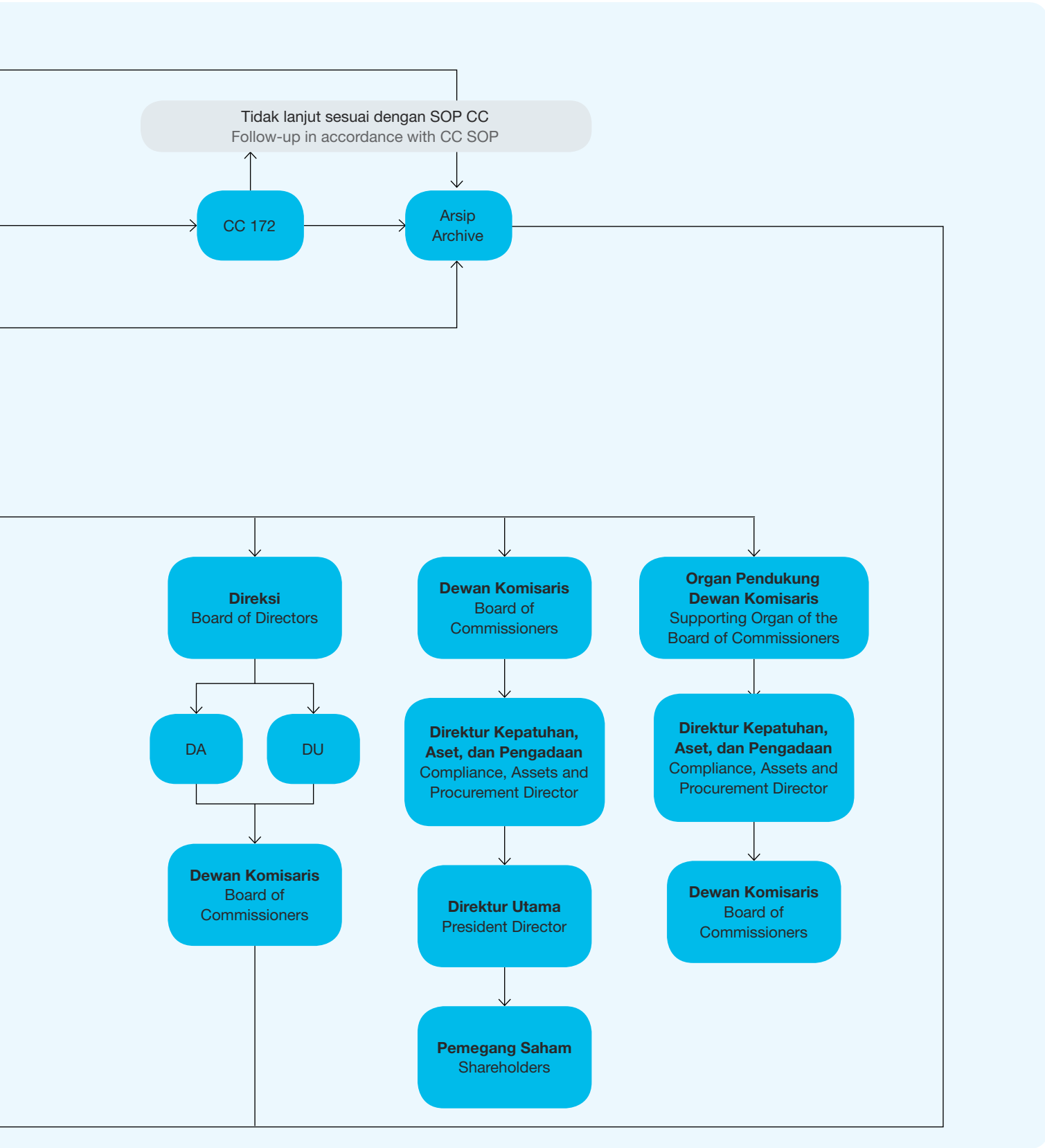


MEKANISME PENANGANAN PENGADUAN

COMPLAINT HANDLING MECHANISM



ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI
Anti-Corruption, Collusion, Nepotism and Gratification





HASIL PENANGANAN PENGADUAN

Pada 2023, PT Angkasa Pura I telah menerima laporan dugaan pelanggaran dengan rincian sebagai berikut:

COMPLAINT HANDLING OUTCOMES

In 2023, PT Angkasa Pura I has received reports on alleged violations as follows:

Pengaduan Melalui WBS Angkasa Pura I Complaints through WBS of Angkasa Pura I

Keterangan Description	2023	2022	2021
Jumlah pengaduan dari tahun lalu, per 31 Januari Total complaints from the previous year as of January 31	0	1	0
Pengaduan yang masuk pada tahun buku Incoming complaints in the fiscal year	46	21	11
Pengaduan yang diproses, sepanjang tahun: Processed complaints throughout the year:	46	22	11
• Pengaduan yang diproses dan selesai, per 31 Desember Processed and resolved complaints as of December 31	44	0	10
• Pengaduan yang belum selesai diproses, per 31 Desember Unprocessed complaints as of December 31	2	0	1
Jumlah pengaduan yang dilanjutkan tahun berikutnya Total complaints continued in the following year	2	0	1



AKSES INFORMASI DAN INFORMASI DI WEBSITE PERUSAHAAN

Information and Access to the Company's Website

Akses informasi mengenai PT Angkasa Pura I dapat diperoleh melalui laman perusahaan www.ap1.co.id. Laman tersebut disajikan dalam Bahasa Indonesia dan Bahasa Inggris. Para pemangku kepentingan yang mengakses situs tersebut dapat memperoleh informasi terkini terkait kelangsungan usaha PT Angkasa Pura I dan operasional bandara, serta penerapan tata kelola perusahaan.

Pemangku kepentingan dapat mengakses laporan tahunan untuk mengetahui kinerja tahunan PT Angkasa Pura I melalui situs *web* PT Angkasa Pura I. Selain itu, situs web PT Angkasa Pura I memberikan informasi kepada pemegang saham serta pemangku kepentingan lainnya yang mencakup kode etik, informasi RUPS, struktur grup perusahaan, analisis kinerja keuangan, laporan keuangan lima tahun terakhir, profil Dewan Komisaris dan Direksi, serta Piagam/Charter Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal serta informasi lainnya.

Access to information on PT Angkasa Pura I can be obtained through the company's website, www.ap1.co.id. The website is presented in Indonesian and English. Stakeholders accessing the site can obtain up-to-date information on PT Angkasa Pura I's business continuity and airport operations, as well as the implementation of corporate governance.

Stakeholders can access the annual report to find out PT Angkasa Pura I's annual performance through the PT Angkasa Pura I website. Additionally, the PT Angkasa Pura I website provides information to shareholders, the contents of the code of conduct, information on the GMS, the company group structure, financial performance analysis, financial reports for the last five years, profiles of the Board of Commissioners and Board of Directors, as well as the Charters of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.

Setiap bandara yang dikelola oleh PT Angkasa Pura I telah memiliki laman sendiri. Informasi yang tersaji di dalam website masing-masing bandara mencakup informasi jadwal kedatangan dan keberangkatan untuk seluruh maskapai baik domestik maupun internasional, informasi mengenai denah lokasi tempat layanan bagi pelanggan. Secara berkala, informasi-informasi yang disajikan dalam website senantiasa diperbarui, sehingga masyarakat dapat mengetahui perubahan yang terjadi jika sewaktu-waktu mengadakan perjalanan melalui bandara yang dikelola PT Angkasa Pura I.

Each airport under the management of PT Angkasa Pura I has its respective website. The information presented on each airport's website includes arrival and departure schedules for all domestic and international airlines, as well as a customer service map. The Company updates the information on the website on a regular basis so that the community is aware of any changes that occur if they travel through airports managed by PT Angkasa Pura I.





TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social
Responsibility





BAB 5





TATA KELOLA TANGGUNG JAWAB SOSIAL

Corporate Social Responsibility Governance

PT Angkasa Pura I menjalankan bisnis dengan berkomitmen senantiasa memenuhi Tanggung Jawab Sosial dan Lingkungan (TJSL) untuk memberikan nilai tambah bagi seluruh pemangku kepentingan. Dasar pelaksanaan TJSL adalah UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.

Kegiatan operasional yang berdekatan dengan masyarakat membuat perusahaan berkomitmen untuk memelihara hubungan saling pengertian (mutual understanding) dengan masyarakat lokal serta berpartisipasi aktif memberikan dampak positif bagi masyarakat sekitar wilayah operasional sesuai dengan regulasi yang berlaku. Dalam realisasinya, kegiatan TJSL PT Angkasa Pura I dilaksanakan oleh unit kerja General Services and Corporate Social Responsibility dengan melibatkan seluruh karyawan.

KOMITMEN TANGGUNG JAWAB SOSIAL

PT Angkasa Pura I berkomitmen untuk berperan serta dalam mendukung capaian Tujuan Pembangunan Berkelanjutan (TPB) di Indonesia, dengan harapan dapat berkontribusi dalam meningkatkan kualitas kehidupan dan lingkungan. Komitmen ini ditunjukkan dengan penetapan berbagai kebijakan terkait komitmen perusahaan terhadap pembangunan berkelanjutan. Komitmen perusahaan diwujudkan melalui berbagai kebijakan yang relevan dengan aspek TJSL mencakup:

- Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.41/LB.02/2021 tanggal 12 April 2021 tentang Pedoman Penerapan Sistem Manajemen Lingkungan ISO 14001:2015 Bandar udara PT Angkasa Pura I.
- Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.18/LB.02/2021 tanggal 22 Februari 2021 tentang Pedoman Bangunan Gedung Hijau di Bandar Udara PT Angkasa Pura I.
- Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.06/LB.02/2021 tanggal 20 Januari 2021 tentang Pedoman Sistem Pengelolaan Limbah Bahan Beracun Berbahaya (B3) di Lingkungan Bandar Udara PT Angkasa Pura I.
- Instruksi Direksi INST.DU.04/HK.01.02/2018 tanggal 15 Januari 2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca (GRK) di Bandar Udara PT Angkasa Pura I.
- Instruksi Direksi INST.DU.18/HK.01.02/2018 tanggal 10 April 2018 tentang Pengelolaan Limbah dan Zat Kimia/Limbah Bahan Berbahaya dan Beracun (B3) di Bandar Udara PT Angkasa Pura I.
- Keputusan Direksi Nomor KEP.97/KP.10.43/2018 tanggal 7 Juni 2018 tentang Pemberian Pelayanan dan Pemeliharaan Kesehatan kepada Pegawai PT Angkasa Pura I (Persero) dan/atau Keluarganya.
- Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tanggal 7 Maret 2023 tentang Pedoman Sistem Manajemen Keselamatan (Safety Management System) PT Angkasa Pura I.
- Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.10/OM.02.03/2021 tanggal 2 Februari 2023 tentang Pedoman Pengelolaan Bahaya Satwa Liar (Wildlife Hazard Management) PT Angkasa Pura I.
- Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.12/KU.13/2021 tanggal 23 September 2021 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) serta Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Angkasa Pura I.

PT Angkasa Pura I effectively manages its business operation with a commitment to consistently fulfilling its Corporate Social Responsibility (CSR) to create added value for all stakeholders. The basis for the implementation of CSR is Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility.

Due to the proximity of the operational activities to local communities, the Company is committed to nurturing mutual understanding with the local community and actively participating in providing positive impacts for the surrounding communities in accordance with applicable regulations. In its realization, PT Angkasa Pura I's CSR programs are implemented by the General Services and Corporate Social Responsibility work unit, engaging all employees in their execution.

SOCIAL RESPONSIBILITY COMMITMENT

PT Angkasa Pura I is committed to actively supporting the achievement of the Sustainable Development Goals (SDGs) in Indonesia, with the hope of contributing to improving the quality of life and the environment. This commitment is demonstrated through the establishment of several policies that underscore the company's commitment to sustainable development. The company's commitment is realized through several policies relevant to the CSR aspects, including:

- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.41/LB.02/2021 dated April 12, 2021, on Guidelines for Implementation of the ISO 14001:2015 Environmental Management System at PT Angkasa Pura I Airports.
- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.18/LB.02/2021 dated February 22, 2021, on Guidelines for Green Buildings at PT Angkasa Pura I Airports.
- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.06/LB.02/2021 dated January 20, 2021, on Guidelines for Hazardous and Toxic Waste (B3) Management System at PT Angkasa Pura I Airports.
- Board of Directors Instruction No. INST.DU.04/HK.01.02/2018 dated January 15, 2018, on Steps for Reducing Greenhouse Gas (GHG) Emissions at PT Angkasa Pura I Airports.
- Board of Directors Instruction No. INST.DU.18/HK.01.02/2018 dated April 10, 2018, on Waste and Chemical/Hazardous and Toxic Waste (B3) Management at PT Angkasa Pura I Airports.
- Board of Directors Decree No. KEP.97/KP.10.43/2018 dated June 7, 2018, on Provision of Health Services and Maintenance to Employees of PT Angkasa Pura I (Persero) and/or Their Families.
- Board of Directors Decree No. KEP.DU.007/KB.02/2023 dated March 7, 2023, on Safety Management System Guidelines of PT Angkasa Pura I.
- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.10/OM.02.03/2021 dated February 2, 2023, on Wildlife Hazard Management Guidelines of PT Angkasa Pura I.
- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.12/KU.13/2021 dated September 23, 2021, on Guidelines for Micro and Small Enterprise (MSE) Funding Program and Corporate Social Responsibility (CSR) Program of PT Angkasa Pura I.



- Peraturan Kementerian BUMN RI Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN.
- Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0010/KU.13/2023 tanggal 31 Mei 2023 tentang Perubahan atas Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.12/KU.13/2021 tanggal 23 September 2021 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) serta Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Angkasa Pura I.
- Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.
- PT Angkasa Pura I Board of Directors Decree No. KEP.DU.0010/KU.13/2023 dated May 31, 2023, on Amendments to PT Angkasa Pura I Board of Directors Decree No. KEP. DU.12/KU.13/2021 dated September 23, 2021, on Guidelines for Micro and Small Enterprise (MSE) Funding Program and Corporate Social Responsibility (CSR) Program of PT Angkasa Pura I.

METODE DAN RUANG LINGKUP DUE DILIGENCE TERHADAP DAMPAK SOSIAL, EKONOMI, DAN LINGKUNGAN DARI AKTIVITAS PERUSAHAAN

Unit yang membidangi *Corporate Social Responsibility* (CSR) di PT Angkasa Pura I bertanggung jawab atas rencana dan perumusan program tanggung jawab sosial dan lingkungan perusahaan hingga pelaksanaannya. Dalam proses perumusan program, dilakukan pendekatan partisipatif yang menggunakan metode hearing dengan melibatkan seluruh pemangku kepentingan dalam FGD. Dengan terlaksananya FGD, perusahaan dapat memahami permasalahan yang ada dan menyelesaikan permasalahan tersebut melalui program-program TJSL yang relevan.

PT Angkasa Pura I juga melakukan tinjauan terhadap peraturan dan norma sosial yang berlaku untuk dijadikan dasar dan panduan utama dalam membuat program tanggung jawab sosial perusahaan, baik peraturan di bidang operasional bandara, pengelolaan lingkungan, hak atas tanah, hak pekerja, kesetaraan gender, hingga ke norma budaya setempat.

PT Angkasa Pura I terus melaksanakan aktivitas berkelanjutan sebagai tanggung jawab sosial perusahaan yang memberikan dampak positif dan mengurangi dampak negatif pada kegiatan yang dilakukan untuk mendukung keberlanjutan bisnis perusahaan, yang berorientasi pada aspek ekonomi, sosial, dan lingkungan. Oleh karena itu, PT Angkasa Pura I telah memiliki *due diligence* dari kegiatan tanggung jawab perusahaan yang meliputi:

- Survei *engagement* karyawan;
- Survei kepuasan pelanggan;
- *Focused Group Discussion* (FGD).

PEMANGKU KEPENTINGAN YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI KEGIATAN PERUSAHAAN

Pemangku kepentingan adalah kelompok atau individu yang memiliki dampak secara langsung atau pengaruh yang besar terhadap kegiatan bisnis perusahaan. Dengan posisi yang begitu strategis, maka perusahaan berkomitmen untuk membangun hubungan yang harmonis dengan segenap pemangku kepentingan, dan berupaya melibatkan mereka sesuai dengan kompetensi masing-masing. PT Angkasa Pura I mengidentifikasi pemangku kepentingan berdasarkan pendekatan berikut:

1. *Dependency*, yaitu pemangku kepentingan yang teridentifikasi jika perusahaan memiliki ketergantungan pada seseorang atau sebuah organisasi, atau sebaliknya.

METHODS AND SCOPE OF DUE DILIGENCE ON SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACTS OF COMPANY ACTIVITIES

The unit in charge of Corporate Social Responsibility (CSR) at PT Angkasa Pura I is tasked with planning and formulation, and execution of the Company's CSR programs. During the formulation of the CSR program, the Company implements a participatory approach by conducting a public hearing and engaging all stakeholders in a Forum Group Discussion (FGD). During the FGD, the Company gains insight into existing issues and resolves them through relevant CSR programs.

Additionally, PT Angkasa Pura I evaluates the applicable regulations and societal standards to serve as the primary basis and guidelines in developing the corporate social responsibility programs, ranging from regulations in the areas of airport operations, environmental management, land rights, labor rights, gender equality, and adherence to local cultural norms.

PT Angkasa Pura I continues to carry out sustainable practices as part of its corporate social responsibility endeavors. The programs aim to generate positive impacts while minimizing negative effects on the company's operations, thereby contributing to the overall business sustainability across economic, social, and environmental aspects. Therefore, the Company has conducted due diligence on the corporate social responsibility program, including:

- Employee engagement survey;
- Customer satisfaction survey;
- Focus Group Discussion (FGD).

STAKEHOLDERS AFFECTED BY THE COMPANY'S BUSINESS ACTIVITIES

Stakeholders are groups or individuals who have a direct impact or significant influence on the company's business activities. With such a strategic position, the company is committed to building a harmonious relationship with all stakeholders and strives to engage them according to their respective competencies. PT Angkasa Pura I has identified stakeholders based on the following approaches:

1. *Dependency*: Stakeholders are identified if the company relies on an individual or organization, or vice versa.



2. *Responsibility*, yaitu pemangku kepentingan yang teridentifikasi ketika perusahaan memiliki tanggung jawab legal, komersial, atau etika terhadap seseorang atau sebuah organisasi.
3. *Tension*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi membutuhkan perhatian perusahaan yang signifikan terkait isu ekonomi, sosial, atau lingkungan.
4. *Influence*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki pengaruh terhadap perusahaan atau strategi atau kebijakan pemangku kepentingan lain.
5. *Diverse Perspective*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki pandangan yang berbeda yang dapat mempengaruhi situasi dan mendorong adanya aksi yang tidak ada sebelumnya.
6. *Proximity*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki kedekatan geografis dan operasional dengan perusahaan.

Informasi pemetaan pemangku kepentingan secara terperinci disampaikan di Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

2. *Responsibility*: Stakeholders are identified when the company holds legal, commercial, or ethical responsibilities towards an individual or organization.
3. *Tension*: Stakeholders are identified if an individual or an organization requires significant attention from the company regarding economic, social, or environmental issues.
4. *Influence*: Stakeholders are identified if an individual or an organization has an influence over the company, its strategies, or the policies of other stakeholders.
5. *Diverse Perspective*: Stakeholders are identified if an individual or an organization possesses a different perspective that can influence the situation and drive new actions.
6. *Proximity*: Stakeholders are identified if an individual or an organization has geographical and operational proximity to the company.

Further information on stakeholder mapping can be found in PT Angkasa Pura I's Sustainability Report for the fiscal year 2023.





KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Corporate Social Responsibility Performance as Obligations and Beyond Obligations

Program tanggung jawab sosial dan lingkungan di PT Angkasa Pura I telah memenuhi regulasi yang berlaku dan secara sukarela memenuhi kewajiban yang relevan dengan bisnis kebandarudaraan. Kegiatan tanggung jawab sosial dan lingkungan yang dilaksanakan perusahaan, yaitu sebagai berikut:

PT Angkasa Pura I's Corporate Social Responsibility programs have complied with applicable regulations and consistently fulfilled obligations relevant to the airport business. The Company's CSR programs include the following:

Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Corporate Social Responsibility Programs

Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Merupakan Kewajiban Social and Environmental Responsibility Programs as Obligations

Lingkungan Hidup Environment

Kegiatan/ Program Activities/ Programs	<ul style="list-style-type: none"> • Pelaksanaan studi dan penyusunan dokumen analisis mengenai dampak lingkungan (AMDAL) dan persetujuan teknis dalam rangka memperoleh persetujuan lingkungan untuk pengembangan bandar udara, • Pelaksanaan pemantauan dan pengelolaan lingkungan (RKL-RPL) dan pelaporan lingkungan hidup bandar udara dan kantor pusat sesuai persetujuan lingkungan atau regulasi yang berlaku, • Pelaksanaan kampanye lingkungan di seluruh kantor cabang dengan penanaman pohon, jumat bersih, dan beach cleaning, • Pelaksanaan program lingkungan seperti rapat, inspeksi, dan sosialisasi pengelolaan lingkungan dalam rapat eco airport council maupun peringatan hari lingkungan hidup untuk mendukung bandara ramah lingkungan, • Peningkatan kualitas dan kuantitas personel pengelola dan pemantau lingkungan bandar udara (sertifikasi), • Penanaman pohon bakau dan cemara laut di pantai Mangunharjo Semarang, • Penanaman pohon dan pemberian bantuan space ground untuk mendukung kelestarian satwa bekantan di Bandara Syamsudin Noor Banjarmasin kepada sahabat bekantan Indonesia, • Pengujian emisi kendaraan operasional di bandara, • Pemasangan Pembangkit Listrik Tenaga Surya (PLTS) 101 KwP di Bandara Jenderal Ahmad Yani Semarang, • Perhitungan emisi gas rumah kaca berdasarkan formulir Airport Carbon and Emissions Reporting Tool (ACERT) dan pelaporan kepada Direktorat Jenderal Perhubungan Udara dan melalui Sistem Informasi Pelaporan Elektronik Lingkungan Hidup-Kementerian Lingkungan Hidup dan Kehutanan (SIMPEL KLHK), • Awareness dan GAP analysis Sistem Manajemen Lingkungan ISO 14001:2015, • Audit Eksternal Sertifikasi SML ISO 14001:2015 di Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, dan Bandara Syamsudin Noor Banjarmasin, • Sosialisasi pengelolaan sampah terpadu dengan biokonversi maggot BSF, komposting dan eco enzyme di Bandara Jenderal Ahmad Yani Semarang dan Bandara Adi Soemarmo Solo, • Pengelolaan sampah terpadu di Bandara SAMS Sepinggan Balikpapan, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, dan Bandara Adi Soemarmo Solo, • Pengelolaan Limbah Bahan Berbahaya dan Beracun di Bandara, • Setting up Sistem Manajemen Energi ISO 50001:2018 di Bandara Internasional Yogyakarta Kulon Progo, • Evaluasi self assessment pengisian kinerja Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup (PROPER-LH) bandara. 	<ul style="list-style-type: none"> • Conducting studies and preparing Environmental Impact Assessment (EIA) documents and technical approvals to obtain environmental approval for airport development, • Implementing the Environmental Management and Monitoring Plan (RKL-RPL) and environmental reporting for airports and head offices in accordance with environmental approvals or applicable regulations, • Organizing environmental campaigns at all branch offices such as tree planting, clean Friday, and beach cleaning, • Organizing environmental programs such as meetings, inspections, and dissemination of environmental management in eco airport council meetings as well as commemorations of World Environment Day to support eco-friendly airports, • Improving the quality and quantity of airport environmental management and monitoring personnel (certification), • Planting mangroves and coastal pines on Mangunharjo Beach in Semarang, • Planting trees and providing ground space assistance to support the preservation of Bekantan (proboscis monkeys) at Syamsudin Noor Airport Banjarmasin to Indonesian Bekantan Friends Foundation, • Conducting emission testing of operational vehicles at airports, • Installing a 101 KwP Solar Power Plant (PLTS) at Jenderal Ahmad Yani Airport Semarang, • Calculating greenhouse gas emissions based on the Airport Carbon and Emissions Reporting Tool (ACERT) form and reporting to the Directorate General of Civil Aviation and through the Electronic Environment Reporting Information System - Ministry of Environment and Forestry (SIMPEL KLHK), • Conducting awareness and GAP analysis of ISO 14001:2015 Environmental Management System, • Undergoing External Audit for ISO 14001:2015 Environmental Management System Certification at I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, and Syamsudin Noor Airport Banjarmasin, • Conducting dissemination on integrated waste management with BSF maggot bioconversion, composting, and eco enzymes at Jenderal Ahmad Yani Airport Semarang and Adi Soemarmo Airport Solo, • Implementing integrated waste management at SAMS Sepinggan Airport Balikpapan, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, and Adi Soemarmo Airport Solo, • Managing Hazardous and Toxic Waste at Airports, • Setting up of ISO 50001:2018 Energy Management System at Yogyakarta International Airport Kulon Progo, • Self-assessment evaluation of the filling of performance for the Company Performance Rating Program in Environmental Management (PROPER-LH) for airports.
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Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Corporate Social Responsibility Programs

<p>Dasar Regulasi Basis of Regulations</p>	<ul style="list-style-type: none"> Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, Peraturan Pemerintah Nomor 40 Tahun 2012 tentang Pembangunan dan Pelestarian Lingkungan Hidup Bandar Udara, Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup, Peraturan Pemerintah Nomor 32 Tahun 2021 tentang Penyelenggaraan bidang penerbangan, Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 4 Tahun 2021 tentang Daftar Usaha dan/atau Kegiatan yang Wajib Memiliki AMDAL, Upaya Pengelolaan Lingkungan Hidup dan Upaya Pemantauan Lingkungan Hidup atau Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup, Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 5 Tahun 2021 tentang Tata Cara Penerbitan Persetujuan Teknis dan Surat Kelayakan Operasional Bidang Pengendalian, Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 11 Tahun 2021 tentang Baku Mutu Mesin dengan Pembakaran Dalam, Peraturan Menteri Lingkungan Hidup Nomor 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik, Keputusan Menteri Lingkungan Hidup Nomor 48 Tahun 1996 tentang baku tingkat kebisingan, Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 24 Tahun 2016 tentang Tata Cara Rehabilitasi Wilayah Pesisir dan Pulau-Pulau Kecil Pencemaran Lingkungan, Peraturan Menteri Perhubungan Nomor 54 Tahun 2017 tentang Pengelolaan Limbah dan zat kimia Pengoperasian Pesawat udara dan bandar udara, Peraturan Menteri Perhubungan Nomor 37 Tahun 2021 tentang Personel Bandar Udara, dan Peraturan Dirjen Perhubungan Udara Nomor 124 Tahun 2009 tentang Pedoman Pelaksanaan Bandar Udara Ramah Lingkungan (Eco Airport). 	<ul style="list-style-type: none"> Law Number 32 of 2009 on Environmental Protection and Management, Government Regulation Number 40 of 2012 on the Development and Preservation of Airport Environment, Government Regulation Number 22 of 2021 on Implementation of Environmental Protection and Management, Government Regulation Number 32 of 2021 on the Organization of the Aviation Sector, Regulation of the Minister of Environment and Forestry Number 4 of 2021 on the List of Businesses and/or Activities that Must Have An Environmental Impact Analysis (EIA), Environmental Management Effort and Environmental Monitoring Effort or Statement on Environmental Management and Monitoring Readiness, Regulation of the Minister of Environment and Forestry Number 5 of 2021 on Procedures for Issuing Technical Approvals and Operational Feasibility Letters in the Field of Environmental Pollution Control, Regulation of the Minister of Environment and Forestry Number 11 of 2021 on Emission Quality Standards for Internal Combustion Engines, Regulation of the Minister of Environment Number 68 of 2016 on Domestic Wastewater Quality Standards, Decree of the Minister of Environment Number 48 of 1996 on noise level standards, Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 24 of 2016 on Procedures for Rehabilitation of Coastal Areas and Small Islands from Environmental Pollution, Regulation of the Minister of Transportation Number 54 of 2017 on Waste and Chemical Management for Aircraft and Airport Operations, Regulation of the Minister of Transportation Number 37 of 2021 on Airport Personnel, and Regulation of the Director General of Civil Aviation Number 124 of 2009 on Guidelines for the Implementation of Eco Airports.
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Keselamatan dan Kesehatan Kerja Occupational Safety

<p>Kegiatan/ Program Activities/ Programs</p>	<ul style="list-style-type: none"> Implementasi Sistem Manajemen Keselamatan mengacu pada peraturan Kementerian Perhubungan dan Kementerian Ketenagakerjaan Republik Indonesia di 15 bandara PT Angkasa Pura I, Pelaksanaan pengawasan dan pengukuran kinerja keselamatan kerja di seluruh bandara kelolaan PT Angkasa Pura I, Pembinaan budaya keselamatan melalui program inspeksi keselamatan, pelaporan hazard/kejadian, sosialisasi, dan kampanye keselamatan. 	<ul style="list-style-type: none"> Implementing Safety Management Systems in accordance with regulations of the Ministry of Transportation and the Ministry of Manpower of the Republic of Indonesia at 15 airports managed by PT Angkasa Pura I, Implementing occupational safety performance monitoring and measurement at all airports managed by PT Angkasa Pura I, Fostering a safety culture through safety inspection programs, hazard/incident reporting, dissemination, and safety campaigns.
	<p>Implementasi Sistem Manajemen Keselamatan dilakukan dengan berbagai program berikut:</p> <ul style="list-style-type: none"> Bulan Keselamatan dan Kesehatan Kerja (K3) Nasional, Airport Safety Annual Meeting, Sertifikasi Sistem Manajemen K3 berdasarkan PP 50 tahun 2012, Sertifikasi Sistem Manajemen K3 berdasarkan ISO 45001:2018, Komite Keselamatan: Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), Safety Action Group (SAG), Runway Safety Team (RST), Safety Review Board (SRB) dan lainnya, Penyusunan sasaran keselamatan mengacu pada Program Keselamatan Penerbangan Nasional, Penyusunan Surat Edaran dan Safety Notice terkait keselamatan, Pengembangan Online Safety Reporting System, Inspeksi dan audit keselamatan, Monitoring aspek keselamatan kepada pada proyek Pengembangan bandara, Sosialisasi/kampanye keselamatan, Penerbitan Safety Poster, Safety Bulletin, Safety Notice, Safety Magazine, Video Promosi Keselamatan, Sosialisasi/seminar/pelatihan K3 bagi para pemangku kepentingan, Safety briefing untuk para kontraktor, vendor, tenant, dan pemangku kepentingan, Simulasi latihan tanggap darurat. 	<p>The implementation of the Safety Management System involves a range of programs, including:</p> <ul style="list-style-type: none"> National Occupational Safety and Health (OHS) Month, Airport Safety Annual Meeting, Certification of OHS Management System based on Government Regulation No. 50 of 2012, Certification of OHS Management System based on ISO 45001:2018, Safety Committees: Occupational Safety and Health Advisory Committee (P2K3), Safety Action Group (SAG), Runway Safety Team (RST), Safety Review Board (SRB), and other committees, Preparation of safety objectives referring to the National Aviation Safety Program, Preparation of Circulars and Safety Notices related to safety, Development of an Online Safety Reporting System, Safety inspections and audits, Monitoring of safety aspects for airport development projects, Safety dissemination/campaigns, Publication of Safety Posters, Safety Bulletins, Safety Notices, Safety Magazines, Safety Promotion Videos, Dissemination/seminars/training on OHS for stakeholders, Safety briefings for contractors, vendors, tenants, and stakeholders, Emergency response simulation exercises.



KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN
Corporate Social and Environmental Responsibility Performance as Obligations and Beyond Obligations

Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan
Scope of Corporate Social Responsibility Programs

<p>Dasar Regulasi Basis of Regulations</p>	<ul style="list-style-type: none"> Undang-undang Nomor 1 tahun 1970 tentang Keselamatan Kerja, Undang-undang Nomor 1 Tahun 2009 tentang Penerbangan, Peraturan Pemerintah Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, Peraturan Menteri Perhubungan Republik Indonesia Nomor 62 Tahun 2017 Peraturan Keselamatan Penerbangan Sipil Bagian 19 tentang Sistem Manajemen Keselamatan, Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 95 Tahun 2021 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 139 (Civil Aviation Safety Regulation Part 139) tentang Bandar Udara (Aerodrome) (Berita Negara Republik Indonesia Tahun 2017 Nomor 1295), Keputusan Direktur Jenderal Perhubungan Udara Nomor PR 21 Tahun 2023 tentang Standar Teknis dan Operasional PKPS Bagian 139 Volume I Aerodrome Daratan, Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (Safety Management System) PT Angkasa Pura I. 	<ul style="list-style-type: none"> Law Number 1 of 1970 on Occupational Safety, Law Number 1 of 2009 on Aviation, Government Regulation Number 50 of 2012 on the Implementation of Occupational Safety and Health Management System, Regulation of the Minister of Transportation of the Republic of Indonesia Number 62 of 2017 on Civil Aviation Safety Regulations Part 19 on Safety Management System, Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 95 of 2021 on Civil Aviation Safety Regulations Part 139 (Aerodrome) (State Gazette of the Republic of Indonesia Year 2017 Number 1295), Decree of the Director General of Civil Aviation Number PR 21 of 2023 on Technical and Operational Standards of CASR Part 139 Volume I Land Aerodrome, Decree of the Board of Directors Number KEP.DU.007/KB.02/2023 on Guidelines for Safety Management System of PT Angkasa Pura I.
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Keselamatan Operasional Bandara-Pengelolaan Bahaya Satwa Liar
Airport Operational Safety-Wildlife Hazard Management

<p>Kegiatan/ Program Activities/ Programs</p>	<p>Program-program pilar lingkungan (wildlife hazard management) yang telah terealisasi pada tahun 2023 adalah sebagai berikut:</p> <ul style="list-style-type: none"> Reviu dan pembaharuan dokumen wildlife hazard management plan 15 bandara, Menjadi anggota dalam kelompok kerja manajemen bahaya hewan liar yang termuat pada KP 157 Tahun 2023, Penyusunan infografis wildlife hazard management plan, Workshop Wildlife Hazard Management, Identifikasi keberadaan satwa liar secara rutin. 	<p>The following environmental pillar programs (wildlife hazard management) have been realized in 2023:</p> <ul style="list-style-type: none"> Review and update of wildlife hazard management plans for 15 airports, Becoming a member of the wildlife hazard management working group outlined in KP 157 of 2023, Development of wildlife hazard management plan infographics, Wildlife Hazard Management Workshop, Regular identification of the presence of wildlife.
<p>Dasar Regulasi Basis of Regulations</p>	<ul style="list-style-type: none"> Undang-Undang Nomor 1 Tahun 2009 tentang Penerbangan, Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 62 Tahun 2017 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 19 (Civil Aviation Safety Regulation Part 19) tentang Sistem Manajemen Keselamatan (Safety Management System), Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 95 Tahun 2021 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 139 (Civil Aviation Safety Regulation Part 139) tentang Bandar Udara (Aerodrome) (Berita Negara Republik Indonesia Tahun 2017 Nomor 1295), Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (Safety Management System) PT Angkasa Pura I, Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.10/OM.02.03/2021 tentang Pedoman Pengelolaan Bahaya Satwa Liar (Wildlife Hazard Management) PT Angkasa Pura I. 	<ul style="list-style-type: none"> Law Number 1 of 2009 on Aviation, Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 62 of 2017 on Civil Aviation Safety Regulations Part 19 (Safety Management System), Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 95 of 2021 on Civil Aviation Safety Regulations Part 139 (Aerodrome) (State Gazette of the Republic of Indonesia Year 2017 Number 1295), Decree of the Board of Directors Number KEP.DU.007/KB.02/2023 on Guidelines for Safety Management System of PT Angkasa Pura I, Decree of the Board of Directors of PT Angkasa Pura I Number KEP. DU.10/OM.02.03/2021 on Guidelines for Wildlife Hazard Management of PT Angkasa Pura I.

Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan
Scope of Social and Environmental Responsibility Programs

Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Melebihi Kewajiban
Social and Environmental Responsibility Programs Beyond Obligation

<p>Lingkungan Environment</p>	<ul style="list-style-type: none"> Penanaman pohon di dalam kawasan bandara untuk 15 kantor cabang, Kegiatan penanaman pohon bakau di area mangrove di luar area bandara sebagai kawasan greenbelt (Bandara Sam Ratulangi Manado dan Bandara I Gusti Ngurah Rai Bali), Transplantasi terumbu karang (Bandara Pattimura Ambon), Kegiatan daur ulang sampah untuk menjadi pupuk (composting) di bandara (Bandara Adi Soemarmo Solo, Bandara Jenderal Ahmad Yani Semarang, dan Bandara SAMS Sepinggan Balikpapan), Penggunaan kendaraan listrik untuk operasional bandara (Buggy Car) di Bandara SAMS Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta Kulon Progo, dan Bandara Syamsudin Noor Banjarmasin, Penggunaan solar cell untuk penerangan jalan umum dan Pembangkit Listrik Tenaga Surya (PLTS) atap sebagai sumber listrik (Bandara I Gusti Ngurah Rai Bali dan Bandara Jenderal Ahmad Yani Semarang). 	<ul style="list-style-type: none"> Tree planting within airport areas for 15 branch offices, Mangrove tree planting activities in mangrove areas surrounding the airports as a greenbelt area (Sam Ratulangi Airport Manado and I Gusti Ngurah Rai Airport Bali), Coral reef transplantation (Pattimura Airport Ambon), Waste recycling activities to produce compost at airports (Adi Soemarmo Airport Solo, Jenderal Ahmad Yani Airport Semarang, and SAMS Sepinggan Airport Balikpapan), Use of electric vehicles for airport operations (Buggy Car) at SAMS Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport Kulon Progo, and Syamsudin Noor Airport Banjarmasin, Use of solar cells for public road lighting and Solar Power Plants (PLTS) as a source of electricity (I Gusti Ngurah Rai Airport Bali and Jenderal Ahmad Yani Airport Semarang).
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Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Programs

Kesehatan Health	<ul style="list-style-type: none"> Pelayanan kesehatan keliling yang telah dilaksanakan di 13 daerah sekitar kantor cabang, Kegiatan donor darah dalam rangka Hari Pahlawan yang dilaksanakan oleh kantor pusat dan 14 kantor cabang. 	<ul style="list-style-type: none"> Mobile health services in 13 areas near branch offices, Blood drive event in commemoration of Heroes' Day organized by the head office and 14 branch offices.
Pendidikan Education	<ul style="list-style-type: none"> Beasiswa penuh DIII Kebandarudaraan, Bantuan pendidikan dalam rangka HUT PT Angkasa Pura I kepada siswa difabel, Bantuan kegiatan seminar/pelatihan bagi UKM bidang pariwisata, Bantuan pendidikan Kewirausahaan melalui Yayasan BUMN untuk Indonesia, Bantuan kolaborasi BUMN bidang pendidikan, Bantuan pembangunan/renovasi fasilitas pendidikan. 	<ul style="list-style-type: none"> Full scholarship for Diploma III in Airport Management, Educational assistance for Students with Disabilities in Commemoration of PT Angkasa Pura I's Anniversary Assistance for seminar/training activities for SMEs in the tourism sector, Entrepreneurship education assistance through the BUMN Foundation for Indonesia, Collaboration assistance in education from SOEs, Assistance for the construction/renovation of educational facilities.
Pemberdayaan masyarakat Community empowerment	<ul style="list-style-type: none"> Pengembangan pariwisata di Bandara Internasional Yogyakarta Kulon Progo, Bandara Syamsudin Noor Banjarmasin, dan Bandara Sultan Hasanuddin Makassar, Pengembangan UMK Binaan dan UMKM dengan pameran dan juga pelatihan, Bantuan TJSL PUMK yang diberikan berupa bantuan pinjaman yang dilaksanakan secara mandiri dan dengan pola kerjasama melalui PT Bank Republik Indonesia (Persero) Tbk. 	<ul style="list-style-type: none"> Tourism development at Yogyakarta International Airport in Kulon Progo, Syamsudin Noor Airport in Banjarmasin, and Sultan Hasanuddin Airport in Makassar. Development of Fostered MSE and MSMEs through exhibitions and training programs. CSR MSE Funding Program provides loan assistance independently and in partnership with PT Bank Rakyat Indonesia (Persero) Tbk.
Infrastruktur Infrastructure	<ul style="list-style-type: none"> Bantuan jembatan di desa Baduy, bantuan untuk pembangunan talud dan gorong serta bantuan untuk renovasi dan atau pembangunan balai warga, Bantuan pembangunan dan renovasi sarana ibadah beserta sarana umum di daerah sekitar bandara. 	<ul style="list-style-type: none"> Bridge assistance in Baduy village, assistance for the construction of retaining walls and culverts, as well as assistance for the renovation and/or construction of community halls. Assistance for the construction and renovation of religious facilities as well as public facilities in areas surrounding the airports.

CAKUPAN KEGIATAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SCOPE OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS

Biaya Tanggung Jawab Sosial dan Lingkungan Perusahaan (Dalam Rupiah) Corporate Social and Environmental Responsibility Costs (In Rupiah)

Wilayah Kerja Work Area	2023	2022	2021
TJSL dan Pendanaan UMK* Social and Environmental Responsibility and SME Funding*	32.612.463.722	33.412.419.074	33.519.829.316
Keselamatan Kesehatan Kerja (K3) Occupational Health and Safety	793.760.675	807.768.409	1.073.301.000
Biaya Perlindungan Konsumen (Keselamatan Pengguna Jasa) Consumer Protection Cost (Safety of Service Users)	3.350.000.000	3.345.000.000	3.702.500.003
Dana Pelestarian Lingkungan* Environmental Conservation Fund*	6.425.840.635	8.394.241.786	232.150.000

*Terdapat pernyataan kembali data tahun 2022 karena adanya perubahan sistem kategorisasi data.
*Data for 2022 has been restated due to changes in the data categorization system.

Pada 2022 dan 2023, terdapat peningkatan biaya yang dikeluarkan untuk realisasi dana pelestarian lingkungan dibandingkan pada 2021. Hal ini dikarenakan perbedaan dalam pengumpulan dan sistem pengkategorian pada tahun 2022 dan 2023, di mana perusahaan mengakumulasi seluruh biaya yang dikeluarkan untuk pelestarian lingkungan di 15 bandara.

In 2022 and 2023, the expenses for environmental conservation funds increased compared to 2021. This increase can be attributed to variations in data collection and categorization systems during 2022 and 2023, the company aggregated all costs related to environmental conservation across 15 airports.



PRAKTIK OPERASI YANG ADIL

Fair Operating Practices

KOMITMEN DAN KEBIJAKAN

Dalam kebijakan tanggung jawab sosial terkait dengan operasi yang adil, PT Angkasa Pura I merumuskan suatu standar nilai yang mencakup nilai-nilai dalam melaksanakan tanggung jawab dan tugas (etika kerja) serta nilai-nilai dalam berbisnis (etika bisnis) dalam suatu Pedoman Etika Perusahaan (*Code of Conduct*). Pedoman Etika Perusahaan merupakan bagian dari pelaksanaan GCG PT Angkasa Pura I yang disusun berdasarkan peraturan perundang-undangan yang berlaku, anggaran dasar perusahaan, kebijakankebijakan GCG, ketentuan yang berlaku, serta praktikpraktik terbaik. *Code of Conduct* mengatur beberapa aspek antara lain antikorupsi, persaingan sehat, kepatuhan hukum, dan pengaturan keterlibatan dalam aktivitas politik.

RENCANA KEGIATAN

Dalam rangka mencapai praktik operasi yang adil, diperlukan dukungan dari setiap unsur di dalam internal PT Angkasa Pura I maupun dari seluruh pemangku kepentingan. Dengan dilaksanakannya tanggung jawab ini, PT Angkasa Pura I menargetkan dapat melakukan seluruh aktivitas kerja dan aktivitas usaha yang menciptakan suatu hubungan yang harmonis, saling menghargai, saling bertanggung jawab dan terciptanya saling percaya di antara insan PT Angkasa Pura I maupun dengan para pemangku kepentingan.

Pada praktiknya, PT Angkasa Pura I memfasilitasi segala bentuk komunikasi dengan berbagai pemangku kepentingan, baik di internal maupun eksternal perusahaan. Di internal terdapat kegiatan *CEO Talks* sebagai bentuk forum komunikasi dua arah antara manajemen dengan seluruh karyawan. *CEO Talks* memungkinkan manajemen dapat menyampaikan kebijakan strategis arah perusahaan dan langsung dapat mendengar aspirasi seluruh karyawan, baik di Kantor Pusat maupun Kantor Cabang melalui metode *video conference*. Selain itu, terdapat beberapa saluran komunikasi lain di internal perusahaan untuk menjaga kepercayaan dan rasa saling menghargai.

Untuk menjaga hubungan kerja yang harmonis dengan mitra kerja, terdapat serangkaian *tools* yang dapat dipergunakan, seperti *airlines gathering* untuk mitra maskapai, *tenant gathering* untuk para mitra tenant di bandara-bandara kelolaan perusahaan, dan *coffee morning* dengan seluruh mitra di bandara untuk menyamakan persepsi mengenai perkembangan terkini menyikapi potensi masalah yang akan terjadi sehingga dapat ditangani secara adil.

RUANG LINGKUP DAN PELAKSANAAN KEGIATAN PENGELOLAAN OPERASI YANG ADIL ETIKA USAHA

Dalam melaksanakan praktik operasi yang adil, seluruh insan PT Angkasa Pura I, wajib mengikuti Pedoman Etika Perusahaan yang mengatur perilaku beretika berikut:

1. Dalam hubungan perusahaan dengan pegawai dan tenaga kerja di luar pegawai di perusahaan, serta hubungan industrial, PT Angkasa Pura I senantiasa menjaga dedikasi dan loyalitas sumber daya manusia sebagai aset penting

COMMITMENT AND POLICY

In its social responsibility policy for fair operations, PT Angkasa Pura I develops a value standard that encompasses values in carrying out obligations and duties (work ethics) as well as values in conducting business (business ethics) in the Company's Code of Conduct. The Company's Code of Conduct is part of PT Angkasa Pura I's GCG implementation, established in accordance with applicable laws and regulations, the Company's Articles of Association, GCG policies, applicable provisions, and best practices. The Code of Conduct governs a variety of issues, including anti-corruption, fair competition, legal compliance, and regulation of political participation.

ACTIVITY PLAN

In order to achieve fair operating practices, support is required from all elements within PT Angkasa Pura I and all stakeholders. By carrying out this responsibility, the Company has a target to carry out all work activities and business operations fostering a harmonious, mutually respectful, mutually responsible relationship and creating mutual trust among PT Angkasa Pura I personnel and stakeholders.

In practice, PT Angkasa Pura I facilitates all forms of communication with diverse internal and external stakeholders in the company. Internally, the *CEO Talks* activity provides a two-way communication forum between management and all employees. *CEO Talks* enables management to communicate the company's strategic policies and direction and directly listen to the aspirations of all employees, both at the Head Office and Branch Offices via video conference. In addition, several other internal communication channels exist within the company to maintain trust and mutual respect.

To maintain a harmonious working relationship with work partners, a variety of tools can be used, such as *airline gatherings* for airline partners, *tenant gatherings* for tenant partners at the company-managed airports, and *coffee mornings* with all partners at the airports to align perceptions of the latest developments and address potential issues that may arise, ensuring fair handling.

SCOPE AND IMPLEMENTATION OF FAIR OPERATIONS MANAGEMENT ACTIVITIES BUSINESS ETHICS

In executing fair operating practices, all PT Angkasa Pura I personnel are required to adhere to the Company's Code of Conduct, governing the following ethical behavior:

1. In the company's relationship with employees and external workers in the company, as well as industrial relations, PT Angkasa Pura I consistently maintains the dedication and loyalty of its human resources as a valuable asset of



perusahaan. PT Angkasa Pura I senantiasa mendukung pengembangan kualitas sumber daya alam agar cakap, terlatih, dan berprestasi sesuai dengan kebutuhan visi, misi, serta program jangka panjang perusahaan.

2. Dalam hubungan perusahaan dengan pengguna jasa, PT Angkasa Pura I menerapkan prinsip terbuka dalam bersaing, integritas, transparan, adil, dan akuntabel untuk menciptakan hubungan yang saling menguntungkan.
3. Dalam hubungan perusahaan dengan pemerintah, PT Angkasa Pura I senantiasa mematuhi hukum dan peraturan perundang-undangan yang berlaku.
4. Dalam hubungan perusahaan dengan mitra usaha, PT Angkasa Pura I senantiasa menghormati hak-hak mitra usahadanmitrastrategis,disampingmenuntutkewajibannya.

PENCEGAHAN KORUPSI

Dukungan dan tindakan pencegahan korupsi dijalankan melalui:

1. Penetapan kebijakan gratifikasi dan antikorupsi;
2. Sosialisasi dan implementasi *good corporate governance, code of conduct*, kebijakan gratifikasi, dan antikorupsi;
3. Saluran mekanisme pelaporan gratifikasi dan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
4. Aktif berperan pada kegiatan-kegiatan yang menyuarakan akan budaya antikorupsi.

LARANGAN MENERIMA SUAP, IMBALAN, HADIAH, DAN LAINNYA

Perusahaan melarang keras praktik suap serta gratifikasi dalam keadaan apapun. Insan perusahaan tidak boleh meminta imbalan dalam bentuk apapun dari penyedia barang/jasa, pengguna jasa atau pihak lain yang menjadi mitra kerja, mitra usaha dan mitra strategis perusahaan. Perusahaan memiliki komitmen untuk menegakkan persaingan sehat dan menghindarkan diri dari perlakuan diskriminatif kepada penyedia barang/jasa, pengguna jasa atau pihak lain yang menjadi mitra kerja, mitra usaha dan mitra strategis perusahaan.

PERSAINGAN YANG JUJUR DAN ADIL (*FAIR COMPETITION*)

PT Angkasa Pura I juga berkomitmen menciptakan iklim usaha yang sehat dan menjalankan persaingan yang jujur dan adil (*fair competition*), dengan menjauhi berbagai bentuk kecurangan di dalam perusahaan. Komitmen ini telah sejalan dengan Undang-Undang Republik Indonesia Nomor 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.

MENGHORMATI HAK KEKAYAAN INTELEKTUAL (HAKI)

Perusahaan berkomitmen untuk menghargai dan melindungi Hak Kekayaan Intelektual (HAKI) yang dibuat atau dihasilkan oleh insan perusahaan selama bekerja di perusahaan. Dalam

the company. The Company consistently supports the development of quality human resources to be competent, trained, and high-performing in accordance with the company's vision, mission, and long-term programs.

2. In the company's relationship with service users, PT Angkasa Pura I implements the principles of open competition, integrity, transparency, fairness, and accountability to create a mutually beneficial relationship.
3. In the company's relationship with the government, PT Angkasa Pura I consistently complies with applicable laws and regulations.
4. In the company's relationship with business partners, PT Angkasa Pura I consistently respects the rights of business partners and strategic partners, while also demanding their obligations.

CORRUPTION PREVENTION

Support and anti-corruption prevention actions are provided through:

1. Establishment of gratuity and anti-corruption policies;
2. Dissemination and implementation of good corporate governance, code of conduct, gratuity and anti-corruption policies;
3. Gratification reporting mechanism and the State Official Wealth Report (LHKPN);
4. Active role in activities that promote an anti-corruption culture.

PROHIBITION OF RECEIVING BRIBES, REWARDS, GIFTS, AND OTHERS

The company strictly prohibits bribery and gratuity practices under any circumstances. The company's personnel are not allowed any form of compensation from suppliers, service users, or other parties serving as work partners, business partners, and strategic partners of the company. The company is committed to upholding fair competition and avoiding discriminatory treatment of suppliers, service users, or other parties serving as work partners, business partners, and strategic partners of the company.

FAIR COMPETITION

PT Angkasa Pura I is also committed to fostering a healthy business climate and engaging in fair competition, by avoiding various forms of fraud within the company. This commitment is consistent with the Law of the Republic of Indonesia Number 5 of 1999 on Prohibition of Monopolistic Practices and Unfair Business Competition.

RESPECT INTELLECTUAL PROPERTY RIGHTS (IPR)

The company is committed to respecting and protecting Intellectual Property Rights (IPR) created by the company's personnel while working at the company. In safeguarding



menjaga hak kekayaan intelektual, perusahaan telah mendorong insan perusahaan untuk berpartisipasi secara aktif dalam melindungi hak atas Kekayaan Intelektual milik perusahaan. Selain itu, perusahaan juga menghormati hak kekayaan intelektual (HKI), seperti hak paten, hak cipta, dan lainnya yang dibuat oleh pemangku kepentingan.

PENGHINDARAN TERHADAP PERILAKU PELANGGARAN HUKUM, TERUTAMA PENGARUH POLITIK (RESPONSIBLE POLITICAL INVOLVEMENT)

Dalam menjalankan usaha, PT Angkasa Pura I menaati arahan Surat Edaran Kementerian BUMN Nomor SE-07/MBU/20/2015 tentang Ketentuan Pencalonan Pejabat dan Karyawan BUMN sebagai Calon Kepala Daerah dan Larangan Penggunaan Sumber Daya BUMN dalam Kegiatan Politik Praktis Pemilihan Kepala Daerah (Pilkada). Selain itu, komitmen terhadap hal tersebut juga dituangkan dalam pedoman etika (kode etik) terkait aktivitas politik. Kebijakan terkait aktivitas politik dituangkan dalam dalam Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.0007/HK.01.01/2022, KEP.01/DK.API/2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*) PT Angkasa Pura I yang mengatur hal-hal berikut:

1. PT Angkasa Pura I tidak akan dan tidak memperbolehkan seorang pun melakukan pemaksaan kepada orang lain yang dapat membatasi hak individu tersebut untuk menyalurkan aspirasi politiknya.
2. PT Angkasa Pura I tidak akan memberikan dana, aset, atau fasilitas perusahaan untuk kepentingan partai politik maupun seorang atau lebih calon anggota badan legislatif kecuali sepanjang dibenarkan oleh undang-undang dan dilakukan sesuai peraturan perundang-undangan yang berlaku.
3. Tidak bertindak diskriminatif terhadap Insan PT Angkasa Pura I.
4. Insan PT Angkasa Pura I dilarang membawa, memperlihatkan, memasang, serta mengedarkan simbol, gambar, dan ornamen partai politik di lingkungan perusahaan.
5. Insan PT Angkasa Pura I yang aktif dalam partai politik dan/atau menjadi calon legislatif partai politik dalam pemilu perlu mengundurkan diri dari perusahaan.

DAMPAK KEGIATAN PENGELOLAAN OPERASI YANG ADIL

Dengan diterapkannya operasi yang adil, PT Angkasa Pura I dapat menciptakan suasana yang kondusif dan meningkatkan etos kerja dalam lingkungan internal. Selain itu, dapat mendorong perbaikan pengelolaan dan hubungan positif dengan pemangku kepentingan melalui pengembangan nilai-nilai atau budaya positif yang pada akhirnya akan meningkatkan reputasi atau citra PT Angkasa Pura I.

CAPAIAN DAN PENGHARGAAN

Sepanjang tahun 2023, PT Angkasa Pura I tidak memiliki penghargaan terkait operasi yang adil.

intellectual property rights, the company has encouraged the company's personnel to actively participate in protecting the company's Intellectual Property rights. In addition, the company also respects the intellectual property rights (IPR), such as patents, copyrights, and others created by stakeholders.

AVOIDANCE OF UNLAWFUL BEHAVIOR, PARTICULARLY POLITICAL INFLUENCE (RESPONSIBLE POLITICAL INVOLVEMENT)

In conducting its business, PT Angkasa Pura I complies with the directives of Circular Letter of the Ministry of SOEs Number SE-07/MBU/20/2015 on Provisions for the Nomination of SOE Officials and Employees as Candidates for Regional Heads and Prohibition of Use of SOE Resources in Practical Political Activities for Regional Head Elections (Pilkada). In addition, the commitment to this is also outlined in the code of conduct related to political activities. The policy related to political activities is outlined in the Joint Decree of the Board of Directors and Board of Commissioners Number KEP.DU.0007/HK.01.01/2022, KEP.01/DK.API/2022 on the Code of Conduct of PT Angkasa Pura I, governing the following:

1. PT Angkasa Pura I shall not and will not allow any person to coerce others in a way that restricts the individual's right to express their political aspirations.
2. PT Angkasa Pura I shall not provide the company's funds, assets, or facilities for the benefit of political parties or one or more candidates for legislative members unless permitted by law and in accordance with applicable laws and regulations.
3. No discrimination against PT Angkasa Pura I personnel.
4. PT Angkasa Pura I personnel are prohibited from bringing, displaying, installing, and distributing political party symbols, images, and ornaments within the company environment.
5. PT Angkasa Pura I personnel who are active in political parties and/or are legislative candidates for political parties in elections must resign from the company.

IMPACT OF FAIR OPERATIONS MANAGEMENT ACTIVITIES

By implementing fair operations, PT Angkasa Pura I strives to foster a conducive atmosphere and improve work ethic within the internal environment. In addition, the Company strives to promote management improvement and positive relations with stakeholders through the development of positive values or culture, thereby enhancing PT Angkasa Pura I's reputation or image.

ACHIEVEMENTS AND AWARDS

Throughout 2023, PT Angkasa Pura I did not receive any awards related to fair operations.



PENERAPAN HAK ASASI MANUSIA (HAM)

Implementation of Human Rights

KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berkomitmen untuk mematuhi semua ketentuan-ketentuan hukum dan prinsip-prinsip Hak Asasi Manusia (HAM) berdasarkan Undang-Undang Dasar 1945. Penerapan tanggung jawab sosial perusahaan terhadap HAM erat kaitannya dengan pegawai perusahaan tertuang dalam Perjanjian Kerja Bersama (PKB). PT Angkasa Pura I menjunjung tinggi HAM dalam menjalin interaksi dengan para pemangku kepentingan, seluruh karyawan di lingkungan perusahaan, serta interaksi dengan pemangku kepentingan, maupun dengan masyarakat di wilayah kerja perusahaan.

RENCANA KEGIATAN

Dengan menjalankan prinsip-prinsip HAM, perusahaan menargetkan dapat mewujudkan hubungan industrial yang harmonis, serasi, aman, tentram, dan dinamis serta mewujudkan ketenangan bekerja, kelangsungan usaha, kepastian hak dan kewajiban masing-masing pihak yang merupakan dasar untuk memacu produktivitas dan kinerja perusahaan sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan. Perusahaan terus mengawasi penerapan prinsip-prinsip HAM salah satunya melalui implementasi Perjanjian Kerja Bersama (PKB), penegakkan peraturan perusahaan dan peraturan perundang-undangan dengan konsisten serta melakukan pengawasan dan pembinaan pegawai yang dilakukan secara berjenjang di lingkungan internal hingga terbebas dari kasus pelecehan HAM.

RUMUSAN TERHADAP HAM

Rumusan terhadap hak asasi manusia didasari dalam pengelolaan hubungan industrial yang dimulai dari proses rekrutmen sampai dengan pemutusan hubungan kerja serta pelaksanaan PKB yang melindungi kepentingan karyawan dan perusahaan dalam aspek ketenagakerjaan. Ruang lingkup pengelolaan hubungan kerja tersebut meliputi pengakuan para pihak, jaminan para pihak, kewajiban dan fasilitas serikat pekerja, waktu kerja, serta keluhan, bipartit, dan tripartit. PT Angkasa Pura I juga mengadakan dialog dengan karyawan guna mengidentifikasi berbagai aspek HAM yang berkaitan dengan hak dasar pegawai di tempat kerja.

LINGKUP DAN PELAKSANAAN PRINSIP-PRINSIP HAM

KEBEBASAN BERSERIKAT

Perusahaan menjamin kebebasan berserikat dan berorganisasi dengan mendukung penuh keberadaan serikat pekerja sebagai wadah yang sah bagi pekerja dalam mengkomunikasikan segala hal yang berkaitan dengan hubungan kerja di perusahaan. PT Angkasa Pura I memiliki dua serikat pekerja yaitu Serikat Pegawai dan Asosiasi Karyawan PT Angkasa Pura I.

COMMITMENT AND POLICY

PT Angkasa Pura I is committed to complying with all legal provisions and principles of Human Rights (HAM) based on the 1945 Constitution. The implementation of corporate social responsibility towards human rights is closely related to the company's employees as outlined in the Collective Labor Agreement (PKB). PT Angkasa Pura I upholds human rights in interacting with stakeholders, and all employees within the company, as well as interactions with stakeholders and with the community in the company's work areas.

ACTIVITY PLAN

By upholding human rights principles, the company aims to establish harmonious, balanced, safe, peaceful, and dynamic industrial relations as well as create a peaceful working atmosphere, business continuity, certainty of rights and obligations of each party. This is the basis for boosting the company's productivity and performance, ultimately leading to the improvement of employee welfare. The company continues to monitor the implementation of human rights principles, including through the implementation of the Collective Labor Agreement (CLA), consistent enforcement of the company's regulations and laws and regulations, as well as monitoring and coaching of employees at various stages within the internal environment, to be free from cases of human rights violations.

FORMULATION FOR HUMAN RIGHTS

The formulation of human rights is based on the management of industrial relations from the recruitment process to the termination of employment and the execution of CLA that protects the interests of employees and the company in employment aspects. The scope of employment relations management includes recognition of the parties, guarantees of the parties, obligations, and facilities of labor unions, working hours, as well as complaints, bipartite, and tripartite systems. PT Angkasa Pura I also conducts dialogues with employees to identify various aspects of human rights related to the basic rights of employees in the workplace.

SCOPE AND IMPLEMENTATION OF HUMAN RIGHTS PRINCIPLES

FREEDOM OF ASSOCIATION

The company guarantees freedom of association and organization by fully supporting the existence of labor unions as a legitimate forum for workers to communicate all matters related to employment relations within the company. PT Angkasa Pura I has two labor unions: Labor Union and Employee Association of PT Angkasa Pura I.



WAKTU KERJA, UPAH LEMBUR DAN CUTI

PT Angkasa Pura I menghormati ketentuan waktu kerja dan upah lembur yang diatur sebagai berikut:

- Hari kerja selama 5 hari dalam seminggu, dengan ketentuan sebagai berikut:
 - Senin sampai dengan Kamis: pukul 08.00 sampai dengan 16.30 waktu setempat
 - Jumat: pukul 08.00 sampai dengan 15.30 waktu setempat
 - Waktu istirahat diatur secara internal di unit kerja masing-masing.
- Penyimpangan jumlah hari kerja dan jam kerja secara umum dapat dimungkinkan terutama bagi pegawai yang bertugas di bidang operasional dan diatur sebagai jam kerja shift.
- Jumlah jam kerja shift bagi pegawai tidak boleh lebih dari 40 jam seminggu dan selebihnya dihitung sebagai jam kerja lembur.
- Pegawai yang melakukan kerja lembur berhak atas pembayaran kelebihan jam kerja.

PKB memuat kebijakan tentang hak cuti karyawan yang telah disesuaikan dengan peraturan perundangundangan yang berlaku. Adapun kebijakan cuti yang diberikan adalah sebagai berikut:

- Karyawan yang telah bekerja sekurang-kurangnya satu tahun secara terus menerus berhak atas cuti tahunan selama 12 hari kerja.
- Karyawan yang telah bekerja sekurang-kurangnya 6 tahun atau kelipatannya secara terus menerus di PT Angkasa Pura I berhak atas cuti besar yang lamanya tiga bulan kalender dengan persetujuan atasan.
- Karyawan yang sakit lebih dari dua hari kerja sampai dengan 14 hari kerja berhak memperoleh cuti sakit, dengan ketentuan pegawai tersebut harus memberitahu atasan langsung dengan melampirkan surat keterangan dokter.
- Karyawan wanita berhak atas cuti bersalin selama 3 bulan kalender yang pelaksanaannya diserahkan kepada yang bersangkutan dengan melampirkan surat keterangan dokter.
- Karyawan wanita yang mengalami gugur kandungan berhak atas istirahat sakit selama 45 hari kalender dengan menyampaikan surat keterangan dokter yang menyatakan pegawai bersangkutan mengalami gugur kandungan.
- Cuti karena alasan penting, antara lain:
 - Melangsungkan pernikahan;
 - Istri/suami, anak/menantu, atau orang tua/ mertua sakit keras atau dirawat di rumah sakit;
 - Istri/suami, anak/menantu, orang tua/mertua atau saudara kandung meninggal dunia;
 - Istri pegawai melahirkan;
 - Mendapat musibah/bencana alam;
 - Perjalanan ibadah keagamaan.

WORKING HOURS, OVERTIME PAY, AND LEAVE

PT Angkasa Pura I respects the following working hours and overtime pay regulations:

- Working days are 5 days a week, with the following conditions:
 - Monday to Thursday: 8:00 AM to 4:30 PM local time
 - Friday: 8:00 AM to 3:30 PM local time
 - Rest times are determined internally by each work unit.
- Deviations from the number of working days and working hours are generally allowed, particularly for employees in operational roles, set as shift work.
- The total shift working hours for employees must not exceed 40 hours per week, and any excess is counted as overtime.
- Employees working overtime are entitled to overtime pay.

The CLA outlines policies on employee leave rights that have been adjusted to comply with applicable laws and regulations. The leave policies provided are as follows:

- Employees who have worked continuously for at least one year are entitled to annual leave of 12 working days.
- Employees who have worked continuously for at least 6 years or a multiple thereof at PT Angkasa Pura I are entitled to a long leave of three calendar months with approval from their supervisor.
- Employees who are sick for more than two working days up to 14 working days are entitled to sick leave, provided that the employee notifies their direct supervisor and attaches a doctor's certificate.
- Female employees are entitled to maternity leave for 3 calendar months, the implementation of which is at their discretion with a doctor's certificate attached.
- Female employees who experience a miscarriage are entitled to sick leave for 45 calendar days by submitting a doctor's certificate stating that the employee had a miscarriage.
- Leave for important reasons, including:
 - Getting married
 - Wife/husband, child/child-in-law, or parent/parent-in-law is seriously ill or hospitalized;
 - Wife/husband, child/child-in-law, parent/parent-in-law, or biological sibling passes away;
 - Employee's wife gives birth;
 - Experiencing natural disasters
 - Religious pilgrimage



DAMPAK KEGIATAN

Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan di bidang HAM berdampak positif pada beberapa aspek antara lain:

1. Pelaksanaan pemeriksaan penumpang di bandara berlangsung dengan lancar karena proses pemeriksaan yang menjunjung prinsip apresiasi terhadap HAM. PT Angkasa Pura I menetapkan kebijakan pemeriksaan penumpang wanita oleh petugas aviation security wanita, sedangkan penumpang pria diperiksa oleh petugas Aviation Security pria di area Screening Check Point (SCP).
2. Adanya proses rekrutmen pegawai yang bersifat transparan, di mana setiap orang dapat melamar pekerjaan di PT Angkasa Pura I melalui pengumuman yang dimunculkan dalam website www.ap1.co.id.

CAPAIAN DAN PENGHARGAAN DI BIDANG HAK ASASI MANUSIA

Penghormatan terhadap HAM berdampak positif pada PT Angkasa Pura I dan para pemangku kepentingan dalam aspek potensi risiko yang dapat muncul dari pelanggaran HAM. Dengan pengelolaan risiko ini, perusahaan akan dapat menjaga citra perusahaan. Selain itu, penerapan penghargaan terhadap HAM juga dapat meningkatkan kepercayaan pemangku kepentingan.

Secara khusus, di 2023, PT Angkasa Pura I belum menerima apresiasi atau penghargaan terkait implementasi HAM.

IMPACT OF ACTIVITIES

The implementation of the company's social and environmental responsibility in the area of human rights has had a positive impact on several aspects, including:

1. Passenger screening at the airport proceeded smoothly due to the screening procedures that upheld the principles of respect for human rights. PT Angkasa Pura I implemented a policy that requires female passengers to be screened by female aviation security officers, while male passengers are screened by male aviation security officers in the Screening Check Point (SCP) area.
2. PT Angkasa Pura I employs a transparent recruitment process, allowing anyone to apply for jobs through announcements published on the website www.ap1.co.id.

ACHIEVEMENTS AND AWARDS IN HUMAN RIGHTS

Respect for human rights has a positive impact on PT Angkasa Pura I and its stakeholders in terms of potential risks that may arise from human rights violations. By managing these risks, the company strives to maintain its corporate image. In addition, the implementation of human rights respect can also enhance stakeholder trust.

In particular, in 2023, PT Angkasa Pura I did not receive any recognition or awards related to the implementation of human rights.





LINGKUNGAN HIDUP Environment

KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I senantiasa mempertimbangkan faktor lingkungan alam sekitar dalam pengelolaan usaha kebandarudaraan. Komitmen dalam tanggung jawab lingkungan dilakukan berdasarkan kebijakan berikut:

1. Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I;
2. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.06/LB.02/2021 tentang Pedoman Sistem Pengelolaan Limbah Bahan Beracun Berbahaya (B3) di Lingkungan Bandar Udara PT Angkasa Pura I;
3. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.18/LB.02/2021 tentang Pedoman Bangunan Gedung Hijau di Bandar Udara PT Angkasa Pura I;
4. Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.41/LB.02/2021 tentang Pedoman Penerapan Sistem Manajemen Lingkungan ISO 14001:2015 Bandar udara PT Angkasa Pura I;
5. Instruksi Direksi PT Angkasa Pura I Nomor INST.DU.04/HK.01.02/2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca di Bandar Udara PT Angkasa Pura I;
6. Instruksi Direksi PT Angkasa Pura I Nomor INST DU.18 /HK.01.02/2018 tentang Pengelolaan Limbah dan Zat Kimia /Limbah Bahan Berbahaya dan Beracun.

DAMPAK DAN RISIKO LINGKUNGAN TERKAIT BISNIS PERUSAHAAN

Kegiatan kebandarudaraan memiliki dampak yang signifikan terhadap lingkungan. Salah satu dampak yang ditimbulkan dari kegiatan operasional bandara adalah meningkatnya kebisingan, polusi udara, dan penurunan kualitas air. Dampak-dampak tersebut merupakan isu yang serius dan kompleks dalam setiap pengembangan dan pengoperasian suatu bandara. Proses pengembangan bandara dapat mengakibatkan alih fungsi lahan dan kegiatan relokasi masyarakat. Selain itu, bandara pada dasarnya memerlukan lahan yang luas sehingga berdampak pada aspek ekonomi dan pembangunan. Di sisi lain, kegiatan pengembangan maupun operasional bandara dapat menimbulkan dampak positif terhadap peningkatan pendapatan serta kesejahteraan masyarakat di sekitar lokasi kegiatan.

Tindak lanjut PT Angkasa Pura I untuk mengelola dampak lingkungan yaitu dengan memastikan dimilikinya semua dokumen lingkungan seperti Analisis Mengenai Dampak Lingkungan (AMDAL), Adendum Analisis Dampak Lingkungan (ANDAL)/Rencana Pengelolaan Lingkungan (RKL), dan Rencana Pemantauan Lingkungan (RPL) guna memperoleh Persetujuan Lingkungan dan pengurusan izin terkait perlindungan dan pengelolaan lingkungan hidup (PPLH). Seiring dengan tujuan perusahaan untuk mengetahui efektivitas pengelolaan lingkungan yang telah dilakukan, perusahaan secara rutin melakukan pemantauan dampak sesuai dengan dokumen lingkungan yang telah dimiliki. Perusahaan juga melakukan sosialisasi dan/atau konsultasi publik untuk memperoleh saran, pendapat, dan tanggapan (SPT) dari warga terdampak maupun *stakeholder* lainnya.

COMMITMENT AND POLICIES

PT Angkasa Pura I consistently considers the natural environment in managing airport business operations. The commitment to environmental responsibility is carried out based on the following policies:

1. PT Angkasa Pura I Board of Directors Decree No. KEP103/KU.13/2017 dated August 7, 2017, on Guidelines for the Partnership and Community Development Program of PT Angkasa Pura I;
2. PT Angkasa Pura I Board of Directors Decree No. KEP.DU.06/LB.02/2021 on Guidelines for the Hazardous and Toxic Waste (B3) Management System within PT Angkasa Pura I Airports;
3. PT Angkasa Pura I Board of Directors Decree No. KEP.DU.18/LB.02/2021 on Green Building Guidelines at PT Angkasa Pura I Airports;
4. PT Angkasa Pura I Board of Directors Decree No. KEP.DU.41/LB.02/2021 on Guidelines for Implementation of ISO 14001:2015 Environmental Management System at PT Angkasa Pura I Airports;
5. PT Angkasa Pura I Board of Directors Instruction No. INST.DU.04/HK.01.02/2018 on Measures for Reducing Greenhouse Gas Emissions at PT Angkasa Pura I Airports;
6. PT Angkasa Pura I Board of Directors Instruction No. INST DU.18/HK.01.02/2018 on Waste and Chemical/Hazardous and Toxic Waste Management.

ENVIRONMENTAL IMPACTS AND RISKS RELATED TO THE COMPANY'S BUSINESS

Airport activities have a significant impact on the environment. One of the impacts arising from airport operations is increased noise, air pollution, and decreased water quality. These impacts pose serious and intricate challenges in the development and operation of any airport. The airport development process can result in land conversion and community relocation activities. In addition, airports essentially require extensive land, impacting economic and development aspects. On the other hand, airport development and operational activities can have a positive impact on boosting income and community welfare in the vicinity of its operational area.

PT Angkasa Pura I's follow-up to manage environmental impacts is to ensure the possession of all environmental documents such as Environmental Impact Assessment (EIA), Environmental Impact Statement (ANDAL)/Environmental Management Plan (RKL), and Environmental Monitoring Plan (RPL) to obtain Environmental Approval and manage related permits for Environmental Protection and Management (PPLH). In alignment with the company's objectives to assess the effectiveness of its environmental management efforts, the company routinely monitors the impacts as per its environmental documents. Additionally, the company conducts dissemination and/or public consultations to obtain suggestions, opinions, and responses (SPT) from affected residents and other stakeholders. Airport development includes the implementation of an eco-



Pengembangan bandara dilakukan dengan desain bandara yang ramah lingkungan, serta membuat persyaratan lingkungan kepada pemangku kepentingan khususnya kepada mitra usaha dan mitra kerja bandara. Upaya pengelolaan ini dilanjutkan dengan penyusunan prosedur lingkungan dan melaksanakan sistem manajemen lingkungan sesuai ISO 14001:2015.

RENCANA KEGIATAN

PT Angkasa Pura I senantiasa berupaya menyelaraskan kegiatan pengelolaan dan pemantauan lingkungan dengan kondisi eksisting bandara. Hal tersebut tercermin melalui kegiatan addendum dokumen lingkungan bagi bandara yang akan dan/atau telah melakukan pengembangan.

Tahun 2023 telah dilakukan proses studi addendum untuk dokumen AMDAL Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara I Gusti Ngurah Rai Bali serta penyusunan Dokumen Evaluasi Lingkungan Hidup (DELH) Bandara El Tari Kupang guna memperoleh persetujuan lingkungan. Secara berkala PT Angkasa Pura I juga melakukan evaluasi pemenuhan perizinan lingkungan, pembuatan laporan *monitoring* RKL-RPL secara rutin, serta identifikasi dan pemetaan gas rumah kaca (GRK) melalui formulir ACERT.

Pada bangunan baru, PT Angkasa Pura I menggunakan komponen penilaian yang tercantum dalam sertifikasi green building untuk gedung Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang. PT Angkasa Pura I juga konsisten menjalankan program konservasi energi dan sumber daya alam dengan dilakukannya audit surveillance ISO 50001:2018 di Bandara I Gusti Ngurah Rai Bali.

Selain itu, perusahaan juga melanjutkan program kampanye lingkungan seperti peringatan Hari Lingkungan Hidup Sedunia, Hari Menanam Pohon, dan lain-lain. PT Angkasa Pura I juga melaksanakan konservasi kawasan sekitar bandara bekerja sama dengan instansi terkait untuk menjaga keanekaragaman hayati di kawasan sekitar bandara, yang direalisasikan dalam penanaman *mangrove* dan transplantasi terumbu karang di lokasi bandar udara yang dekat dengan pesisir pantai.

PELAKSANAAN KEGIATAN

Kegiatan Pengelolaan dan Pemantauan Lingkungan telah dilakukan secara rutin dan berkelanjutan, baik di kantor pusat maupun kantor cabang, sebagai bentuk kepatuhan terhadap Izin Lingkungan yang telah diperoleh. Kegiatan tersebut dilakukan berdasarkan program kerja dan Rencana Jangka Panjang Perusahaan (RJPP) yang telah disesuaikan

friendly airport design and environmental requirements for stakeholders, particularly business partners and airport work partners. These management efforts are sustained with the establishment of environmental procedures and the adoption of an environmental management system in compliance with ISO 14001:2015.

ACTIVITY PLAN

The airport's environmental management plan focuses on various impact elements, including noise management, air quality management, water quality management, waste management, soil pollution prevention, energy and emission management, transportation impact management, and socio-economic and public health impact management

In 2023, PT Angkasa Pura I consistently strives to align environmental management and monitoring activities with the existing airport conditions. This commitment is demonstrated through the addendum activities for the environmental documents of airports that will and/or have undergone development. In 2023, an addendum study process was carried out for the EIA document of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and I Gusti Ngurah Rai Airport Bali, as well as the preparation of an Environmental Evaluation Document (EED) for El Tari Airport Kupang to obtain environmental approval. Periodically, PT Angkasa Pura I also evaluates environmental permit compliance, regularly prepares RKL-RPL monitoring reports, and identifies and maps greenhouse gases (GHG) through the ACERT form.

For new buildings, PT Angkasa Pura I uses the assessment components listed in the green building certification for the Yogyakarta International Airport building Kulon Progo and the Jenderal Ahmad Yani Airport building Semarang. PT Angkasa Pura I also consistently carries out energy and natural resource conservation programs by conducting ISO 50001:2018 surveillance audits at I Gusti Ngurah Rai Airport Bali.

In addition, the company also continued environmental campaign programs such as World Environment Day and Tree Planting Day. PT Angkasa Pura I also carried out conservation of areas around airports in collaboration with relevant agencies to maintain biodiversity in the areas surrounding airports, realized through mangrove planting and coral reef transplantation at airport locations near coastal areas

ACTIVITY IMPLEMENTATION

Environmental management and monitoring activities have been carried out routinely and continuously, both at the head office and branch offices, to ensure compliance with the obtained Environmental Permits. These activities are aligned with work programs and the Company's Long-Term Plan (RJPP), which have been tailored to meet the commitments



dengan komitmen dalam RKL-RPL serta aturan terkait *eco-airport* lainnya. Komitmen perusahaan dalam pengelolaan lingkungan hidup juga ditunjukkan dengan dibentuknya unit baru yaitu Airport Environment, baik di kantor pusat maupun di kantor cabang. Kinerja lingkungan secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

KEGIATAN PROGRAM PENGHEMATAN KERTAS, ENERGI, DAN AIR

PT Angkasa Pura I mengambil kebijakan untuk mengurangi penggunaan kertas dan memperbanyak komunikasi dengan sarana teknologi informasi, seperti *e-mail* dan intranet (saluran internet untuk internal Perusahaan). Dalam hal ini, perusahaan mengarah pada kebijakan *paperless office*, melalui penggunaan kertas dengan lebih efektif dan efisien. Kinerja lingkungan secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

Kantor Cabang PT Angkasa Pura I telah melakukan upaya penggunaan plastik sekali pakai maupun penggunaan sedotan plastik pada mitra usaha melalui Surat Edaran General Manager yang mengacu kepada Surat Edaran dari Direktur Pemasaran dan Pelayanan. Dalam program penghematan energi, Bandara I Gusti Ngurah Rai Bali telah menerapkan sistem manajemen energi dengan diperolehnya sertifikat ISO 50001:2018 dengan penghematan energi mencapai 29.991.572 Kwh di tahun 2023. Penghematan energi pun dilakukan dengan penggunaan solar cell untuk penerangan jalan umum (PJU) di Bandara Jenderal Ahmad Yani Semarang, Bandara Syamsudin Noor Banjarmasin, Bandara Sultan Hasanuddin Makassar, Bandara El Tari Kupang, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Adi Soemarmo Solo, Bandara Adisutjipto Yogyakarta, Bandara Sentani Jayapura, dan Bandara Juanda Surabaya.

Upaya penghematan penggunaan air di bandara dilakukan terutama untuk kegiatan penyiraman tanaman dan *make up cooling tower* yang menggunakan air olahan limbah operasional bandar udara di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Syamsudin Noor Banjarmasin.

KEGIATAN PROGRAM PELESTARIAN ALAM

PT Angkasa Pura I senantiasa melaksanakan program pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) di dalam dan di luar kawasan bandara. Perusahaan juga melengkapi dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) untuk seluruh wilayah operasional, serta laporan pengelolaan lingkungan (RKL-RPL) secara berkala setiap semester. Kegiatan pelaporan ini merupakan salah satu key performance indicator (KPI) untuk setiap bandara. Selain itu, perusahaan juga menerapkan konsep **green corporation** yang menonjol untuk memperoleh sertifikasi sistem manajemen lingkungan sesuai standar ISO 14001:2015. sebagai bagian dari upaya dalam mengembangkan bandar udara yang ramah lingkungan, perusahaan telah mewujudkan bangunan hijau yang dibuktikan dengan perolehan sertifikasi *Green Building (GreenShip New Building)* bagi Bandara Internasional Yogyakarta

outlined in the RKL-RPL and other *eco-airport* regulations. The company's commitment to environmental management is also demonstrated by the formation of a new unit, Airport Environment, both at the head office and branch offices. Further information on the environmental performance can be found in PT Angkasa Pura I's Sustainability Report for the fiscal year 2023

PAPER, ENERGY, AND WATER SAVING PROGRAM ACTIVITIES

PT Angkasa Pura I has adopted a policy to reduce paper usage and promote communication through digital platforms, such as email and intranet (internet channel for internal Company use). In this case, the company is transitioning to a *paperless office* policy by optimizing the use of paper for greater effectiveness and efficiency. Further information on the environmental performance can be found in PT Angkasa Pura I's Sustainability Report for the fiscal year 2023.

PT Angkasa Pura I Branch Offices have made endeavors to reduce the use of single-use plastics and plastic straws among their business partners through a General Manager Circular referring to a Circular from the Director of Marketing and Service. In the energy-saving program, I Gusti Ngurah Rai Airport Bali has implemented an energy management system and obtained the ISO 50001:2018 certification, with energy savings reaching 29,991,572 kWh in 2023. Energy savings have been successfully achieved through the use of solar cells for public street lighting (PJU) at Jenderal Ahmad Yani Airport Semarang, Syamsudin Noor Airport Banjarmasin, Sultan Hasanuddin Airport Makassar, El Tari Airport Kupang, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Adi Soemarmo Airport Solo, Adisutjipto Airport Yogyakarta, Sentani Airport Jayapura, and Juanda Airport Surabaya.

Efforts to save water usage at airports are primarily carried out for plant watering activities and cooling tower *make-up* using treated wastewater from airport operations at Yogyakarta International Airport Kulon Progo and Syamsudin Noor Airport Banjarmasin.

NATURE CONSERVATION PROGRAM ACTIVITIES

PT Angkasa Pura I consistently implements MSE funding and Corporate Social Responsibility (CSR) programs within and beyond the airport area. The company prepares Environmental Impact Assessment (EIA) documents for all operational areas and periodically submits environmental management reports (RKL-RPL) every semester. This reporting activity serves as crucial Key Performance Indicators (KPIs) for all airports. Furthermore, the company also applies the concept of a *green corporation*, prominent in obtaining an environmental management system certification according to the ISO 14001:2015 standard. As part of endeavors to develop green airports, the company has realized green buildings, as evidenced by obtaining *Green Building (GreenShip New Building)* certification for Yogyakarta



Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang dengan peringkat level “GOLD”, serta perolehan sertifikat ISO 50001:2018 terkait sistem manajemen energi untuk Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I pun telah melaksanakan pengelolaan sampah secara terpadu untuk mengurangi timbulan sampah melalui pengolahan 3R (*reduce, reuse, recycle*). Kegiatan daur ulang (*recycle*) sampah menjadi pupuk kompos untuk tanaman telah dilaksanakan di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara Jenderal Ahmad Yani Semarang.

Pada tahun 2023, PT Angkasa Pura I turut berkontribusi dalam proses perbaikan lingkungan, antara lain penanaman dan perawatan tanaman di luar kawasan bandara, yakni kegiatan transplantasi terumbu karang di Bandara Pattimura Ambon, penanaman mangrove di Bandara I Gusti Ngurah Rai dan Bandara Sam Ratulangi Manado, penanaman pohon di kantor pusat Jakarta, Bandara Sam Ratulangi Manado, Bandara Sentani Jayapura, dan juga kolaborasi penanaman pohon Kawasan Ijen Banyuwangi yang berkolaborasi dengan seluruh member InJourney Group. Selain penanaman pohon, mangrove dan terumbu karang, PT Angkasa Pura I juga memberikan bantuan untuk keberlangsungan konservasi satwa daratan (bekantan) di Pulau Curiak Banjarmasin. Kegiatan-kegiatan perbaikan lingkungan ini turut serta menggandeng beberapa stakeholder terkait dalam pelaksanaannya. Selain penanaman tanaman di luar kawasan bandara, seluruh kantor cabang pun melakukan kegiatan penanaman dan/atau perawatan tanaman di dalam kawasan bandara sebagai salah satu upaya untuk menurunkan emisi gas rumah kaca.

DAMPAK KEGIATAN

Program penghematan kertas, energi, dan air telah berhasil mengurangi jumlah penggunaan kertas, energi, dan air selama 2023. Pelaksanaan kegiatan pelestarian alam diharapkan dapat mengurangi emisi gas rumah kaca (GRK) dari kegiatan operasional perusahaan terhadap pemanasan global serta menjadi penggerak untuk mendorong berbagai pihak terutama yang berada di dalam bandara baik regulator maupun mitra usaha dan mitra kerja untuk ikut serta dalam menjaga dan melestarikan alam. Pelestarian alam ini merupakan program wajib bagi perusahaan sebagai kompensasi terhadap dampak lingkungan yang dilakukan dari kegiatan operasionalnya. Program pelestarian lingkungan akan terus dikembangkan dengan mewujudkan *eco-airport* di seluruh bandara yang dikelola PT Angkasa Pura I.

SERTIFIKASI DI BIDANG LINGKUNGAN

Bandara yang dikelola PT Angkasa Pura I telah memiliki beberapa sertifikasi di bidang lingkungan yang masih berlaku di 2023, antara lain:

1. Sertifikasi Green Building Bandar Udara Internasional Yogyakarta Kulon Progo;
2. Sertifikasi Green Building Bandar Udara Jenderal Ahmad Yani Semarang;
3. Sertifikasi ISO 50001:2018 Bandar Udara I Gusti Ngurah Rai Bali.

International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang with a “GOLD” level rating, as well as obtaining ISO 50001:2018 certification for the energy management system at I Gusti Ngurah Rai Airport Bali.

PT Angkasa Pura I has also implemented integrated waste management to reduce waste generation through the principles of 3R (reduce, reuse, recycle). Waste recycling activities have been conducted at Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan and Jenderal Ahmad Yani Airport Semarang to produce compost for plants.

In 2023, PT Angkasa Pura I made significant contributions to environmental conservation efforts, including planting and maintenance of vegetation beyond the airport premises, such as coral reef transplantation activities at Pattimura Airport Ambon, mangrove planting at I Gusti Ngurah Rai Airport and Sam Ratulangi Airport Manado, tree planting at the headquarters in Jakarta, Sam Ratulangi Airport Manado, Sentani Airport Jayapura. Furthermore, a collaborative tree planting project was undertaken in the Ijen area of Banyuwangi, engaging all members of the InJourney Group. In addition to its endeavors to plant trees, mangroves, and coral reefs, the Company has also extended its support for the conservation of the proboscis monkey (bekantan) on Curiak Island, Banjarmasin. These environmental conservation activities have engaged several relevant stakeholders in their execution. Alongside the plantation of flora beyond the airport premises, all branch offices have actively participated in planting and maintaining greenery within the airport area in an effort to reduce greenhouse gas emissions.

IMPACT OF ACTIVITIES

The paper, energy, and water-saving program has effectively reduced the use of these resources throughout 2023. The implementation of environmental conservation activities is anticipated to reduce greenhouse gas (GHG) emissions from the company's operational activities on global warming and drive various stakeholders, particularly those within the airport, including regulators, business partners, and working partners, to engage in nature preservation. This environmental conservation program is a mandatory initiative undertaken by the company as compensation for the environmental impact caused by its operational activities. The environmental conservation program is set to undergo further development by realizing *eco-airports* at all airports under the management of PT Angkasa Pura I.

ENVIRONMENTAL CERTIFICATIONS

PT Angkasa Pura I-managed airports have secured several valid environmental certifications in 2023, including:

1. Green Building Certification for Yogyakarta International Airport Kulon Progo;
2. Green Building Certification for Jenderal Ahmad Yani Airport Semarang;
3. ISO 50001:2018 Certification for I Gusti Ngurah Rai Airport Bali.



KETENAGAKERJAAN Employment

KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berupaya untuk mematuhi semua peraturan perundang-undangan yang berlaku terkait bidang ketenagakerjaan. Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan di bidang ketenagakerjaan meliputi berbagai aspek antara lain kesetaraan gender dan kesempatan kerja, kesetaraan dalam pendidikan dan pelatihan, keselamatan dan kesehatan kerja, hubungan industrial, remunerasi, dan program pensiun. Komitmen PT Angkasa Pura I dalam menjamin keselamatan dan kesehatan kerja tercermin dalam berbagai keputusan internal, antara lain:

1. Keputusan Direksi Nomor KEP.121/KP.30/2004 tanggal 9 Desember 2004 tentang Fasilitas Para Pejabat, Perjalanan Dinas, dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I;
2. Keputusan Direksi PT Angkasa Pura I nomor KEP.DU.0007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I.

LINGKUP DAN PERUMUSAN KETENAGAKERJAAN

Perusahaan merumuskan berbagai program TJSJ bidang ketenagakerjaan dengan melibatkan pemangku kepentingan terkait, melalui forum diskusi, survei, serta kegiatan lainnya. Pelibatan pemangku kepentingan tersebut bertujuan untuk merumuskan inisiatif atau program serta isu-isu yang menjadi perhatian pemangku kepentingan, agar perusahaan dapat mengambil keputusan secara efektif dan tepat guna. Lingkup *Corporate Social Responsibility* (CSR) bidang ketenagakerjaan meliputi kesetaraan gender dan kesempatan kerja, kesetaraan dalam program pendidikan dan pelatihan, hubungan industrial, remunerasi, dan program pensiun.

RENCANA KEGIATAN

Rencana kegiatan pelaksanaan tanggung jawab sosial yang terkait dengan ketenagakerjaan telah tertuang di dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) melalui program kerja unit *Human Capital dan Training and People Development*. PT Angkasa Pura I mengelola berbagai aspek mulai dari proses rekrutmen, pengembangan kompetensi, penetapan remunerasi, sampai dengan program retirement karyawan. PT Angkasa Pura I menargetkan untuk dapat melaksanakan praktik-praktik ketenagakerjaan sesuai dengan peraturan perundang-undangan maupun regulasi yang berlaku. Demi menjaga hubungan industrial yang harmonis, secara rutin manajemen menyelenggarakan pertemuan dengan serikat pekerja. Pertemuan-pertemuan tersebut membahas pemenuhan hak, kewajiban, dan isu-isu strategis terkait ketenagakerjaan.

COMMITMENT AND POLICY

PT Angkasa Pura I strives to comply with all applicable employment laws and regulations. The implementation of corporate social responsibility on employment covers a wide range of aspects, including gender equality and employment opportunities, equality in education and training, occupational health and safety, industrial relations, remuneration, and retirement programs. PT Angkasa Pura I's commitment to ensuring occupational health and safety is demonstrated through a variety of internal decrees, including:

1. Board of Directors Decree No. KEP.121/KP.30/2004 dated December 9, 2004, on Facilities for Officials, Business Travel, and Healthcare for Employees of PT Angkasa Pura I;
2. PT Angkasa Pura I Board of Directors Decree number KEP. DU.0007/KB.02/2023 on the Guidelines for the Safety Management System of PT Angkasa Pura I.

SCOPE AND FORMULATION OF EMPLOYMENT

The formulation of CSR programs on employment has been carried out by involving relevant stakeholders through discussions, surveys, or other forums. Stakeholder involvement aims to develop initiatives or programs or discuss issues of concern to stakeholders, allowing the Company to make effective and efficient decisions. The scope of CSR on employment includes Gender Equality and Employment Opportunities, Equality in Education and Training Programs, Industrial Relations, Remuneration, and Retirement Program.

ACTIVITY PLAN

Social Responsibility Implementation Plan on employment has been outlined in the Company's Work Plan and Budget (CWPB) through the Human Capital and Training and People Development work programs. PT Angkasa Pura I manages various aspects ranging from recruitment processes, competency development, and remuneration determination, to employee retirement programs. The Company aims to execute employment practices in accordance with applicable laws and regulations. To maintain harmonious industrial relations, management holds meetings with labor unions on a regular basis. The meetings discuss the fulfillment of rights, obligations, and strategic issues related to employment.



Terkait pengelolaan kesehatan karyawan, perusahaan menerapkan protokol kesehatan serta memberi akses rumah sakit rujukan untuk rawat jalan, rawat inap, dan pelayanan khusus. Seluruh karyawan diikutsertakan pada program BPJS Kesehatan. PT Angkasa Pura I juga memberikan fasilitas kesehatan yang memadai di tempat kerja, sehingga diharapkan produktivitas karyawan akan terus terjaga dan mengalami peningkatan secara berkelanjutan.

Sepanjang 2023, pengeluaran PT Angkasa Pura I untuk tanggung jawab sosial di bidang ketenagakerjaan adalah sebesar Rp1,4 triliun. Jumlah tersebut telah termasuk biaya realisasi 2023 meliputi biaya pengembangan kompetensi karyawan sebesar Rp6,9 miliar, serta biaya lain yang meliputi biaya rekrutmen, remunerasi, kesehatan pegawai, BPJS, dan purnabakti.

URAIAN PELAKSANAAN KEGIATAN TANGGUNG JAWAB SOSIAL DI BIDANG KETENAGAKERJAAN

KESELAMATAN DAN KESEHATAN KERJA BAGI KARYAWAN

PT Angkasa Pura I memperhatikan kesehatan karyawan dengan cara menyediakan berbagai pelayanan kesehatan, serta tempat kerja yang layak dan aman. Selain itu, PT Angkasa Pura I juga menyelenggarakan sosialisasi K3 secara rutin untuk meningkatkan kesadaran karyawan terhadap keselamatan dan kesehatan kerja, serta memberikan pembinaan, penerapan, dan pengawasan K3.

PT Angkasa Pura I menyediakan fasilitas layanan kesehatan bagi pegawai berupa:

1. Rawat jalan, rawat inap, dan pelayanan khusus yang bekerja sama dengan pihak ketiga;
2. *Medical Check Up* (MCU) bagi pegawai PT Angkasa Pura I yang diberikan setiap tahun;
3. Pemeriksaan khusus bila pada hasil *Medical Check Up* (MCU) ditemukan adanya permasalahan kesehatan yang diduga penyakit akibat kerja;
4. Uji kesehatan pada saat rekrutmen pegawai.

Perusahaan memahami bahwa terdapat beragam potensi bahaya dan risiko keselamatan dalam industri kebandarudaraan baik dalam hal keselamatan penerbangan maupun keselamatan dan kesehatan kerja. Berdasarkan pemetaan potensi bahaya dan risiko, karyawan berpotensi mendapatkan gangguan pendengaran akibat kebisingan, tabrakan antara kendaraan personel bandara, dan risiko kebakaran serta bahaya risiko dalam hal operasional pesawat di bandar udara menjadi risiko tertinggi yang dapat menghambat jalannya kegiatan usaha. Sebagai upaya perlindungan bagi setiap orang, aset perusahaan, dan lingkungan sekitar serta memberikan jaminan keselamatan operasional pesawat di bandar udara, PT Angkasa Pura I telah mengimplementasikan Sistem Manajemen Keselamatan dengan menyusun Kebijakan Keselamatan sebagai berikut:

In relation to employee health management, the company implements health protocols and provides access to referral hospitals for outpatient, inpatient, and special services. All employees are registered with the Healthcare and Social Security Agency (BPJS Health). PT Angkasa Pura I also provides adequate health facilities in the workplace, thus employee productivity is expected to be maintained and improved in a sustainable manner.

In 2023, PT Angkasa Pura I allocated Rp1.4 trillion for the corporate social responsibility initiatives on employment. The amount includes the realization costs for 2023, covering employee competency development costs of Rp6.9 billion, along with various other costs such as recruitment, remuneration, employee health, BPJS, and retirement expenses.

DESCRIPTION OF THE IMPLEMENTATION OF SOCIAL RESPONSIBILITY PROGRAMS ON EMPLOYMENT

OCCUPATIONAL HEALTH AND SAFETY FOR EMPLOYEES

PT Angkasa Pura I pays attention to employee health by providing various health services, as well as a proper and safe workplace. In addition, the Company also holds regular OHS outreach to increase employee awareness of occupational health and safety, as well as providing guidance, implementation, and supervision of OHS.

PT Angkasa Pura I provides health service facilities for employees in the form of:

1. Outpatient, inpatient, and special services in collaboration with third parties;
2. Medical Check-Up (MCU) for PT Angkasa Pura I employees, provided annually;
3. Special examinations in the event the Medical Check-Up (MCU) results find potential occupational disease;
4. Health tests during employee recruitment.

The Company recognizes the existence of diverse potential hazards and safety risks in the airport industry, encompassing both aviation safety and occupational health and safety. Based on the mapping of potential hazards and risks, employees have the potential to suffer hearing loss due to noise, collisions between airport personnel vehicles, and fire risks. Operational risks at the airport are identified as the highest risks that can hinder business operations. In an effort to protect all personnel, company assets, and the surrounding environment, as well as provide assurance of operational safety for aircrafts at the airport, PT Angkasa Pura I has implemented a Safety Management System by formulating the following Safety Policy:



KETENAGAKERJAAN Employment

1. Mematuhi peraturan keselamatan penerbangan serta keselamatan dan kesehatan kerja yang berlaku;
2. Menetapkan tugas dan tanggung jawab setiap jajaran manajerial, fungsional serta para pegawai dalam pencapaian kinerja keselamatan;
3. Memastikan sumber daya manusia, infrastruktur dan peralatan penunjang, serta ketersediaan sumber daya keuangan yang memadai untuk melaksanakan dan mengembangkan strategi dalam pencapaian kinerja keselamatan;
4. Mengintegrasikan pelaksanaan Sistem Manajemen Keselamatan dalam seluruh aktivitas yang ada di Bandar Udara dengan tujuan meminimalkan risiko dan mencapai standar serta kinerja keselamatan yang telah ditetapkan;
5. Tinjauan atas efektivitas dari kebijakan, tujuan dan sasaran keselamatan secara berkala untuk menjaga dan mengembangkan tingkat kinerja keselamatan secara berkelanjutan (*continuous improvement*) dengan partisipasi pegawai;
6. Mendorong setiap jajaran manajerial serta para pegawai Bandar Udara untuk proaktif melaporkan isu ataupun risiko keselamatan yang terjadi di lingkungan kerja bandar udara;
7. Menjamin tidak mengenakan hukuman atau sanksi (Non – Punitive) kepada "Authorized Professional" yang melapor maupun yang terkait atas laporan tersebut, sepanjang kesalahan tersebut bukan merupakan pelanggaran (Violation) baik pelanggaran disiplin maupun pelanggaran prosedur.

Kebijakan keselamatan tersebut senantiasa dikomunikasikan kepada seluruh karyawan dan pemangku kepentingan terkait untuk dipatuhi dan menjadi budaya dalam melaksanakan operasional bandar udara.

Setelah masa pandemi COVID-19 dicabut oleh WHO, PT Angkasa Pura I tetap menerapkan isolasi mandiri selama 5 hari bagi pegawai dengan hasil tes COVID-19 positif dan melakukan pemeriksaan COVID-19 bagi pegawai yang kontak dan bergejala.

KESETARAAN GENDER DAN KESEMPATAN KERJA

PT Angkasa Pura I membuka kesempatan yang sama bagi semua orang, baik pria dan wanita, tanpa memandang perbedaan etnik, agama, ras, kelas, gender, maupun kondisi fisik untuk mengikuti program rekrutmen karyawan. Pengangkatan calon karyawan didasarkan atas hasil seleksi serta hasil evaluasi pada masa percobaan dan orientasi kerja.

Di 2023, komposisi karyawan terdiri dari 2.278 karyawan laki-laki atau sebesar 74% dan 806 karyawan perempuan atau sebesar 26%. Jumlah laki-laki yang lebih besar dikarenakan minat yang lebih besar untuk bekerja di industri kebandarudaraan dibandingkan perempuan.

1. Comply with applicable aviation safety and occupational health and safety regulations;
2. Establish the duties and responsibilities of all managerial, functional, and employee levels in achieving safety performance.
3. Ensure adequate human resources, infrastructure, and supporting equipment, as well as the availability of financial resources to implement and develop strategies in achieving safety performance;
4. Integrate the implementation of the Safety Management System in all activities at the airports to minimize risks and achieve established safety standards and performance;
5. Periodically review the effectiveness of safety policies, objectives, and targets to maintain and continuously improve safety performance with employee participation;
6. Encourage all levels of management and airport employees to proactively report safety issues or risks that occur in the airport work environment;
7. Ensure no punishment or sanctions (Non-Punitive) are imposed on "Authorized Professionals" who report or are involved in the report, as long as the error is not a violation of either disciplinary or procedural violations.

This safety policy is continuously communicated to all employees and relevant stakeholders to be complied with and become a culture in carrying out airport operations.

Following the World Health Organization's (WHO) declaration regarding an end of the COVID-19 pandemic, PT Angkasa Pura I maintained a five-day self-isolation protocol for employees with positive COVID-19 test results. Additionally, the company implemented COVID-19 testing procedures for employees identified as close contacts exhibiting symptomatic conditions.

GENDER EQUALITY AND EMPLOYMENT OPPORTUNITIES

PT Angkasa Pura I provides equal opportunities for all individuals, regardless of gender, ethnicity, religion, race, class, or physical condition, to participate in the employee recruitment program. The selection of prospective employees is based on the results of the selection process and the evaluation results during the probationary period and work orientation.

In 2023, the employee composition is made up of 2,278 male employees, accounting for 74% of the workforce, and 806 female employees, making up the remaining 26%. The higher number of men is due to a greater interest in working in the airport industry compared to women.



KESETARAAN DALAM PROGRAM PENDIDIKAN DAN PELATIHAN

Dalam rangka meningkatkan kompetensi dan kapasitas karyawan untuk menunjang operasional, perusahaan menyelenggarakan program pendidikan dan pelatihan. Setiap karyawan PT Angkasa Pura I memiliki kesempatan yang sama untuk mengikuti program pendidikan dan pelatihan, hanya saja dalam pelaksanaan program ini harus disesuaikan dengan kebutuhan dan rencana pengembangan. Sepanjang 2023, PT Angkasa Pura I menyelenggarakan program pelatihan dan pendidikan yang diikuti oleh 17.372 peserta mulai dari level Direksi hingga staf, dengan total biaya mencapai Rp6.899.344.173 miliar.

HUBUNGAN INDUSTRIAL

Perusahaan berkomitmen untuk memberikan dukungan kepada Serikat Pekerja PT Angkasa Pura I (SP) dan Asosiasi Karyawan Angkasa Pura I (AKA) sebagai perwakilan pegawai dalam hal ketenagakerjaan. PT Angkasa Pura I rutin mengadakan rapat dan pertemuan bipartit dengan serikat pekerja terkait hak dan kewajiban pegawai dan Perjanjian Kerja Bersama (PKB).

REMUNERASI

PT Angkasa Pura I menerapkan kebijakan remunerasi dengan berpedoman pada peraturan perundangundangan yang berlaku berdasarkan kompetensi, capaian kinerja, tugas/tanggung jawab dan integritas karyawan. Seluruh karyawan PT Angkasa Pura I telah menerima remunerasi di atas standar upah minimum yang berlaku di wilayah kerja masing-masing.

PROGRAM PENSIUN

Sebelum memasuki masa pensiun, karyawan PT Angkasa Pura I diberikan pembekalan keterampilan dengan Program Pelatihan Pra Purnabakti. Tujuan program ini adalah menyiapkan mental dan spiritual karyawan yang memasuki masa pensiun, sehingga saat pensiun mereka dapat mengembangkan potensi diri dan mampu mengelola permasalahannya. Topik pelatihan cukup beragam antara lain Psikologi & ESQ, Keuangan & Entrepreneurship, Kesehatan, Sharing Session Pegawai yang Sukses Melakukan Usaha, Hak-hak Pekerja Pasca Pensiun & Ketenagakerjaan (BPJS), Hak dan Jaminan Sosial di Masa Purnabakti (YAKKAP I & DAPENRA). Setelah memasuki masa pensiun, karyawan akan menerima manfaat berupa dana pensiun, tunjangan hari tua, dan pemeliharaan kesehatan pensiun.

KEBEBASAN BERSERIKAT

Seluruh hak dan kewajiban Pegawai telah tertuang di dalam Perjanjian Kerja Bersama yang ditandatangani oleh pihak manajemen dan serikat pekerja. Sebagai entitas bisnis yang selalu siap menghadapi berbagai tantangan dan fleksibel terhadap pengembangan organisasi, perusahaan bersikap

EQUALITY IN EDUCATION AND TRAINING PROGRAMS

To enhance employee competency and capacity to support operations, the company conducts training and education programs. All PT Angkasa Pura I employees have equal opportunities to participate in education and training programs, but the implementation of these programs must be tailored to individual needs and development plans. Throughout 2023, PT Angkasa Pura I conducted training and education programs attended by 17,372 participants from the Board of Directors level to staff, with a total cost of Rp6,899,344,173 billion.

INDUSTRIAL RELATIONS

The company is committed to supporting the PT Angkasa Pura I Labor Union (SP) and the Angkasa Pura I Employee Association (AKA) as employee representatives in employment matters. PT Angkasa Pura I regularly holds bipartite meetings and meetings with the labor union to discuss employee rights and obligations and the Collective Labor Agreement (CLA).

REMUNERATION

PT Angkasa Pura I implements a remuneration policy guided by the applicable laws and regulations based on employee competence, performance achievements, duties/responsibilities, and integrity. All employees of PT Angkasa Pura I have received remuneration above the applicable minimum wage standards in their respective work areas.

RETIREMENT PROGRAM

Prior to retirement, PT Angkasa Pura I employees are equipped with skills through the Pre-Retirement Training Program. The purpose of this program is to prepare the mental and spiritual well-being of employees entering retirement, enabling them to develop their potential and manage their problems upon retirement. The pre-retirement training program offers a diverse range of topics, including Psychology & ESQ, Finance & Entrepreneurship, Health, Sharing Sessions of Successful Employee Entrepreneurship, Workers' Rights for Post-Retirement & Employment (BPJS), Rights and Social Security in Retirement (YAKKAP I & DAPENRA). Upon retirement, employees are entitled to receive benefits such as pension fund, severance pay, and retirement healthcare.

FREEDOM OF ASSOCIATION

All rights and obligations of Employees are stipulated in the Collective Labor Agreement (CLA) signed by management and the labor union. As a business entity consistently prepared to face various challenges and flexible in organizational development, the company is open to any changes in Human



KETENAGAKERJAAN Employment

terbuka terhadap setiap perubahan kebijakan yang berkaitan dengan SDM. Sampai dengan 2023, PT Angkasa Pura I memiliki 2 Serikat Pekerja/Serikat Pegawai yaitu Serikat Pekerja dan Asosiasi Karyawan. Sedangkan jumlah pegawai yang terdaftar dalam Serikat Pekerja sebanyak 1.791 orang pegawai dan Asosiasi Karyawan sebanyak 795 orang pegawai.

MEKANISME PENGADUAN KETENAGAKERJAAN

Mekanisme pengaduan ketenagakerjaan diatur dalam Perjanjian Kerja Bersama (PKB) dan Keputusan Direksi Nomor KEP.41/KP.14/2013 tentang Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) PT Angkasa Pura I.

PT Angkasa Pura I dapat menyampaikan pengaduan terkait keluhan maupun saran melalui mekanisme sebagai berikut:

1. Pegawai dapat menyampaikan keluhan kepada atasan langsung terlebih dahulu.
2. Apabila permasalahan terkait pengaduan tersebut tidak dapat terselesaikan, permasalahan dapat disampaikan kepada atasan dari atasan langsungnya.
3. Apabila permasalahan tersebut belum dapat terselesaikan, maka pegawai dapat meneruskan kepada serikat pekerja.
4. Jika masih terdapat perbedaan, tahap penyelesaian selanjutnya dapat ditempuh sesuai dengan peraturan perundang-undangan yang berlaku.

Pada 2023, terdapat 12 laporan (dugaan tindakan disiplin pegawai) terkait isu ketenagakerjaan di lingkungan PT Angkasa Pura I dan sebanyak 12 laporan (dugaan tindakan disiplin pegawai) yang sudah ditindak lanjuti.

DAMPAK KUANTITATIF TANGGUNG JAWAB SOSIAL DI BIDANG KETENAGAKERJAAN

Pelaksanaan tanggung jawab sosial terkait ketenagakerjaan di 2023 sudah cukup efektif sesuai dengan tujuannya dalam rangka memenuhi kepentingan para karyawan, sehingga tercipta keselarasan tujuan karyawan dengan tujuan perusahaan. Seluruh upaya yang ditempuh perusahaan bertujuan untuk meningkatkan *engagement* karyawan dan menjaga tingkat turnover karyawan berkat adanya keselarasan tujuan. Pada 2023, angka *turnover* karyawan tercatat sebesar 2,21% atau meningkat sebesar 0,01% dengan tahun sebelumnya.

Selain itu, PT Angkasa Pura I mengadakan *Employee Engagement Survey 2023* secara keseluruhan yang pelaksanaannya masih dalam proses lebih lanjut. Hal ini menunjukkan bahwa kategori tingkat *engagement* pegawai terhadap perusahaan berada pada tingkatan *Moderately Engaged*.

SERTIFIKASI DAN PENGHARGAAN

Selama 2023, tidak terdapat sertifikasi dan penghargaan dalam bidang ketenagakerjaan.

Resource policies. As of 2023, PT Angkasa Pura I has 2 Labor Unions, namely the Labor Union and the Employee Association. The number of employees registered in the Labor Union is 1,791 employees while those registered in the Employee Association is 795 employees.

EMPLOYEE GRIEVANCE MECHANISM

The employment grievance mechanism is governed by the Collective Labor Agreement (CLA) and Board of Directors Decree Number KEP.41/KP.14/2013 on the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP) of PT Angkasa Pura I.

PT Angkasa Pura I employees can submit complaints regarding grievances or suggestions through the following mechanisms:

1. Employees should first file complaints with their direct supervisors.
2. If the complaint cannot be resolved, it can be reported to the first-level supervisor above the direct supervisor.
3. If the complaint remains unresolved, the employee may report the complaint to the Labor Union.
4. If disagreements persist, the next stage of resolution can be pursued in accordance with applicable laws and regulations.

In 2023, there were 12 reports (allegations of employee disciplinary action) related to employment issues within PT Angkasa Pura I and 12 reports (allegations of employee disciplinary action) that have been followed up.

QUANTITATIVE IMPACT OF SOCIAL RESPONSIBILITY ON EMPLOYMENT

The implementation of social responsibility on employment in 2023 has been successful in achieving its goals of meeting the needs of employees, thus creating alignment of employee goals with company goals. All efforts made by the company are aimed at increasing employee engagement and maintaining employee turnover rates due to the alignment of goals. In 2023, the employee turnover rate was recorded at 2.21%, an increase of 0.01% from the previous year.

In addition, PT Angkasa Pura I is currently conducting the 2023 Employee Engagement Survey. The preliminary results indicate that the overall employee engagement level is categorized as *Moderately Engaged*.

CERTIFICATION AND AWARD

During 2023, there were no certifications and awards received in employment.



KONSUMEN

Consumers

KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berkomitmen untuk memberikan pelayanan terbaik kepada konsumen atau pengguna jasa. Demi menjaga standar kualitas pelayanan, PT Angkasa Pura I secara berkala melaksanakan kegiatan Sistem Manajemen Mutu dan Keselamatan untuk mencapai safety quality level yang telah ditetapkan oleh peraturan serta mutu layanan sesuai dengan persyaratan dan standar yang berlaku. PT Angkasa Pura I telah memiliki kebijakan internal yang mendukung perlindungan kepada konsumen yaitu Keputusan Direksi Nomor KEP.DU.007/KB.02/2023 tentang Pedoman Sistem Manajemen Keselamatan (Safety Management System) PT Angkasa Pura I, Keputusan Direksi Nomor KEP.DU.0033/OM.15/2022 tentang Pedoman Sistem Manajemen Mutu Bandar Udara PT Angkasa Pura I, dan Keputusan Direksi Nomor KEP.DU.31/OM.15/2023 tentang Pedoman Pengukuran Maturitas Sistem Manajemen Mutu PT Angkasa Pura I.

PERUMUSAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN BIDANG KONSUMEN

PT Angkasa Pura I berkomitmen untuk menyediakan pelayanan yang dapat memberikan kepuasan dan keselamatan konsumen, dilakukan dengan menerapkan kualitas pelayanan sesuai standar, serta menerapkan sistem manajemen keselamatan penerbangan serta keselamatan dan kesehatan kerja sistem manajemen mutu demi mencapai *Customer Satisfaction Index* (CSI) yang baik. PT Angkasa Pura I menerapkan Sistem Manajemen Mutu ISO 9001:2015 sebagai pedoman dalam mengelola operasional bandara. Selain itu, perusahaan juga memperhatikan pelaksanaan *Safety, Security, Services, and Compliance* (3S+1C) yang menjamin keselamatan operasional pesawat di bandara sesuai dengan UU No. 1 Tahun 2009 tentang Penerbangan. Terkait dengan keselamatan penerbangan, serta keselamatan dan kesehatan kerja pegawai sesuai PP 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. PT Angkasa Pura I berusaha menempatkan keselamatan sebagai prioritas tertinggi dengan memastikan bahwa risiko terhadap keselamatan penerbangan serta keselamatan dan kesehatan kerja dapat ditekan pada level yang dapat ditoleransi.

RENCANA KEGIATAN

Penerapan Sistem Manajemen Keselamatan seluruh bandara kelolaan PT Angkasa Pura I telah sesuai dengan standar nasional dan internasional serta panduan Safety Management System bandara. PT Angkasa Pura I juga telah menerapkan Sistem Manajemen Mutu yang memenuhi persyaratan ISO 9001:2015 dan ditetapkan dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.0033/OM.15/2022 tentang Pedoman Sistem Manajemen Mutu Bandar Udara PT Angkasa Pura I dan Keputusan Direksi Nomor KEP.DU.31/OM.15/2023 tentang Pedoman Pengukuran Maturitas Sistem Manajemen Mutu PT Angkasa Pura I, serta menyusun sejumlah rencana kegiatan yang dituangkan pada program kerja tahunan.

COMMITMENT AND POLICY

PT Angkasa Pura I is committed to providing the best service to consumers or service users. To maintain service quality standards, the Company periodically conducts Quality Management and Safety System activities to achieve the safety quality level set by regulations and service quality in accordance with applicable requirements and standards. PT Angkasa Pura I has internal policies to ensure consumer protection. These policies include the Board of Directors Decree Number KEP.DU.007/KB.02/2023 on the Safety Management System Guidelines of PT Angkasa Pura I, Board of Directors Decree Number KEP.DU.0033/OM.15/2022 on the Airport Quality Management System Guidelines of PT Angkasa Pura I and Board of Directors Decree Number KEP.DU.31/OM.15/2023 on the Guidelines for Measuring the Maturity of the Quality Management System of PT Angkasa Pura I.

FORMULATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY ON CONSUMER

PT Angkasa Pura I is committed to providing services that meet customer satisfaction and safety standards. This is achieved by implementing quality services, aviation safety management system, occupational safety and health management system, and quality management system to achieve a high Customer Satisfaction Index (CSI). PT Angkasa Pura I implements the ISO 9001:2015 Quality Management System as a guideline for managing airport operations. In addition, the company also pays attention to the implementation of Safety, Security, Services, and Compliance (3S + 1C) to guarantee the operational safety of aircraft at the airport in accordance with Law No. 1 of 2009 on Aviation. In relation to aviation safety and employee occupational safety and health in accordance with Government Regulation No. 50 of 2012 on the Implementation of Occupational Safety and Health Management System, PT Angkasa Pura I strives to prioritize safety by ensuring that risks to aviation safety and occupational safety and health can be minimized to a tolerable level.

ACTIVITY PLAN

The implementation of the Safety Management System in all airports under the management of PT Angkasa Pura I is in accordance with national and international standards and airport Safety Management System guidelines. PT Angkasa Pura I also implemented a Quality Management System that meets the requirements of ISO 9001:2015 and is stipulated in the Board of Directors Decree of PT Angkasa Pura I No. KEP.DU.0033/OM.15/2022 on the Guidelines for the Quality Management System of PT Angkasa Pura I Airports and the Board of Directors Decree No. KEP.DU.31/OM.15/2023 on the Guidelines for Measuring the Maturity of PT Angkasa Pura I's Quality Management System, as well as preparing several activity plans outlined in the annual work program.



PELAKSANAAN KEGIATAN

Selama 2023, PT Angkasa Pura I telah menjalankan berbagai kegiatan terkait tanggung jawab sosial kepada konsumen.

IMPLEMENTATION OF ACTIVITIES

During 2023, PT Angkasa Pura I implemented various activities related to social responsibility to consumers.

Peran dan Tanggung Jawab Airport Safety Group PT Angkasa Pura I Duties and Responsibilities of Airport Safety Group PT Angkasa Pura I

Pekerjaan Position	Misi Mission	Tanggung Jawab Utama Main Responsibility
Memastikan pengelolaan sistem manajemen keselamatan. Ensure the management of the safety management system.	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest standards of safety, security, and comfort.	Memastikan terlaksananya sistem manajemen keselamatan penerbangan serta keselamatan dan kesehatan kerja pada operasional bandar udara yang dikelola perusahaan. Ensure the implementation of the aviation safety management system as well as occupational health and safety in the airport operations managed by the company.
Memastikan pengelolaan standardisasi dan sertifikasi sistem manajemen mutu bandar udara. Ensure the management of airport quality management system standardization and certification.	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest standards of safety, security, and comfort.	Memastikan kesesuaian standardisasi dokumen bandar udara dan sistem manajemen mutu terhadap standar dan peraturan nasional dan internasional yang berlaku, serta memastikan terlaksananya kegiatan sertifikasi sistem manajemen operasional bandar udara oleh pihak eksternal. Ensure the conformity of airport document standardization and quality management system with applicable national and international standards and regulations, and ensure the certification of the airport operational management system by external parties.
Memastikan pengelolaan jaminan mutu operasional bandar udara. Ensure the management of airport operational quality assurance.	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest standards of safety, security, and comfort.	Memastikan terimplementasinya pengukuran, pemantauan dan evaluasi terhadap safety, security dan services untuk menjamin mutu operasional bandar udara. Ensure the implementation of measurement, monitoring, and evaluation of safety, security, and services to ensure the quality of airport operations.

KEGIATAN KESELAMATAN PENERBANGAN SERTA KESELAMATAN DAN KESEHATAN KERJA

PT Angkasa Pura I memiliki komitmen terhadap peningkatan budaya keselamatan penerbangan serta keselamatan dan kesehatan kerja yang bertujuan untuk menjamin para pekerja dan pengguna jasa bandara dapat beraktivitas dengan selamat, sehat, dan aman di area lingkungan kerja bandara. Beberapa upaya dari perusahaan yang telah dilakukan untuk memastikan pelaksanaan operasional penerbangan khususnya pada bidang keselamatan penerbangan serta keselamatan dan kesehatan kerja dapat berjalan selamat dan aman selama 2023, antara lain:

AVIATION SAFETY AND OCCUPATIONAL HEALTH AND SAFETY ACTIVITIES

PT Angkasa Pura I is committed to enhancing the culture of aviation safety and occupational health and safety. This aims to ensure that workers and airport service users can carry out activities in a safe, healthy, and secure manner within the airport work environment. The company has made several efforts to ensure the implementation of aviation operations, particularly in aviation safety and occupational health and safety, can be carried out safely and securely during 2023, including:



Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja Angkasa Pura Aviation Occupational Health and Safety Activities of Angkasa Pura I

No.	Kegiatan Activities	Hasil Results
1	<p>Penyusunan dan pengawasan identifikasi bahaya, penilaian dan pengendalian risiko K3 (IBPR), serta pengendalian risiko keselamatan (i-risk)</p> <p>Preparation and supervision of hazard identification, OHS risk assessment and control (IBPR), and Safety Risk Control (i-risk)</p>	<p>Kegiatan ini bertujuan untuk identifikasi bahaya, penilaian, dan pengendalian risiko K3 pada setiap aktivitas pekerjaan, serta memantau perubahan pada pekerjaan. Kemudian, perusahaan melakukan pengawasan terhadap setiap pengendalian risiko guna memastikan efektivitasnya.</p> <p>This activity aims to identify hazards, assess risks, and control OHS risks in all work activities, as well as monitor changes in the workplace. Subsequently, the company oversees all risk control measures to ensure its effectiveness.</p>
2	<p>Rapat Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3)</p> <p>Occupational Health and Safety Advisory Committee (P2K3) Meeting</p>	<p>Kegiatan ini merupakan wadah untuk mengembangkan kerja sama, saling pengertian, dan partisipasi efektif antara unsur pimpinan perusahaan dan tenaga kerja dalam menangani masalah serta isu keselamatan di perusahaan.</p> <p>This activity serves as a platform for fostering collaboration, mutual understanding, and active participation between management and labor representatives in addressing safety concerns and issues within the company.</p>
3	<p>Sertifikasi personel sesuai bidang kerja</p> <p>Personnel certification according to work area</p>	<p>Personel di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan dan Kementerian Ketenagakerjaan.</p> <p>Personnel at all airports under the management of PT Angkasa Pura I have been certified by the Directorate General of Civil Aviation, the Ministry of Transportation, and the Ministry of Manpower.</p>
4	<p>Sosialisasi dan webinar keselamatan bagi para pemangku kepentingan</p> <p>Safety outreach and webinars for stakeholders</p>	<p>Perusahaan melangsungkan sosialisasi dan seminar keselamatan bagi para pemangku kepentingan setidaknya satu kali dalam setahun di seluruh bandara yang dikelola oleh PT Angkasa Pura I.</p> <p>The company conducts safety outreach and seminars for stakeholders at least once a year at all airports under the management of PT Angkasa Pura I.</p>
5	<p>Safety briefing bagi para kontraktor, vendor, penyewa, dan pemangku kepentingan</p> <p>Safety briefing for contractors, vendors, tenants, and stakeholders</p>	<p>Pelaksanaan Safety briefing sebelum memulai pekerjaan, baik di sisi udara maupun sisi darat, yang melibatkan kontraktor, vendor, penyewa, dan pemangku kepentingan.</p> <p>Safety briefing is conducted prior to commencing work, both on the air side and land side, involving contractors, vendors, tenants, and stakeholders.</p>
6	<p>Inspeksi keselamatan</p> <p>Safety inspection</p>	<p>Suatu upaya untuk memeriksa atau mendeteksi semua faktor (peralatan, proses kerja, material, area kerja, prosedur) yang berpotensi menimbulkan cedera atau penyakit akibat kerja (PAK), sehingga pencegahan dan minimalisasi kecelakaan kerja ataupun kerugian dapat terlaksana.</p> <p>An effort to inspect or detect all factors (equipment, work processes, materials, work areas, procedures) that have the potential to cause injury or occupational diseases, thus the prevention and minimization of workplace accidents or losses can be carried out.</p>



No.	Kegiatan Activities	Hasil Results
7	Bulan K3 Nasional National OSH Month	Penyelenggaraan promosi dan kampanye keselamatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I, dengan kegiatan berikut: <ul style="list-style-type: none"> • Apel Bulan K3 Nasional • Penghargaan K3 (K3 Award) dari provinsi setempat • Safety Trivia Quiz • Safety Photography Competition • Pemasangan spanduk/banner bulan K3 • Donor Darah • Webinar Bulan K3 Nasional “Self Love? Self Healing” PT Angkasa Pura I has promoted and conducted safety campaigns at all of its airports, including the following activities: <ul style="list-style-type: none"> • The Ceremony of National OSH Month • OHS Award from the local province • Safety Trivia Quiz • Safety Photography Competition • OHS month banner installation • Blood drive • National OSH Month webinar “Self Love? Self Healing”
8	Pelatihan penggunaan Alat Pemadam Api Ringan (APAR) bagi mitra kerja dan mitra usaha Training on the Use of Fire Extinguishers (APAR) for work partners and business partners	Dampak positif dari pelaksanaan kegiatan Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) adalah: <ul style="list-style-type: none"> • Mengetahui cara penggunaan APAR. • Meningkatkan kepedulian terhadap kondisi lingkungan kerja di gedung perkantoran. • Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat kebakaran gedung perkantoran. Perusahaan secara rutin melaksanakan pelatihan penggunaan APAR setidaknya satu kali dalam setahun. The positive impacts of conducting training on the use of fire extinguishers (APAR) include: <ul style="list-style-type: none"> • Knowing how to use fire extinguishers. • Increasing awareness of working environmental conditions in office buildings. • Increasing knowledge and skills in dealing with office building fire emergencies. The company routinely conducts training on the use of fire extinguishers at least once a year.
9	Simulasi latihan tanggap darurat Emergency Response Drill Simulation	Perusahaan secara berkala melaksanakan latihan tanggap darurat dengan melibatkan unit-unit terkait, baik di lingkungan internal maupun eksternal. Beberapa hal yang menjadi fokus perhatian dalam pelaksanaan latihan ini, antara lain: <ul style="list-style-type: none"> • Memahami konsep Perencanaan Tanggap Darurat (ERP) secara efektif sehingga pengendalian dapat terlaksana secara cepat dan tepat; • Mencegah kesimpangsiuran dalam menghadapi kondisi darurat (tidak gugup dan panik); • Mencegah terjadinya kerugian materi maupun jiwa yang lebih besar (korban jiwa, kerusakan fasilitas/peralatan, dll); • Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara. The company regularly conducts emergency response drills involving relevant internal and external units. The focal points of the drills include: <ul style="list-style-type: none"> • Effectively understanding the Emergency Response Planning (ERP) concept, enabling the implementation of control in a prompt and accurate manner; • Preventing confusion in dealing with emergencies (not being nervous and panicking); • Preventing greater material and life losses (fatalities, damage to facilities/equipment, etc.); • Improving knowledge and skills in handling emergencies in the airport environment.



No.	Kegiatan Activities	Hasil Results
10	Sertifikasi ISO 45001:2018 di seluruh bandara PT Angkasa Pura I ISO 45001: 2018 certification at all PT Angkasa Pura I airports	Salah satu bentuk kepatuhan terhadap persyaratan internasional dan dalam memberi nilai tambah dan meningkatkan citra perusahaan. It is a form of compliance with international requirements to add value and enhance the company's image
11	Resertifikasi SMK3 PP 50 Tahun 2012 di empat bandara (Bandara Pattimura Ambon, Bandara Adisutjipto Yogyakarta, Bandara El Tari Kupang, dan Bandara Frans Kaisiepo Biak) Recertification of OHSMS in accordance with Government Regulation No. 50 of 2012 at four airports (Pattimura Airport in Ambon, Adisutjipto Airport in Yogyakarta, El Tari Airport in Kupang, and Frans Kaisiepo Airport in Biak)	Salah satu bentuk kepatuhan terhadap peraturan perundang-undangan dan dalam upaya mengetahui tingkat konsistensi implementasi Sistem Manajemen K3. It is a form of compliance with laws and regulations and an effort to determine the level of consistency in the OHS Management System implementation.
12	Sertifikasi fasilitas dan peralatan secara berkala Regular facility and equipment certification	Fasilitas dan peralatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh regulator Facilities and equipment at all airports managed by PT Angkasa Pura I have been certified by the regulator
13	Pengukuran kualitas lingkungan kerja dan penilaian risiko kesehatan kerja Workplace environment quality measurement and occupational health risk assessment.	Perusahaan telah melaksanakan pengukuran lingkungan kerja sesuai dengan peraturan perundangan dan persyaratan yang berlaku. Hasil dari pengukuran lingkungan kerja menjadi acuan untuk menilai tingkat risiko kesehatan kerja dan melakukan upaya pengendalian risiko kesehatan kerja di area kerja (area perkantoran dan bandara). The company has conducted workplace environment measurements in accordance with applicable laws and regulations. The results of the workplace environment measurements are used to assess the level of occupational health risk and to implement occupational health risk control measures in the work area (office areas and airports).
14	Airport Excellence in Safety Method for Safety Performance Airport Excellence in Safety Method for Safety Performance	Kegiatan ini bertujuan untuk memastikan pengelolaan Sistem Manajemen Keselamatan Penerbangan dan Kesehatan Kerja yang efektif, sesuai dengan standar dan peraturan pada PP 50 Tahun 2012 dan KP 622 Tahun 2015 Pemantauan dan Pengukuran Kinerja Keselamatan telah terlaksana di 15 bandara menggunakan metode kunjungan lapangan dan daring. This activity aims to ensure effective management of the Aviation Safety and Occupational Health Management System, in accordance with standards and regulations outlined in Government Regulation No. 50 of 2012 and KP 622 of 2015. Safety Performance Monitoring and Measurement has been implemented at 15 airports using field visits and online methods.
15	Pemantauan implementasi keselamatan di proyek pengembangan bandara Safety implementation monitoring in airport development projects	Pemantauan aspek keselamatan pada proyek pengembangan bandara sebagai upaya pembinaan, penerapan, pemeliharaan, dan evaluasi keselamatan di lingkungan kerja proyek pengembangan bandara beberapa diantaranya adalah Bandar Udara Dhoho dan Bandar Udara Sultan Hasanuddin Monitoring safety aspects in airport development projects as an effort to foster, implement, maintain, and evaluate safety in the work environment of airport development projects, including Dhoho Airport and Sultan Hasanuddin Airport.
16	Updating Surat Keputusan terkait Safety Review Board Updating Safety Review Board Decree	Bertujuan untuk memastikan penyelesaian permasalahan keselamatan yang membutuhkan keputusan dan/atau kebijakan Direksi PT Angkasa Pura I. Sosialisasi SK Safety Review Board kepada anggota kantor pusat dan kantor cabang telah dilaksanakan. The update aims to ensure the resolution of safety issues requiring decisions and/or policies of PT Angkasa Pura I's Board of Directors. The Safety Review Board Decree has been disseminated to members of the head office and branch offices.



No.	Kegiatan Activities	Hasil Results
17	<p>Safety Action Group (SAG) dan Safety Review Board (SRB) Safety Action Group (SAG) and Safety Review Board (SRB)</p>	<p>Perusahaan telah melangsungkan Pertemuan Safety Action Group di kantor cabang PT Angkasa Pura I dengan bahasan berbagai topik dan isu keselamatan di masing-masing kantor cabang. Safety Action Group merupakan wadah koordinasi yang bertujuan untuk:</p> <ul style="list-style-type: none"> • Memastikan permasalahan keselamatan di bandara dapat diselesaikan sesuai dengan kewenangan General Manager. • Memastikan permasalahan keselamatan yang tidak dalam kewenangan General Manager disampaikan kepada Safety Review Board. • Sekretaris Safety Review Board melakukan analisa terhadap isu keselamatan yang telah disampaikan melalui General Manager masing-masing Bandara kepada seluruh unit pembina sebelum dilakukan pembahasan pada level executive board. <p>The company held a Safety Action Group Meeting at the PT Angkasa Pura I branch office to discuss various safety topics and issues at each branch office. The Safety Action Group is a coordination forum aimed at:</p> <ul style="list-style-type: none"> • Ensuring that safety issues at the airports can be resolved in accordance with the General Manager's authority. • Ensuring that safety issues that are not within the General Manager's authority are submitted to the Safety Review Board. • The Safety Review Board Secretary carries out an analysis of safety issues that have been submitted through the General Manager of each airport to all supervisory units prior to discussions at the executive board level.
18	<p>Runway Safety Team (RST) Runway Safety Team (RST)</p>	<p>Kegiatan untuk identifikasi bahaya di area pergerakan pesawat udara serta dalam rangka meminimalkan dan memitigasi risiko keselamatan di area pergerakan pesawat udara. Pertemuan RST juga merupakan wadah bagi pemangku kepentingan terkait untuk mendapatkan solusi pencegahan kejadian serta penyusunan perencanaan guna tercapainya kinerja keselamatan.</p> <p>Pada tahun 2023 juga telah disusun Runway Safety Team Manual sebagai pedoman bandara dalam melaksanakan RST</p> <p>Runway Safety Team (RST) engages in activities for identifying hazards and minimizing and mitigating safety risks in the aircraft movement area. The RST meeting is also a forum for relevant stakeholders to find out solutions for preventing incidents and developing plans to achieve safety performance targets.</p> <p>In 2023, a Runway Safety Team Manual was developed to serve as a guideline for airports in implementing the RST protocols.</p>
19	<p>Bird Strike Committee (BSC) Bird Strike Committee (BSC)</p>	<p>Secara rutin, perusahaan melaksanakan Pertemuan Bird Strike Committee (BSC) oleh kantor cabang PT Angkasa Pura I.</p> <p>The company regularly holds Bird Strike Committee (BSC) Meetings through the Angkasa Pura I branch offices.</p>
20	<p>Promosi keselamatan Safety Promotion</p>	<p>Promosi keselamatan merupakan media informasi yang memuat isu-isu keselamatan terkini dan/atau laporan kinerja implementasi Sistem Manajemen Keselamatan. Pada tahun 2023, kantor pusat telah menerbitkan Safety Magazine, 4 Safety Bulletin, 8 Safety Poster, 2 safety notice dan 2 safety video yang publikasinya memanfaatkan Office Collaboration Platform (OCP) perusahaan dan media sosial milik perusahaan.</p> <p>Safety promotion is an information medium containing the latest safety issues and/or performance reports on the implementation of the Safety Management System. In 2023, the head office has published 1 Safety Magazine, 4 Safety Bulletins, 8 Safety Posters, 2 Safety Notices, and 2 Safety Videos, utilizing the company's Office Collaboration Platform (OCP) and social media for publication.</p>



No.	Kegiatan Activities	Hasil Results
21	Investigasi Investigation	Perusahaan telah melaksanakan investigasi atas insiden serius dan/atau kecelakaan yang terjadi di kantor cabang PT Angkasa Pura I, baik berupa pendampingan kepada Komite Nasional Keselamatan Transportasi (KNKT) maupun investigasi secara internal. The company conducts investigations into serious incidents and/or accidents occurring at PT Angkasa Pura I branch offices, both in the form of assistance to the National Transportation Safety Committee (KNKT) and internal investigations.
22	Safety Awareness Safety Awareness	Bertujuan untuk meningkatkan kesadaran terkait keselamatan dan kepatuhan terhadap peraturan melalui metode sosialisasi, lokakarya, dan seminar. Kesadaran Keselamatan merupakan program rutin di bandara dan sudah terlaksana selama 2023 dengan berbagai tema keselamatan. It aims to increase safety awareness and compliance with regulations through dissemination, workshops, and seminars. Safety Awareness is a regular program at the airport that has been implemented for 2023 with a variety of safety themes.
23	Workshop Wildlife Hazard Management Workshop Wildlife Hazard Management	Kegiatan bertujuan untuk evaluasi Wildlife Hazard Management Plan (WHMP) sebagai pedoman dalam menyusun rencana strategis dan melaksanakan program kerja untuk mencegah dan mengurangi populasi satwa liar dan burung di bandara. This activity aims to evaluate the Wildlife Hazard Management Plan (WHMP) as a guideline for developing strategic plans and implementing work programs to prevent and reduce wildlife and bird populations at the airports.
24	Safety for Basic Safety for Basic	Peningkatan kompetensi pegawai terkait dasar keselamatan khususnya pegawai dari unit terkait dari kantor pusat dan kantor cabang. Enhancement of employee competency related to basic safety, particularly employees from relevant units at the head office and branch offices.
25	Safety Knowledge Challenge Safety Knowledge Challenge	Peningkatan dan pengembangan kompetensi pegawai terkait dengan sistem manajemen keselamatan serta pemetaan kaderisasi SMS & OSH Officer. Enhancement and development of employee competence related to safety management systems and mapping of SMS & OSH Officer cadres.

SISTEM MANAJEMEN KESELAMATAN

Kami menerapkan Sistem Manajemen Keselamatan (*Safety Management System/SMS*) sesuai dengan Undang Undang Nomor 1 tahun 1970 tentang Keselamatan Kerja dan Undang Undang Nomor 1 tahun 2009 tentang Penerbangan. Tujuan utama penerapan SMS ini adalah untuk memberikan jaminan keselamatan operasional serta keselamatan dan kesehatan kerja di bandar udara. Kebijakan terkait dengan penerapan Sistem Manajemen Keselamatan (*Safety Management System*) tercantum dalam Keputusan Direksi Nomor KEP.DU.007/KB.02/2020 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System/SMS*). Secara berkala, kebijakan ini dikomunikasikan pada seluruh pemangku kepentingan dan ditinjau oleh Direksi untuk memastikan penerapan, relevansi, dan pemutakhirannya. Informasi terperinci mengenai implementasi *Safety Management System* disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

Sistem Manajemen Keselamatan (*Safety Management System*) adalah bagian dari sistem manajemen perusahaan secara keseluruhan dengan pendekatan sistematis termasuk struktur organisasi yang diperlukan, akuntabilitas kebijakan dan prosedur dalam rangka pengendalian risiko di Bandar Udara yang

SAFETY MANAGEMENT SYSTEM

The Company implements a Safety Management System (SMS) in accordance with Law No. 1 of 1970 on Occupational Safety and Law No. 1 of 2009 on Aviation. The main objective of SMS implementation is to provide operational safety assurance as well as occupational health and safety at airports. Policies related to the implementation of the Safety Management System are outlined in the Board of Directors Decree No. KEP.DU.007/KB.02/2020 on Safety Management System (SMS) Guidelines. This policy is regularly communicated to all stakeholders and reviewed by the Board of Directors to ensure its implementation, relevance, and updating. Further information on the Safety Management System implementation can be found in PT Angkasa Pura I's 2023 Sustainability Report.

The Safety Management System is part of the company's overall management system with a systematic approach including the necessary organizational structure, accountability of policies and procedures to control risks at the Company-managed airports to maintain aviation safety as well as occupational



dikelola Perusahaan guna menjadi keselamatan penerbangan serta keselamatan dan kesehatan kerja. Hal tersebut menjadi salah satu sarana untuk menjaga pemenuhan ketentuan peraturan dan standar, karena sebagian dari persyaratan pengawasan operasi bandar udara akan menjadi bagian dari Sistem Manajemen Keselamatan (*Safety Management System*). Sistem ini memungkinkan penyelenggara bandar udara untuk melakukan pengawasan keselamatan di bandar udara terhadap aktivitas-aktivitas yang dilakukan oleh pihak lain di bandara.

Sistem Manajemen Keselamatan di PT Angkasa Pura I dikelola melalui empat pilar kegiatan berikut:

1. *Safety Policy & Objectives*
 - Komitmen keselamatan;
 - Kebijakan dan sasaran keselamatan;
 - Tanggung jawab dan wewenang;
 - Koordinasi rencana penanggulangan kondisi gawat darurat; dan
 - Dokumentasi pelaksanaan Sistem Manajemen Keselamatan.
2. *Safety Risk Management*
 - Identifikasi bahaya;
 - Penilaian dan mitigasi risiko.
3. *Safety Assurance*
 - Pengukuran dan pengawasan kinerja keselamatan;
 - Manajemen perubahan;
 - Investigasi;
 - Peningkatan berkelanjutan terhadap Sistem Manajemen Keselamatan.
4. *Safety Promotion*
 - Pendidikan dan/atau pelatihan;
 - *Safety notice, safety poster, safety bulletin* dan *safety magazine*;
 - Kampanye keselamatan;
 - Peningkatan kesadaran atas keselamatan.

SISTEM MANAJEMEN MUTU

PT Angkasa Pura I berkomitmen memberikan mutu pelayanan yang berlandaskan aspek *Safety, Security, Service through Compliance* (3S+1C) dalam setiap proses bisnis dengan tujuan untuk meningkatkan kualitas keselamatan, keamanan, dan kenyamanan pengguna jasa bandar udara. Dalam rangka meningkatkan mutu pelayanan dan pemenuhan persyaratan pelanggan, PT Angkasa Pura I menerapkan sistem manajemen mutu yang efektif untuk mencapai target *Customer Satisfaction Index* (CSI) yang ditetapkan oleh perusahaan. Pelaksanaan sistem manajemen mutu PT Angkasa Pura I berdasarkan SNI ISO 9001:2015.

PT Angkasa Pura I menunjukkan komitmen terhadap penerapan sistem manajemen mutu dengan cara sebagai berikut:

1. Bertanggung jawab atas keefektifan sistem manajemen mutu bandar udara;
2. Memastikan kebijakan dan sasaran mutu ditetapkan dan selaras dengan tujuan dan arah strategis perusahaan;

health and safety. The system serves as a critical instrument to ensure compliance with regulations and standards, as part of the oversight requirements for airport operations is integrated within the Safety Management System (SMS). This system allows airport operators to conduct safety oversight at the airport against activities carried out by other parties at the airports.

The Safety Management System at PT Angkasa Pura I is managed through the following four pillars of activities:

1. *Safety Policy & Objectives*
 - Safety commitment;
 - Safety policies and objectives;
 - Responsibility and authority;
 - Emergency response plan coordination; and
 - Documentation of Safety Management System implementation.
2. *Safety Risk Management*
 - Hazard identification;
 - Risk assessment and mitigation.
3. *Safety Assurance*
 - Safety performance measurement and monitoring;
 - Change management;
 - Investigation;
 - Continuous improvement of the Safety Management System
4. *Safety Promotion*
 - Education and/or training;
 - Safety notice, safety poster, safety bulletin and safety magazine;
 - Safety campaign
 - Raising safety awareness.

QUALITY MANAGEMENT SYSTEM

PT Angkasa Pura I is committed to providing quality services based on aspects of *Safety, Security, Service through Compliance* (3S+1C) in all business processes with the aim of improving the quality of safety, security, and comfort for airport service users. In order to improve service quality and meet customer requirements, PT Angkasa Pura I implements an effective quality management system to achieve the *Customer Satisfaction Index* (CSI) target set by the company. The implementation of PT Angkasa Pura I's quality management system is based on SNI ISO 9001:2015.

PT Angkasa Pura I demonstrates its commitment to implementing a quality management system in the following actions:

1. Being responsible for the effectiveness of the airport quality management system;
2. Ensuring that quality policies and objectives are established and aligned with the company's goals and strategic direction;



3. Memastikan integrasi persyaratan sistem manajemen mutu bandar udara dalam proses bisnis perusahaan;
4. Mengkampanyekan kepedulian pada pendekatan proses dan pemikiran berbasis risiko;
5. Memastikan sumber daya yang diperlukan tersedia;
6. Mengkomunikasikan pentingnya sistem manajemen mutu bandar udara yang efektif dan kesesuaian terhadap persyaratan;
7. Memastikan sistem manajemen mutu bandar udara mencapai hasil yang diinginkan;
8. Melibatkan, mengarahkan, dan mendukung pegawai untuk berkontribusi pada keefektifan sistem manajemen mutu bandar udara;
9. Mempromosikan perbaikan berkelanjutan;
10. Mendukung peran pimpinan di seluruh level jabatan untuk memperlihatkan kepemimpinannya sesuai dengan tugas dan tanggung jawabnya.

Selain itu, dalam rangka mengevaluasi efektivitas dari penerapan Sistem Manajemen Mutu berbasis ISO 9001:2015 yang telah diterapkan oleh PT Angkasa Pura I sehingga dapat berperan penting dalam mendukung pencapaian tujuan Perusahaan dan dilaksanakan sesuai dengan ketentuan serta harapan pihak-pihak berkepentingan, maka telah disusun suatu Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.31/OM.15/2023 tentang Pedoman Pengukuran Maturitas Sistem Manajemen Mutu PT Angkasa Pura I. Adapun pada tahun anggaran 2023 ini, kegiatan pengukuran maturitas implementasi Sistem Manajemen Mutu telah dilakukan dengan mengambil sampling di Bandara Jenderal Ahmad Yani Semarang.

Perusahaan melalui kantor cabang juga telah melakukan Kajian atas Mutu Operasional Bandara sejak Tahun 2022-2023, yang disusun dalam bentuk laporan sesuai dengan format penulisan makalah nasional pada forum Temu Karya Mutu dan Produktivitas Nasional (TKMPN). Kajian ini diharapkan dapat menghasilkan ide-ide perbaikan atas mutu operasional bandara eksisting sehingga dapat menyempurnakan proses bisnis, memberikan nilai tambah sehingga meningkatkan kepuasan pelanggan.

Informasi mengenai pelaksanaan sistem manajemen mutu dalam pengelolaan bandara sesuai ISO 9001:2015 secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

PENANGGULANGAN KEADAAN DARURAT

Penanggulangan keadaan darurat keselamatan penumpang dan pegawai menjadi prioritas PT Angkasa Pura I. Secara rutin, kami telah menjalankan latihan penanggulangan keadaan darurat. Hal ini kami lakukan untuk memastikan kesiapan personel tim tanggap darurat kantor cabang PT Angkasa Pura I dalam menghadapi dan menanggulangi keadaan darurat. Kami juga melakukan koordinasi rencana penanggulangan kondisi gawat darurat secara berkesinambungan.

3. Ensuring the integration of airport quality management system requirements into the company's business processes;
4. Campaigning for awareness of process-based approach and risk-based thinking;
5. Ensuring that the necessary resources are available;
6. Communicating the significance of an effective airport quality management system and compliance with requirements;
7. Ensuring that the airport quality management system achieves the desired results;
8. Engaging, directing, and supporting employees to contribute to the effectiveness of the airport quality management system;
9. Promoting continuous improvement;
10. Supporting the role of leaders at all position levels to demonstrate leadership in accordance with their duties and responsibilities.

In addition, to assess the effectiveness of PT Angkasa Pura I's ISO 9001:2015 Quality Management System and ensure alignment with company goals and stakeholder expectations, the PT Angkasa Pura I Board of Directors Decree No. KEP.DU.31/OM.15/2023 on Guidelines for Measuring the Maturity of PT Angkasa Pura I's Quality Management System has been issued. In the 2023 fiscal year, the activity to measure the maturity of the implementation of the Quality Management System was conducted by taking samples at Jenderal Ahmad Yani Airport in Semarang.

The company, through its branch offices, has undertaken an Assessment of the Airport Operations Quality since 2022-2023. The findings of this assessment have been compiled into a report in the format of a national paper for presentation at the National Quality and Productivity Symposium (TKMPN). This assessment is expected to generate ideas for improving the operational quality of the existing airport, leading to process optimization, value addition, and ultimately, enhanced customer satisfaction.

Further information on the implementation of the quality management system in airport management in accordance with ISO 9001:2015 can be found in PT Angkasa Pura I's 2023 Sustainability Report.

EMERGENCY RESPONSE

Passenger and employee safety emergency response is a top priority for PT Angkasa Pura I. We regularly conduct emergency response drills to ensure that our branch office emergency response teams are prepared to respond to emergencies. We also coordinate emergency response plans on an ongoing basis.



Pelaksanaan latihan tanggap darurat melibatkan unit-unit terkait di lingkungan internal maupun eksternal. Beberapa hal yang menjadi fokus perhatian dalam pelaksanaan latihan ini, antara lain:

1. Memahami konsep Perencanaan Tanggap Darurat (*Emergency Response Plan*) secara efektif sehingga pengendalian dapat dilakukan secara cepat dan tepat;
2. Mencegah kesimpangsiuran dalam menghadapi kondisi darurat (tidak gugup dan panik);
3. Mencegah terjadinya kerugian yang lebih besar (korban jiwa, kerusakan fasilitas/peralatan, dan lainnya);
4. Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara. Pelatihan penanggulangan keadaan darurat juga telah dilengkapi dengan aplikasi Penilaian Mutu PKD (*Digital Assessment Emergency Exercise*). Layanan Pengaduan Konsumen
5. PT Angkasa Pura I juga menyediakan layanan 24 jam dan 7 hari seminggu melalui Contact Center 172, untuk memudahkan para penumpang dan pengguna jasa bandara. Setiap percakapan direkam dan dipantau demi peningkatan mutu layanan. Diharapkan layanan ini dapat mendukung pengalaman pelanggan yang prima dengan:
 - Memudahkan pelanggan/pengguna jasa untuk bertanya, memberi saran dan keluhan terkait pelayanan di berbagai bandara PT Angkasa Pura I;
 - Manajemen mengerti persepsi dan prioritas para penumpang;
 - Manajemen mengetahui penilaian para penumpang/pelanggan terhadap layanan bandara (*airport services*) PT Angkasa Pura I;
 - Manajemen dapat mengetahui citra dan penilaian dari pengguna jasa bandara yang dikelola PT Angkasa Pura I.

Implementation of emergency response drills involves relevant units internally and externally. The focus areas in conducting the drills include:










1. Effective understanding of Emergency Response Plan (ERP) to enable swift and accurate control;
2. Preventing confusion during emergencies (avoiding panic and anxiety);
3. Preventing greater losses (fatalities, damage to facilities/equipment, etc.);
4. Enhancing knowledge and skills in handling airport emergencies. Emergency response training is also equipped with the PKD Quality Assessment application (*Digital Assessment Emergency Exercise*).
5. PT Angkasa Pura I's Consumer Complaint Service also provides 24/7 service through Contact Center 172 to facilitate passengers and airport service users. Every conversation is recorded and monitored to improve service quality. This service is expected to support a prime customer experience by:
 - Facilitate customers/service users to ask questions, and provide feedback, and complaints regarding services at various Angkasa Pura I airports;
 - Management understands the perceptions and priorities of passengers;
 - Management is aware of the assessment of passengers/customers regarding airport services of PT Angkasa Pura I;
 - Management can find out the image and assessment of airport service users managed by PT Angkasa Pura I.

CONTACT CENTER ANGKASA PURA 172

Pengguna jasa PT Angkasa Pura I dapat menyampaikan pengaduan melalui sarana komunikasi yang tersedia selama 24 jam dalam satu hari melalui:

ANGKASA PURA CONTACT CENTER 172

PT Angkasa Pura I offers multiple communication channels for service users to submit complaints 24/7 through:

 172 Telepon Phone	 cc172@ ap1.co.id E-mail	 www.ap1.co.id Live Chat
 Angkasapura172 Facebook	 @angkasapura_172 Instagram	 @angkasapura172 Twitter
 Contact Us 15 Website Corporate	 Social Listening	 Humas Social Media Corporate



Contact Center PT Angkasa Pura I 172 memiliki 26 personel yang memiliki pengetahuan mengenai permasalahan atau isu, kebandarudaraan, bisnis proses perusahaan, dan kemampuan berkomunikasi sesuai dengan *standard operating procedure* (SOP) dan *Service Level Agreement* (SLA) yang telah ditentukan. Dalam rangka meningkatkan kompetensi sumber daya *Contact Center* 172 dalam melayani pengguna jasa bandara, *Contact Center* 172 juga melaksanakan development program, meliputi:

1. English Day
Meningkatkan kemampuan berbahasa Inggris serta menambah perbendaharaan kosakata;
2. Quiz Online
Meningkatkan *product knowledge* tentang kebandarudaraan dan *Contact Center*;
3. Presentation Program
Meningkatkan kemampuan personel *Contact Center* PT Angkasa Pura I 172 dalam memaparkan suatu permasalahan dengan singkat dan dengan penjelasan penyelesaian yang bisa dipahami;
4. Webinar Online dan *e-learning*
Meningkatkan kemampuan personel *Contact Center* 172 PT Angkasa Pura I serta menambah pengetahuan tentang *contact center*;
5. PIC Reporting
Meningkatkan kemampuan personil dalam menganalisa data dan penyampaian laporan pelayanan;
6. Content Creator
Meningkatkan kemampuan personil dalam membuat digital edukasi serta mengenalkan layanan *Contact Center* 172.

Contact Center 172 juga berpartisipasi aktif di dalam keanggotaan *Indonesia Contact Center Association* (ICCA) dan aktif mengikuti kompetisi *The Best Contact Center* Indonesia (TBCCI), sebagai sarana benchmarking dan juga memperluas wawasan pengetahuan seputar isu-isu *Contact Center* yang sedang terjadi di Indonesia dan global.

Selain menjalankan fungsinya sebagai *Voice of Customer Management*, *Contact Center* 172 PT Angkasa Pura I berupaya selalu mendukung program pemerintah, antara lain:

- a. Menjadi media informasi saat kegiatan:
 1. Injourney Street Festival Kota Lama Semarang 2023;
 2. F1 PowerBoat Lake Toba 2023;
 3. World Superbike (WSBK) Mandalika 2023;
 4. Penyelenggaraan KTT ASEAN 2023;
 5. Festival Purnama #Waisak di Borobudur 2023;
 6. KAWS:HOLIDAY di Candi Prambanan;
 7. Asia Road Race Championship;
 8. Moto GP 2023;
 9. Aqua Bike Jetski World Championship 2023.
- b. Sebagai *media campaign*, promosi *event*, dan pameran produk serta jasa PT Angkasa Pura I, PT Aviassi Pariwisata Indonesia (Persero) beserta *holding member* lainnya.

PT Angkasa Pura I Contact Center 172 is staffed by 26 personnel with knowledge of issues and concerns related to airports, the company's business processes, and communication skills in accordance with established Standard Operating Procedures (SOPs) and Service Level Agreements (SLAs). To enhance the competency of Contact Center 172's human resources in serving airport users, Contact Center 172 also implements development programs, including:

1. English Day
Enhancing English language skills and expanding vocabulary;
2. Online Quiz
Enhancing product knowledge regarding aviation and contact center;
3. Presentation Program
Enhancing the ability of PT Angkasa Pura I Contact Center 172 personnel to briefly present an issue with an understandable solution explanation;
4. Online webinars and e-learning
Enhancing the skills of PT Angkasa Pura I Contact Center 172 personnel and broadening their knowledge of contact centers;
5. PIC Reporting
Enhancing personnel's ability to analyze data and deliver service reports;
6. Content Creator
Enhancing personnel's ability to create digital education content and promote Contact Center 172 services.

Contact Center 172 also actively participates in the membership of the Indonesia Contact Center Association (ICCA) and The Best Contact Center Indonesia (TBCCI) competition, as a means of benchmarking and broadening knowledge about Contact Center issues currently occurring in Indonesia and globally.

In addition to carrying out its function as Voice of Customer Management, Contact Center 172 PT Angkasa Pura I consistently strives to support government programs, including:

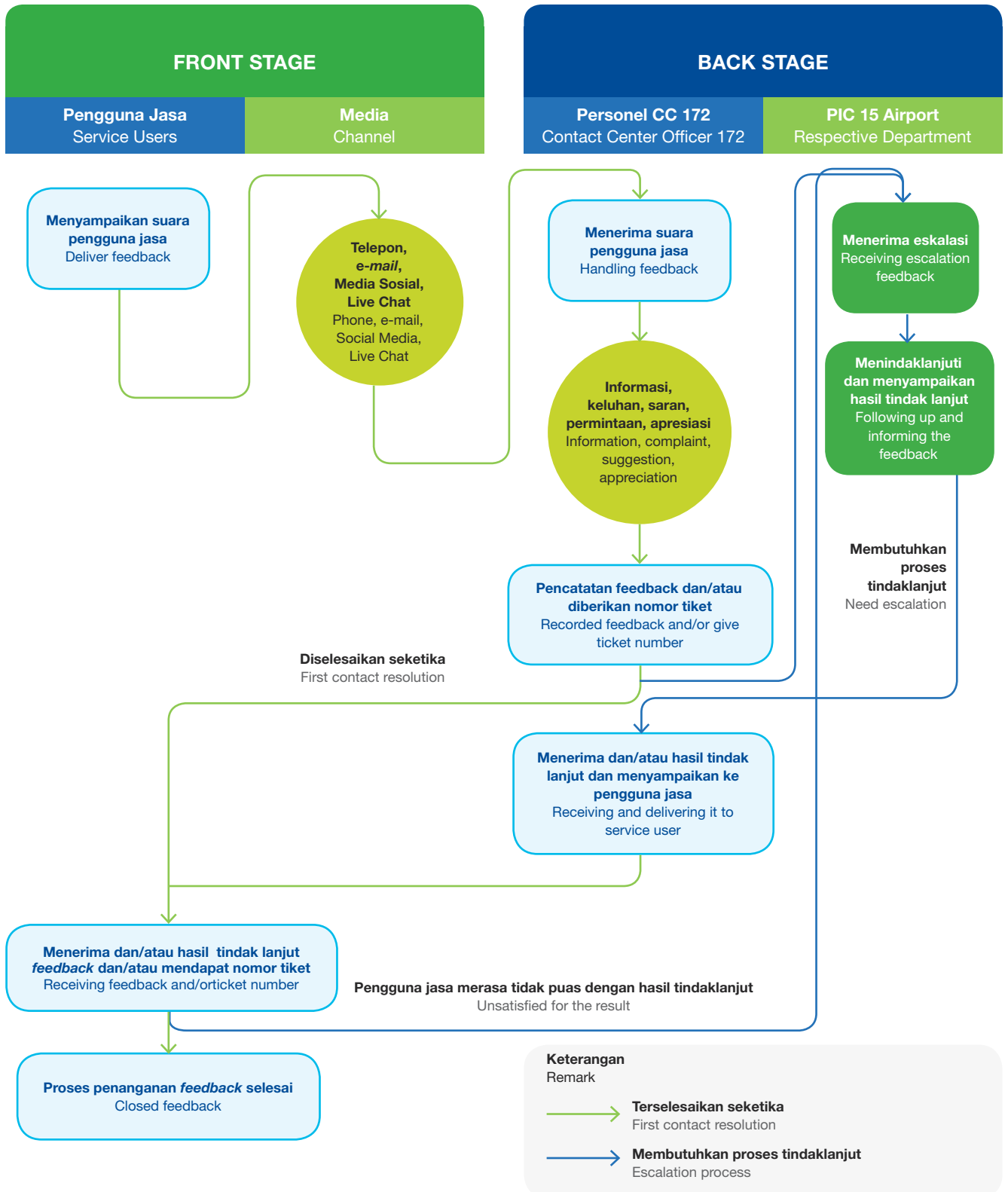
- a. Serving as an information medium during events such as:
 1. Injourney Street Festival in Semarang Old Town 2023;
 2. F1 PowerBoat Lake Toba 2023;
 3. World Superbike (WSBK) Mandalika 2023;
 4. Hosting the 2023 ASEAN Summit;
 5. Waisak Full Moon Festival at Borobudur 2023;
 6. KAWS:HOLIDAY at Prambanan Temple;
 7. Asia Road Race Championship;
 8. MotoGP 2023;
 9. Aqua Bike Jetski World Championship 2023.
- b. As a media campaign, event promotion, and product and service exhibitions of PT Angkasa Pura I, PT Aviassi Pariwisata Indonesia (Persero), and other holding members.



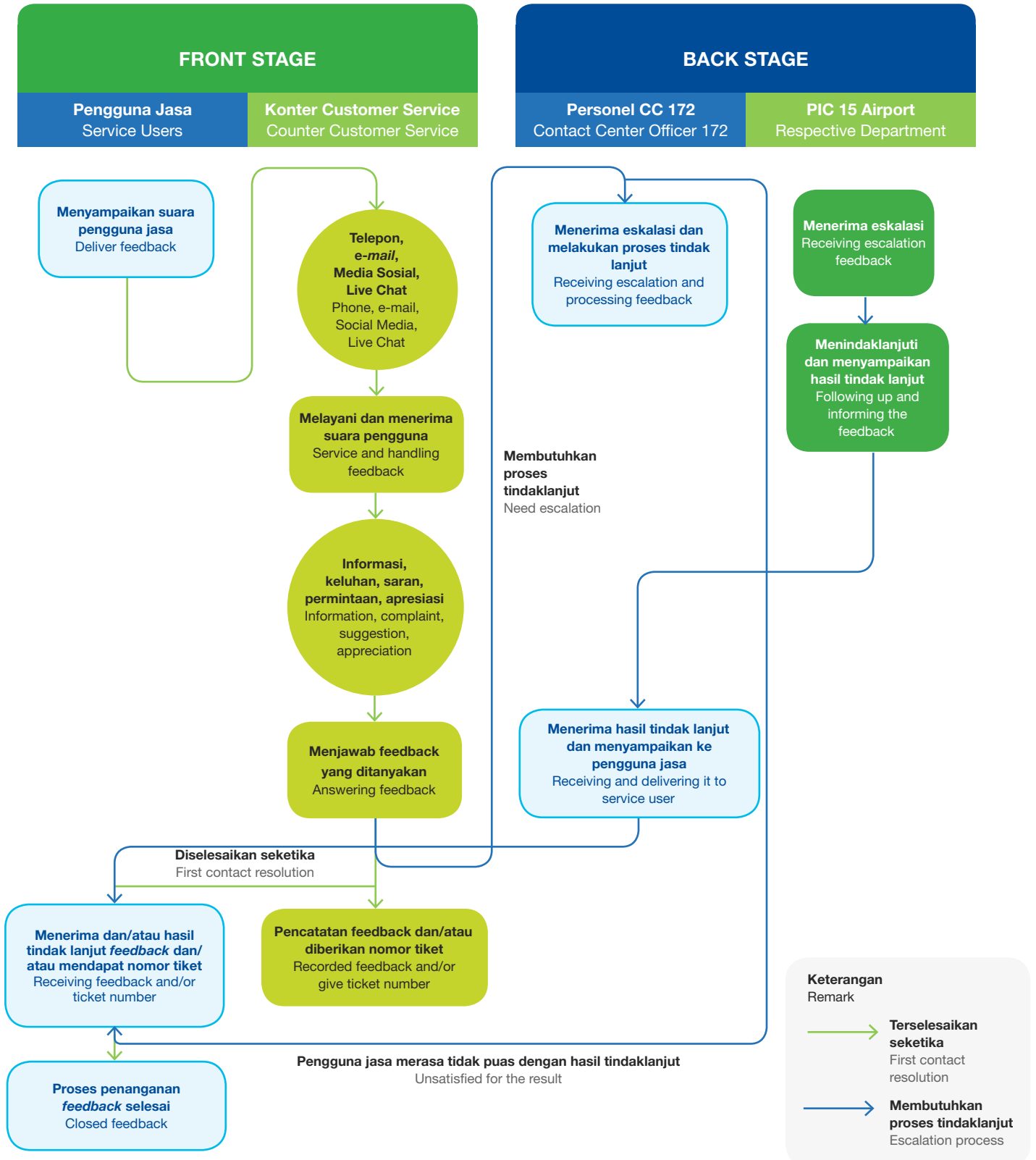
Proses kerja di Contact Center 172 PT Angkasa Pura I dapat digambarkan sebagai berikut:

The work process at Contact Center 172 PT Angkasa Pura I can be illustrated as follows:

ALUR PELAYANAN FEEDBACK MELALUI 172
Feedback Service Flow via 172



ALUR PELAYANAN FEEDBACK MELALUI CUSTOMER SERVICE Feedback Service Flow via Customer Service





PELAYANAN TERBAIK BAGI PELANGGAN

Kinerja dan komitmen dalam melayani pelanggan di 2023 membuat PT Angkasa Pura I berhasil meraih beberapa penghargaan dan menjadi benchmark dari instansi luar terkait pengelolaan Voice of Customer Beberapa penghargaan tersebut antara lain:

1. 4 (empat) kategori dalam The Best Contact Center Indonesia Tahun 2023, yaitu:
 - a. Gold Award pada kategori “The Best Customer Operations”;
 - b. Silver Award pada kategori “The Best Contact Center Experience”;
 - c. Platinum subkategori The Best Back Office, oleh Caesarani Lina Dwi Setyaning; dan
 - d. Gold Award pada subkategori The Best Agent English Public, oleh Chintika Yulitasari.
2. Contact Center Service Excellence Index (CCSEI) 2023 untuk Public Service Category dengan rating “Mostly Happier Customer” dari Care Center for Customer Satisfaction and Loyalty (CCSL) dan Majalah Marketing.

TINGKAT PENYELESAIAN PENGADUAN YANG DITERIMA

PT Angkasa Pura I menerima berbagai bentuk pengaduan melalui berbagai media yaitu e-mail, akun Twitter, Facebook, Customer Service, Contact Center 172, Humas, Instagram, Contact Us, Live Chat dan kotak saran. Di tahun 2023, terdapat 201.936 pengaduan yang diterima dan jumlah pengaduan yang telah selesai mencapai 201.932 pengaduan atau 99,99% dari jumlah total pengaduan yang diterima. Rincian data pengaduan konsumen disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

SERTIFIKASI

Sebanyak 15 bandara yang dikelola PT Angkasa Pura I telah memiliki sertifikasi ISO 9001:2015 tentang Sistem Manajemen Mutu yang masih berlaku di 2023 pada ruang lingkup PJP2U, PJP4U dan PJKP2U

DAMPAK KUANTITATIF

PT Angkasa Pura I melaksanakan pengukuran Airport Service Quality (ASQ) yang dinilai oleh Airports Council International (ACI). PT Angkasa Pura I juga melaksanakan pengukuran Indeks Kepuasan Pelanggan atau Customer Service Index (CSI) bekerja sama dengan Indonesia National Air Carriers Association (INACA) yang berguna sebagai masukan untuk meningkatkan efektivitas dan efisiensi layanan bandara. Melalui pelaksanaan pengukuran kepuasan pelanggan ASQ dan CSI tersebut, PT Angkasa Pura I memperoleh hasil pengukuran sebagai berikut:

1. Indeks kepuasan pelanggan terhadap kualitas pelayanan bandara;
2. Informasi permasalahan pelayanan dan saran/feedback dari penumpang berangkat;

EXCELLENT CUSTOMER SERVICE

Performance and commitment in serving customers in 2023 have resulted in PT Angkasa Pura I succeeding in winning several awards and becoming a benchmark for external agencies related to Voice of Customer management. The awards include:

1. 4 (four) categories in The Best Contact Center Indonesia in 2023:
 - a. Gold Award in “The Best Customer Operations” category;
 - b. Silver Award in “The Best Contact Center Experience” category;
 - c. Platinum Award in “The Best Back Office” sub-category, won by Caesarani Lina Dwi Setyaning; and
 - d. Gold Award in “The Best Agent English Public” sub-category, won by Chintika Yulitasari.
2. Contact Center Service Excellence Index (CCSEI) 2023 for the Public Service Category with a rating of “Mostly Happier Customer” from the Care Center for Customer Satisfaction and Loyalty (CCSL) and Marketing Magazine.

COMPLAINT RESOLUTION RATE

PT Angkasa Pura I receives complaints through various channels such as e-mail, Twitter, Facebook, Customer Service, Contact Center 172, Public Relations, Instagram, Contact Us, Live Chat, and suggestion boxes. In 2023, a total of 201,936 complaints were received, and 201,932 complaints were resolved, or 99.99% of the total number of complaints received. Further information on consumer complaint data can be found in the PT Angkasa Pura I Sustainability Report for the 2023 fiscal year.

CERTIFICATION

15 airports managed by PT Angkasa Pura I have been certified with ISO 9001:2015 for Quality Management Systems. The certification remained valid in 2023 within the scope of PJP2U, PJP4U, and PJKP2U.

QUANTITATIVE IMPACT

PT Angkasa Pura I conducts Airport Service Quality (ASQ) measurements, assessed by the Airports Council International (ACI). The Company also conducts Customer Service Index (CSI) measurements in collaboration with the Indonesia National Air Carriers Association (INACA) to gather feedback for improving airport service effectiveness and efficiency. Through the implementation of ASQ and CSI customer satisfaction measurements, PT Angkasa Pura I obtained the following measurement results:

1. Customer satisfaction index for airport service quality;
2. Information on service issues and suggestions/feedback from departing passengers;



3. Prioritas perbaikan dan peningkatan kualitas pelayanan bandara;
4. Profil pengguna jasa PT Angkasa Pura I khususnya penumpang pesawat udara.

Periode pelayanan tahun 2023 rata-rata skor ASQ adalah 5.00 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4.75 untuk 8 bandara yaitu Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Sedangkan capaian skor CSI adalah 4.75 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,50 untuk 15 bandara.

Capaian skor ASQ dan CSI yang melebihi target menunjukkan adanya peningkatan kualitas pelayanan bandara dibanding tahun sebelumnya. Kenaikan ini merupakan hasil dari upaya PT Angkasa Pura I dalam merealisasikan tindak lanjut terhadap daftar prioritas perbaikan dan peningkatan kualitas pelayanan bandara.

Informasi rinci mengenai skor CSI dan ASQ disampaikan di Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023. Demikian pula dengan informasi mengenai hasil temuan audit mutu internal dan eksternal.

3. Priorities for improving and enhancing airport service quality;
4. Profile of PT Angkasa Pura I service users, particularly air passengers.

Average ASQ Score for Service Period 2023 is 5.00 on a scale of 1-5, indicating that airport service users are very satisfied with the services of PT Angkasa Pura I. This achievement exceeds the target index of 4.75 for 8 airports, namely I Gusti Ngurah Rai Airport in Bali, Juanda Airport in Surabaya, Sultan Aji Muhammad Sulaiman Sepinggan Airport in Balikpapan, Sultan Hasanuddin Airport in Makassar, Yogyakarta International Airport in Kulon Progo, Jenderal Ahmad Yani Airport in Semarang, Adi Soemarmo Airport in Solo, and Pattimura Airport in Ambon. Meanwhile, the CSI score achievement is 4.75 on a scale of 1-5, indicating that airport service users are very satisfied with the services of PT Angkasa Pura I. This achievement exceeds the target index of 4.50 for 15 airports.

Exceeding the ASQ and CSI score targets indicates an improvement in airport service quality compared to the previous year. This increase is the result of PT Angkasa Pura I's efforts to implement follow-up actions on the priority list for improving and enhancing airport service quality.

Further information on the CSI and ASQ scores, along with the findings of internal and external quality audits conducted by PT Angkasa Pura I in 2023, can be found in the company's 2023 Sustainability Report.



PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development

KOMITMEN DAN KEBIJAKAN

Keberadaan PT Angkasa Pura I di masyarakat tidak hanya menjalankan bisnis namun juga berkomitmen untuk memberikan nilai lebih dan dampak positif melalui kegiatan pengembangan sosial dan pemberdayaan masyarakat. PT Angkasa Pura I menjalankan Tanggung Jawab Sosial Lingkungan (TJSL) dan pengembangan sosial lainnya, dengan berpedoman pada:

1. Surat Keputusan Direksi PT Angkasa Pura I No KEP.205/KU.12/2019 tanggal 23 Desember 2019 tentang Pedoman Program Pelayanan Kesehatan Keliling PT Angkasa Pura I;
2. Peraturan Menteri BUMN No. PER-05/MBU/04/2021 tanggal 08 April 2021 Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;

COMMITMENT AND POLICIES

PT Angkasa Pura I's presence in the community goes beyond business operations. It is committed to providing added value and positive impacts through social development and community empowerment activities. PT Angkasa Pura I implements Corporate Social Responsibility (CSR) and other social development programs, guided by:

1. PT Angkasa Pura I Board of Directors Decree No. KEP.205/KU.12/2019 dated December 23, 2019, on Guidelines for the PT Angkasa Pura I Mobile Health Service Program;
2. Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 dated April 8, 2021, on Social and Environmental Responsibility Programs of State-Owned Enterprises;



3. Surat Keputusan Direksi PT Angkasa Pura I No.KEP. DU.12/ KU.13/2021 tanggal 23 September 2021 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Serta Program Tanggung Jawab Sosial dan Lingkungan PT Angkasa Pura I;
4. Peraturan Menteri BUMN No. PER-06/MBU/09/2022 tentang Perubahan Atas Peraturan Menteri BUMN Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan BUMN.
3. PT Angkasa Pura I Board of Directors Decree No. KEP.DU.12/ KU.13/2021 dated September 23, 2021, on Guidelines for Micro and Small Enterprise (MSE) Funding Program and Social and Environmental Responsibility Program of PT Angkasa Pura I;
4. Regulation of the Minister of State-Owned Enterprises No. PER-06/MBU/09/2022 on Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-05/ MBU/04/2021 on Social and Environmental Responsibility Programs of State-Owned Enterprises.

PERUMUSAN TANGGUNG JAWAB SOSIAL DI BIDANG PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Perusahaan melibatkan masyarakat dan pemangku kepentingan terkait untuk merumuskan program Tanggung Jawab Sosial Lingkungan (TJSL) dan Pendanaan UMK sesuai dengan arahan Kementerian BUMN dan kebutuhan masyarakat. Dalam proses perumusan program TJSL, dilakukan survei yang melibatkan pemangku kepentingan seperti Instansi terkait dan masyarakat. Dari hasil survei tersebut, tim manajemen kantor cabang dan kantor pusat program kerja melakukan evaluasi dan mengajukan persetujuan Direksi, setelah disetujui perusahaan akan memilih vendor yang sesuai untuk melaksanakan TJSL.

PEMBENTUKAN KOMITE TANGGUNG JAWAB DAN LINGKUNGAN PT ANGKASA PURA I

RENCANA KEGIATAN

Rencana dan target pelaksanaan Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) berupa program-program yang memberikan manfaat untuk masyarakat dan lingkungan yang dapat diukur capaiannya seperti jumlah penerima manfaat dan daya serap program bantuan. Program-program yang dijalankan diarahkan untuk bisa membangun masyarakat mandiri dalam membangun sektor industri dan perdagangan untuk meningkatkan taraf ekonomi bagi masyarakat sekitar wilayah operasional.

PT Angkasa Pura I telah merencanakan program untuk membangun modal sosial dan kemandirian masyarakat. Harapannya, manfaat dari program Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) dapat dirasakan baik pemangku kepentingan setempat, instansi terkait, mitra pelaksana, dan perusahaan.

FORMULATION OF SOCIAL RESPONSIBILITY IN SOCIAL AND COMMUNITY DEVELOPMENT

The company actively engages the community and relevant stakeholders in formulating the Corporate Social Responsibility (TJSL) and MSE Funding programs, aligning with the Ministry of State-Owned Enterprises' guidelines and community needs. In the process of formulating the CSR program, a survey is conducted involving stakeholders such as relevant agencies and the community. Based on the survey findings, the program management teams at the branch office and head office assess and propose for the Board of Directors' approval. Once approved, the Company proceeds to select the most suitable vendor to execute the CSR implementation.

ESTABLISHMENT OF THE CSR COMMITTEE OF PT ANGKASA PURA I

ACTIVITY PLAN

Plan and Implementation Targets for MSE Funding and Corporate Social Responsibility (CSR) programs aim to deliver measurable benefits for the community and the environment such as the number of beneficiaries and the absorption rate of assistance programs. The implemented programs aim to foster the development of self-sufficient communities in the industrial and trade sectors, ultimately enhancing the economic well-being of the local communities near the operational areas.

PT Angkasa Pura I has developed programs to enhance social capital and foster community self-reliance. The MSE Funding and Corporate Social Responsibility (CSR) programs are expected to deliver tangible benefits to local stakeholders, relevant agencies, implementing partners, and the company.



PELAKSANAAN DAN CAPAIAN TJSL DAN PENGEMBANGAN SOSIAL KEMASYARAKATAN Implementation and Achievements of CSR and Community Development

Struktur Organisasi Pengelola TJSL PT Angkasa Pura I Organizational Structure of CSR Management in PT Angkasa Pura I



PROGRAM PENDANAAN UMK

Program kemitraan bertujuan untuk menyalurkan pinjaman kemitraan untuk modal kerja dan investasi bagi usaha kecil yang dijalankan oleh masyarakat. Melalui pinjaman modal, roda perekonomian masyarakat diharapkan dapat bergerak secara mandiri untuk menciptakan pendapatan dan lapangan kerja bagi masyarakat lokal serta masyarakat sekitar bandara.

PENYALURAN DANA PROGRAM PENDANAAN UMK

Perusahaan menyediakan dana yang bersifat nonkomersial bagi pelaku usaha kecil, dengan mekanisme penyaluran dana dilakukan berdasarkan evaluasi atas pemenuhan persyaratan, ketentuan angsuran yang disesuaikan dengan kemampuan usaha, serta mempertimbangkan kebutuhan pembinaan bagi pelaku usaha.

MSE FUNDING PROGRAM

The partnership program aims to distribute partnership loans to support small businesses within the community with working capital and investment needs. By providing capital loans, we aim to empower the local community to drive economic growth, generate income, and create employment opportunities for both local communities and those in the vicinity of the airport.

DISBURSEMENT OF MSE FUNDING PROGRAM

The company offers non-commercial funding for small business owners, disbursing funds based on an evaluation of compliance with requirements, installment plans tailored to business capabilities, and consideration of mentoring needs for business owners.

Realisasi Penyaluran Pendanaan UMK Realization of Disbursement of MSE Funding

Tahun Year	Penyaluran Disbursement		Akumulasi Penyaluran Cumulative Disbursement	
	Jumlah Mitra Number of Partners	Nilai (Rupiah) Value (Rupiah)	Jumlah Mitra Number of Partners	Nilai (Rupiah) Value (Rupiah)
2023	139*	14.600.000	14.845*	485,046,750
2022	138*	18.612.000	14.844*	470.446.750
2021	161*	17.540.000	14.706*	449.826.749

*Untuk jumlah mitra binaan yang diakui dalam penyaluran kepada lembaga penyalur hanya diakui Entitas Perusahaan yang menjadi Lembaga Penyalur Dana PUMK milik PT Angkasa Pura I, bukan Mitra Binaan UMK bersangkutan.

*In terms of total fostered partners recognized in fund disbursement to disbursing institution, the company recognizes only the Company Entity as PT Angkasa Pura I's Fund Disbursing Institution, not the fostered MSE concerned.



PENGEMBANGAN SOSIAL KEMASYARAKATAN
Social and Community Development

Realisasi Penyaluran Pinjaman Kemitraan Berdasarkan Sektor Usaha
Realization of Disbursement of MSE Funding by Business Sector

Sektor Usaha Mitra Binaan Fostered Partners Business Sector	Realisasi Tahun 2023 (Rupiah) Realization in 2023 (Rupiah)		Realisasi Akumulasi Sampai dengan Tahun 2023 (Rupiah) Realization of Accumulation up to 2023 (Rupiah)		Realisasi Akumulasi Sampai dengan Tahun 2022 (Rupiah) Realization of Accumulation up to 2022 (Rupiah)	
Industri Industry	-	-	3.621	115.005.261.998	3.621	115.005.261.998
Perdagangan Trade	-	-	7.096	205.423.695.888	7.096	205.423.695.888
Pertanian Agriculture	-	-	168	5.170.866.036	168	5.170.866.036
Peternakan Animal Husbandry	-	-	398	11.003.342.400	398	11.003.342.400
Perkebunan Plantation	-	-	160	4.808.250.000	160	4.808.250.000
Perikanan Fisheries	-	-	158	4.923.500.000	158	4.923.500.000
Jasa Service	-	-	3.062	92.815.833.333	3.062	92.815.833.333
Lainnya Other Sectors	-	-	176	3.996.000.000	176	3.996.000.000
Lembaga Penyalur Channeling Agency	1	14.600.000.000	6	39.900.000.000	5	25.300.000.000
Hibah BUMN Khusus Grant of Special SOE	-	-	-	2.000.000.000	-	2.000.000.000
Total Total	1	14.600.000.000	14.845	485.046.749.655	14.844	470.446.749.655

PT Angkasa Pura I juga melanjutkan program pemberdayaan masyarakat melalui program pembinaan UMK untuk meningkatkan kemampuan usaha kecil. Perusahaan telah menggunakan barang produksi dan tenaga kerja lokal. Selain itu, PT Angkasa Pura I juga melaksanakan pemberdayaan melalui pelatihan dan promosi bagi usaha kecil untuk meningkatkan produk dan/atau jasa lokal. Pelatihan yang diberikan meliputi pelatihan sertifikasi yang dibutuhkan untuk produk-produk mereka. PT Angkasa Pura I menyediakan sarana promosi berupa pelibatan mitra binaan dalam pameran-pameran perdagangan nasional maupun internasional.

Informasi lebih terperinci mengenai realisasi Program Kemitraan disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023.

PT Angkasa Pura I also continued its community empowerment program by fostering Micro and Small Enterprises to enhance their business capabilities. The company has utilized local production goods and labor. Furthermore, the Company implemented empowerment through training and promotion for small businesses to improve their local products and/or services. The training offered encompassed the necessary certification for their products. The Company facilitated promotions by engaging its fostered partners in both national and international trade exhibitions.

Further information on the realization of the Partnership Program can be found in PT Angkasa Pura I's 2023 Sustainability Report.



PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) merupakan wujud komitmen PT Angkasa Pura I untuk membantu meningkatkan kualitas hidup lingkungan sosial masyarakat. Sejak 1992, program ini disebut dengan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang sesuai dengan Peraturan Kementerian BUMN RI Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN dibagi dalam empat Pilar dan 17 Tujuan Pembangunan Berkelanjutan (TPB) yang mencakup kegiatan-kegiatan strategis dan responsif, yang terdiri dari:

CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM

PT Angkasa Pura I's Corporate Social Responsibility (CSR) Program is a manifestation of its commitment to improving the community's well-being. Since 1992, this program has been referred to as the Social and Environmental Responsibility (TJSL) Program, in accordance with the Regulation of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises, comprising four Pillars and 17 Sustainable Development Goals (SDGs) covering strategic and responsive activities, including:

SOSIAL SOCIAL



Selama tahun 2023, PT Angkasa Pura I telah berpartisipasi memberikan bantuan kepada korban bencana alam, yaitu kepada korban banjir di Kabupaten Langkat, Semarang, dan Manado serta korban gempa bumi di Kabupaten Maluku dengan nilai total bantuan sebesar Rp102.588.400.



Angkasa Pura Berbagi

Bantuan yang telah disalurkan antara lain berupa bantuan program Angkasa Pura Berbagi berupa paket sembako bagi masyarakat kurang mampu di sekitar Bandara dalam rangka hari raya Idul Fitri. Total bantuan yang diberikan sebesar Rp1.330.263.800.

PT Angkasa Pura I juga menjalankan program pendukung TPB 2 yang berfokus kepada bantuan peningkatan kesejahteraan masyarakat di sekitar wilayah kerja seperti bantuan sembako di luar program Angkasa Pura Berbagi, bantuan qurban, gema Ramadhan, dan sebagainya. Total nilai bantuan sampai selama tahun 2023 adalah sebesar Rp1.931.636.000.



Pelayanan Kesehatan Keliling (Yankesling)

Program ini merupakan program unggulan PT Angkasa Pura I yang telah dilaksanakan mulai tahun 2013. Bantuan yang diberikan dalam program ini meliputi pemeriksaan gratis bagi ibu hamil dan juga bayi/balita, dan juga pengobatan gratis bagi warga lainnya. Selain itu, PT Angkasa Pura I juga memberikan Paket Makanan Tambahan (PMT) bagi ibu hamil dan juga bayi/balita yang terindikasi kurang gizi untuk menanggulangi jumlah masyarakat dengan tingkat stunting dan kurang gizi di sekitar wilayah kerja perusahaan. Selama tahun 2023, program Yankesling telah dilaksanakan di 13 Kantor Cabang dengan total bantuan senilai Rp1.074.001.966.

Program pendukung bantuan sektor kesehatan lainnya adalah bantuan penanganan stunting, bantuan kegiatan Vaksinasi Yayasan BUMN untuk Indonesia, bantuan sektor kesehatan berupa program hapus tattoo, alat kesehatan, dan bakti sosial, serta program vaksinasi COVID-19 booster dengan total bantuan senilai Rp1.344.175.211.

In 2023, PT Angkasa Pura I actively contributed to providing assistance to the victims of natural disasters. We extended support to flood victims in Langkat Regency, Semarang, and Manado, as well as earthquake victims in Maluku Regency. The total aid value was Rp102,588,400.

Angkasa Pura Sharing Program

During the Eid al-Fitr celebration, the Angkasa Pura Sharing program distributed basic food packages to underprivileged communities residing near the airports. The total assistance extended reached Rp1,330,263,800. Additionally, the Company actively invests in corporate social responsibility (CSR) programs, particularly through programs that support the well-being of communities residing near its operational areas. These programs extend beyond the company's existing 'Angkasa Pura Sharing' program and encompass various forms of assistance, including the provision of basic food packages, Qurban offerings during Eid al-Adha, and Ramadan festivity support. As of 2023, the total value of these CSR contributions has reached Rp1,931,636,000.

Mobile Health Service (MHS)

Since 2013, PT Angkasa Pura I has been implementing its flagship program, the Mobile Health Service. This program offers complimentary medical check-ups for pregnant women and infants/toddlers, along with free medical treatment for other residents. Additionally, the Company provides Supplementary Food Packages (PMT) for malnourished pregnant women and infants/toddlers to combat stunted and malnourished individuals in its operational areas. In 2023, the MHS program was rolled out in 13 Branch Offices, providing a total assistance value of Rp1,074,001,966.

Other supporting programs in the healthcare sector include assistance for stunting handling, support for the BUMN Foundation for Indonesia's Vaccination Activities, healthcare assistance in the form of tattoo removal programs, medical equipment, and social services, as well as the COVID-19 booster vaccination program with a total assistance value of Rp 1,344,175,211.



PENGEMBANGAN SOSIAL KEMASYARAKATAN Social and Community Development



Beasiswa DIII Kebandarudaraan

Pada Tahun 2019, PT Angkasa Pura I menginisiasi Program TJSL yaitu beasiswa DIII Kebandarudaraan bagi siswa/ berprestasi yang tinggal di sekitar wilayah kerja. Program ini diberikan bagi siswa/siswi lulus seleksi yang dilaksanakan oleh tim dari perusahaan. Konsep program ini adalah dengan memberikan beasiswa penuh kepada para siswa untuk dapat berkuliah di Universitas Mataram Lombok pada jurusan pariwisata konsentrasi Kebandarudaraan.

Selain itu, perusahaan juga memberikan fasilitas berupa pengembangan diri dalam bentuk kursus bahasa Inggris, program pembinaan mental, fisik dan disiplin, yang bekerja sama dengan TNI serta program pengembangan diri lainnya seperti kegiatan bakti sosial, pembinaan soft skill dan pembinaan keagamaan. Tahun ini sudah terdapat 58 mahasiswa yang terdiri dari 29 siswa /batch, yang mana target awal 60 mahasiswa atau 30 siswa/batch. siswa/siswi tersebut berasal dari masyarakat dari sekitar 13 kantor cabang PT Angkasa Pura I. Total realisasi dana atas program ini selama tahun 2023 adalah sebesar Rp1.413.063.809.

Angkasa Pura Peduli Difabel

Dalam rangka memperingati Hari Ulang Tahun (HUT) ke-59 PT Angkasa Pura I, perusahaan memberikan bantuan kepada para siswa/siswi difabel dan juga sekolah khusus difabel. Bantuan yang diberikan antara lain berupa alat bantu dengar (adaptive device), fasilitas pendidikan untuk SLB (meja, alat peraga, alat musik, dan lain-lain), kursi roda, serta tongkat untuk tuna netra total biaya yang direalisasikan untuk program ini adalah sebesar Rp353.074.400.

PT Angkasa Pura I juga memberikan bantuan untuk pengembangan pendidikan lainnya berupa program pendidikan kewirausahaan melalui Yayasan BUMN untuk Indonesia, bantuan beasiswa dalam kegiatan BUMN Goes to Campus, bantuan insidental pengembangan sarana pendidikan, dan Program Pelatihan Injourney Hospitality House di Likupang Rp1.676.787.170.

Diploma III in Airport Management Scholarship

In 2019, PT Angkasa Pura I initiated the Corporate Social Responsibility Program, a Diploma III in Airport Management scholarship for outstanding students residing near the company's operational areas. This program offers full scholarships to students who successfully pass the selection process conducted by the Company's team. The program aims to offer full scholarships to students for studying tourism with a focus on Airport Management at the University of Mataram, Lombok.

In addition, the company offers opportunities for personal development through a range of initiatives including English language courses, mental and physical wellness programs, and a discipline development program in collaboration with the Indonesian National Armed Forces. The company also provides self-improvement programs such as social service activities, soft skills development, and religious guidance. This year, we currently have 58 students, comprising 29 students per batch, with a target of 60 students or 30 students per batch. These students are from communities surrounding 13 branch offices of PT Angkasa Pura I. The total funds realized for these programs in 2023 were Rp1,413,063,809.

Angkasa Pura Cares for People with Disability

In celebration of its 59th Anniversary, PT Angkasa Pura I extended assistance to students with disabilities and special schools for the disabled. The assistance encompassed the provision of hearing aids (adaptive devices), educational resources for special needs schools (desks, teaching aids, and musical instruments), wheelchairs, and canes for the visually impaired. The total cost realized for this program was Rp353,074,400.

PT Angkasa Pura I also provided assistance for other educational development in the form of entrepreneurship education programs through the SOE Foundation for Indonesia, scholarship assistance in the SOE Goes to Campus event, incidental assistance for educational facility development, and the Injourney Hospitality House Training Program in Likupang, amounting to Rp1,676,787,170.



LINGKUNGAN ENVIRONMENT

**Program Air Bersih**

Program air bersih yang dilaksanakan di tahun 2023 berupa pembuatan sumur bor untuk masyarakat di Klaten, bantuan saluran pipa di Desa Air Saluka Ambon, dan tendon air kepada kelompok tani di Surakarta. Program air bersih ini bertujuan untuk membantu warga setempat yang mengalami kendala/kesulitan dalam mengakses air bersih untuk kebutuhan sehari-hari. Bantuan yang diberikan sebesar Rp100.000.000.

**Program Mudik Gratis**

Program Mudik Gratis bertujuan untuk menekan kepadatan arus lalu lintas, serta membantu masyarakat agar dapat mudik dengan aman dan nyaman. Selain itu, program ini juga dilaksanakan dalam rangka mendukung program Pemerintah untuk mengalihkan penggunaan sepeda motor ke sarana transportasi lainnya dan guna mengurangi tingkat kecelakaan lalu lintas yang sering terjadi saat mudik. Mudik Gratis tahun 2023 dibagi dalam 2 moda transportasi, antara lain:

1. Jalur darat (via kereta api)

Jumlah pemudik via kereta api sebanyak 648 pemudik dari Jakarta dengan tujuan terakhir di Solo.

2. Jalur Laut (via kapal laut)

Jumlah pemudik via kapal laut sebanyak 1.150 pemudik yang terbagi menjadi 2, yaitu dari Makassar ke Surabaya sebanyak 1.000 pemudik dan dari Pulau Ambon ke Pulau Seram sebanyak 150 pemudik.

Total nilai bantuan yang diberikan sebesar Rp495.409.300.

PT Angkasa Pura I juga menjalankan program pendukung TPB 11 yang berfokus pada berfokus kepada peningkatan fasilitas umum dan fasilitas sosial di lingkungan masyarakat di sekitar wilayah kerja seperti bantuan perbaikan jalan, bantuan betonisasi, bantuan pengembangan tempat ibadah, dan sebagainya. Total nilai bantuan sampai selama tahun 2023 adalah sebesar Rp6.197.098.600.

Clean Water Program

The clean water program was successfully executed in 2023, including the installation of a drilled well in the Klaten community, the establishment of a pipe system in Air Saluka Village, Ambon, and the construction of water reservoirs for farmer groups in Surakarta. The program aimed to support local residents facing challenges in accessing clean water for their daily needs. The assistance provided was Rp100,000,000.

Free Homecoming Program

The Free Homecoming Program aims to reduce traffic congestion and help people travel home safely and comfortably. Additionally, this program was implemented to support the Government's program to encourage a shift from motorcycle usage to alternative modes of transportation and reduce the prevalence of traffic accidents during the homecoming season. The 2023 Free Homecoming Program encompassed two transportation options:

1. Land route (via train)

648 homecomers traveled from Jakarta to Solo by train.

2. Sea route (via sea vessels)

1,150 homecomers, including 1,000 from Makassar to Surabaya and 150 from Ambon Island to Seram Island, utilized sea vessels.

The total assistance value was Rp495,409,300.

Additionally, PT Angkasa Pura I implemented programs in support of SDG 11 by enhancing public and social facilities in communities near its operational areas, such as road repairs, concrete paving, and the development of places of worship, with a total assistance value in 2023 of Rp6,197,098,600.



PENGEMBANGAN SOSIAL KEMASYARAKATAN Social and Community Development



Program Pendukung Ekosistem Lautan

Program pendukung ekosistem lautan yang telah dilaksanakan oleh PT Angkasa Pura I adalah penanaman terumbu karang di Pantai Laha Ambon dan penanaman mangrove di Bali dan juga Manado. Total bantuan yang diberikan untuk program tersebut adalah sebesar Rp92.445.589.



Penanaman Pohon

Sebagai dukungan terhadap Sustainable Development Goals (SDG's) atau Tujuan Pembangunan Berkelanjutan (TPB) 15, PT Angkasa Pura I melaksanakan penanaman pohon yang dilaksanakan di daerah sekitar bandara kelolaan. Selama 2023, perusahaan melaksanakan penanaman pohon di Semarang, Kemayoran, Sentani, Biak, Manado, dan Banyuwangi dengan nilai bantuan sebesar Rp180.654.279.

Konservasi habitat Hewan Darat (Konservasi Bekantan Pulau Curiak)

PT Angkasa Pura I melalui Yayasan Sahabat Bekantan Indonesia memberikan bantuan pembuatan space ground dan spot edukasi di area konservasi bekatan. Bantuan tersebut diberikan untuk memudahkan pihak konservasi dalam memberikan edukasi tentang bekatan kepada pengunjung. Nilai bantuan yang diberikan adalah sebesar Rp50.000.000.

Bantuan Ekosistem Daratan lainnya

Bantuan untuk pelestarian lingkungan daratan lainnya adalah bantuan pembangunan greenhouse hydroponic di Depok. Bantuan yang diberikan berupa pembangunan sarana *greenhouse* dan program pendampingan. nilai bantuan yan diberikan sebesar Rp40.000.000.

Ocean Ecosystem Support Program

PT Angkasa Pura I's ocean ecosystem support programs included coral reef planting at Laha Beach, Ambon, and mangrove planting in Bali and Manado. The total assistance provided for these programs was Rp92,445,589.

Tree Planting

In support of SDG 15, PT Angkasa Pura I actively engaged in tree planting initiatives in the vicinity of its managed airports. In 2023, the company conducted tree planting initiatives in Semarang, Kemayoran, Sentani, Biak, Manado, and Banyuwangi, with a total assistance value of Rp180,654,279.

Terrestrial Animal Habitat Conservation (Bekantan Conservation on Curiak Island)

PT Angkasa Pura I, in collaboration with the Indonesia Bekantan Friends Foundation, has contributed to the construction of ground space and educational facilities in the Bekantan conservation area. This assistance aims to enhance conservation efforts and educate visitors about Bekantan. The total assistance value provided was Rp50,000,000.

Other Terrestrial Ecosystem Assistance

Assistance for other terrestrial environment conservation included support for the construction of a hydroponic greenhouse in Depok. The assistance offered consisted of greenhouse facilities and a mentoring program, with a total assistance value of Rp40,000,000.



EKONOMI ECONOMY



Pembinaan UMK Binaan

Sebagai bentuk tanggung jawab perusahaan terhadap UMK Binaan perusahaan dan bentuk dukungan atas Program Prioritas TPB di bidang pengembangan UMK, selama tahun 2023 perusahaan telah melibatkan 81 UMK Binaan dalam kegiatan pembinaan. Kegiatan tersebut terdiri dari:

1. Pembinaan Pameran
Bazar UMKM untuk Indonesia (17 UMK Binaan), pameran Inacraft (8 UMK Binaan), pameran di Tangerang (1 UMK Binaan), pameran Manado High Street (2 UMK Binaan), dan pameran UMKM MotoGP Mandalika (1 UMK Binaan).
2. Pembinaan Pelatihan
Pelatihan Sarinah Pandu (6 UMK Binaan) dan Pelatihan Go Digital (40 UMK Binaan).
3. Pembinaan Pengembangan UMK Binaan
Program Baik Bersama dalam bentuk sertifikasi Halal (3 UMK Binaan) dan sertifikasi lainnya (3 UMK Binaan).

Total biaya yang dikeluarkan untuk kegiatan tersebut adalah Rp1.340.592.946.

Fostered MSE Coaching Program

As part of the company's responsibility towards its fostered Micro and Small Enterprises and support for the Priority Program of SDGs in the development of MSE, during 2023, the company engaged in mentoring activities with 81 fostered MSEs. These activities consisted of:

1. Exhibition Mentoring
MSME Bazaar for Indonesia (17 fostered MSEs), Inacraft exhibition (8 fostered MSEs), exhibition in Tangerang (1 fostered MSE), Manado High Street exhibition (2 fostered MSEs), and MotoGP Mandalika MSE exhibition (1 fostered MSE).
2. Training
Sarinah Pandu Training (6 fostered MSEs) and Go Digital Training (40 fostered MSEs).
3. Fostered MSE Development Program
The "Good Together Program" through Halal certification (3 Fostered MSEs) and other certifications (3 Fostered MSEs).
The total cost incurred for the program was Rp1,340,592,946.

HUKUM & TATA KELOLA LAW & GOVERNANCE



Bantuan Perlindungan untuk Perempuan dan Anak

PT Angkasa Pura I bekerja sama dengan Yayasan Lembaga Bantuan Hukum APIK Jakarta mengadakan sosialisasi perlindungan kekerasan pada perempuan dan anak yang dilaksanakan di wilayah Ciracas Jakarta timur. Bantuan yang diberikan senilai Rp25.000.000.

Protection Assistance for Women and Children

PT Angkasa Pura I, in collaboration with the APIK Jakarta Legal Aid Foundation, organized a dissemination on the protection against violence towards women and children, held in the Ciracas area of East Jakarta. The assistance provided was Rp25,000,000.



PENGEMBANGAN SOSIAL KEMASYARAKATAN
Social and Community Development

Realisasi Biaya Kegiatan Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) Tahun 2023
Cost Realization of MSE Funding and Corporate Social Responsibility (CSR) Programs in 2023

Description Uraian	Realisasi 2023 (Rupiah) Realization in 2023 (Rupiah)
Beban Pendanaan PUMK MSE Funding Expense	14.600.000.000
Beban Program TJSL CSR Program Expense	18.012463.722
Total Total	32.612.463.722

PT Angkasa Pura I merupakan perusahaan yang menjalankan kegiatan operasi jasa kebandarudaraan, sehingga perusahaan tidak menggunakan bahan baku/material yang dihasilkan masyarakat lokal untuk kegiatan utama yang berhubungan dengan pelayanan jasa kebandarudaraan. Namun, untuk kegiatan pendukung bisnis, perusahaan telah bekerja sama dengan mitra binaan untuk pengadaan produk seperti pengadaan barang cinderamata untuk peserta lulusan Program Beasiswa DIII Kebandarudaraan tahun 2023, dan juga pengadaan peralatan untuk program PT Angkasa Pura I Peduli Difabel dan pengadaan sembako dalam Program Angkasa Pura Berbagi di Bandara Internasional Yogyakarta Kulon Progo. Selain itu, perusahaan juga melaksanakan pemberdayaan melalui pelatihan dan promosi. Program tersebut juga meliputi pelatihan sertifikasi yang dibutuhkan untuk produk-produk mereka. Sarana promosi juga telah disediakan berupa pelibatan mitra binaan dalam pameran-pameran lokal dan nasional. Selain itu, PT Angkasa Pura I juga telah menjalankan pemberdayaan masyarakat melalui kegiatan/program lainnya, yang disampaikan dalam Laporan Keberlanjutan.

Informasi lengkap mengenai kegiatan pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2023. Penghargaan atas komitmen PT Angkasa Pura I dalam menjalankan program pendanaan UMK dan TJSL di tahun 2023, antara lain:

1. Penghargaan "BUMN CSR Award ke VI Provinsi Bali Tahun 2023 untuk Bandara I Gusti Ngurah Rai Bali" dengan peringkat Gold dalam ajang Bali CSR Award 2023 yang diselenggarakan oleh DPD RI Provinsi Bali;
2. Penghargaan "Peran dan Partisipasi dalam Kegiatan Forum Tanggung Jawab Sosial Perusahaan (TJSP) di Kabupaten Badung Tahun 2023" dari Pemerintah Kabupaten Badung Bali;
3. Penghargaan Nusantara CSR Awards 2023 atas "Program Transplantasi Terumbu Karang di laut Maluku" yang diselenggarakan oleh La Tofi School of Social Responsibility

PT Angkasa Pura I is a company specializing in airport service operations. However, the company does not currently utilize locally produced raw materials for its primary airport service activities. In support of its business activities, the company has collaborated with fostered partners to facilitate the procurement of various products such as souvenirs for graduates of the 2023 Diploma III Airport Program Scholarship, procurement of equipment for the PT Angkasa Pura I Cares for Persons with Disabilities Program, and the procurement of basic necessities in the Angkasa Pura Sharing Program at Yogyakarta International Airport in Kulon Progo. In addition, the company has also carried out empowerment through training and promotion. These programs also include certification training required for their products. Promotional facilities have also been provided in the form of involving fostered partners in local and national exhibitions. Furthermore, PT Angkasa Pura I has conducted community empowerment through other activities/programs, as outlined in the Sustainability Report.

Further information on the MSE Funding and Corporate Social and Responsibility (CSR) program can be found in PT Angkasa Pura I's Sustainability Report for the fiscal year 2023. The Company's commitment to carrying out MSE Funding and CSR programs in 2023 has been recognized with the following prestigious awards:

1. The "6th BUMN CSR Award for Bali Province in 2023 for I Gusti Ngurah Rai Airport in Bali," earning a Gold rank at the 2023 Bali CSR Award event organized by the DPD RI of Bali Province.
2. The "Role and Participation Award in Corporate Social Responsibility (CSR) Programs in Badung Regency in 2023" from the Badung Regency Government, Bali.
3. The Nusantara CSR Awards 2023 for the "Coral Reef Transplantation Program in the Maluku Sea" held by the La Tofi School of Social Responsibility



SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2023 PT ANGKASA PURA I

Statement of Board of Commissioner Members on Accountability for the
Annual Reports 2023 of PT Angkasa Pura I

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Angkasa Pura I tahun buku 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 26 April 2024

We, the undersigned, testify that all information in PT Angkasa Pura I Annual Report fiscal year 2023 is presented in its entirety and we are fully responsible for contents accuracy in the company's Annual Report.

This statement is made in all truthfulness.

Jakarta, April 26, 2024

DEWAN KOMISARIS THE BOARD OF COMMISSIONERS

ERWAN AGUS PURWANTO
Komisaris Utama
President Commissioner

IRFAN WAHID
Komisaris Utama
President Commissioner



SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2023 PT ANGKASA PURA I

Statement of Board of Director Members on Accountability for the
Annual Reports 2023 of PT Angkasa Pura I

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Jakarta, April 26, 2024

DIREKSI THE BOARD OF DIRECTORS

MMA. INDAH PREASTUTY

Direktur Utama
President Director

WAHYUDI

Direktur Operasi
Operation Director



REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
I. Ketentuan Umum		I. General Provision
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:	√	1. In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban direksi dan dewan komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik.	√	a. Annual Report is a report on the accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) financial year to the General Meeting of Shareholders based on the provisions of the Financial Services Authority Regulation regarding the Annual Report of Issuers or Public Companies.
b. Emiten adalah pihak yang melakukan penawaran umum.	√	b. Issuers are parties who make public offerings.
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	√	c. Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp. 3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	√	d. Public Company is an Issuer that has made a public offering of equity securities or a Public Company.
e. Laporan Keberlanjutan (<i>Sustainability Report</i>) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	√	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.
f. Direksi		f. Board of Directors
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that runs the management of the legal entity as referred to in the laws and regulations concerning the legal entity.



Keterangan	Halaman Page	Description
g. Dewan Komisaris		f. Board of Commissioners
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that runs the management of the legal entity as referred to in the laws and regulations concerning the legal entity.
h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:		h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan	√	1) For an Issuer or Public Company in the form of a limited liability company is the GMS as referred to in the Financial Services Authority Regulation concerning the Plan and Organizing of the General Meeting of Shareholders of a Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that has authority that could not be given to an organ that carries out management and supervisory functions, within the limits specified in the laws and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	2. The Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making an investment decision, and is a means of monitoring an issuer or public company.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	3. Along with the development of the Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through an annual report.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	√	4. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.



Keterangan	Halaman Page	Description
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.	√	5. This Circular Letter of the Financial Service Agency serves guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report
II. Bentuk Laporan Tahunan		II. Format of Annual Report
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik.	√	1. Annual Report should be presented in the printed format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	√	3. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;
4. Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam <i>portable document format</i> (PDF).	√	4. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
III. Isi Laporan Tahunan		III. Content of Annual Report
1. Laporan Tahunan paling sedikit memuat:		1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;	10-15	a. Summary of key financial information;
b. Informasi saham (jika ada)	N/A	b. Stock information (if any);
c. Laporan Direksi;	48-61	c. The Board of Directors report;
d. Laporan Dewan Komisaris;	40-47	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	62-187	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	190-309	f. Management Discussion and Analysis;
g. Tata kelola Emiten atau Perusahaan Publik;	310-555	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	556-603	h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan		i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan.	604-605	j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	10-15	a. Summary of Key Financial Information Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since the commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) Pendapatan/penjualan;	√	1) Income/sales;
2) Laba bruto;	√	2) Gross profit;
3) Laba (rugi);	√	3) Profit (loss);



REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK
SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
4) Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	√	4) Total profit (loss) attributable to equity holders of the parent entity and noncontrolling interest;
5) Total laba (rugi) komprehensif;	√	5) Total comprehensive profit (loss);
6) Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	√	6) Total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7) Laba (rugi) per saham;	√	7) Earning (loss) per share;
8) Jumlah aset;	√	8) Total assets;
9) Jumlah liabilitas;	√	9) Total liabilities;
10) Jumlah ekuitas;	√	10) Total equities;
11) Rasio laba (rugi) terhadap jumlah aset;	√	11) Profit (loss) to total assets ratio;
12) Rasio laba (rugi) terhadap ekuitas;	√	12) Profit (loss) to equities ratio;
13) Rasio laba (rugi) terhadap pendapatan/ penjualan;	√	13) Profit (loss) to income ratio;
14) Rasio lancar;	√	14) Current ratio;
15) Rasio liabilitas terhadap ekuitas;	√	15) Liabilities to equities ratio;
16) Rasio liabilitas terhadap jumlah aset; dan	√	16) Liabilities to total assets ratio; and
17) Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya.	√	17) Other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. Informasi Saham Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:	N/A	b. Stock Information Stock Information for Public Company at least contains:
1) Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:		1) Shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) Jumlah saham yang beredar;	N/A	a) Number of outstanding shares;
b) Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;	N/A	b) Market capitalization based on the price at the Stock Exchange where the shares listed on
c) Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan	N/A	c) Highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) Volume perdagangan pada bursa efek tempat saham dicatatkan. Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	N/A	d) Share volume at the Stock Exchange where the shares list information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	N/A	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;



Keterangan	Halaman Page	Description
2) Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	N/A	2) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) Tanggal pelaksanaan aksi korporasi;	N/A	a) Date of corporate action;
b) Rasio pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;	N/A	b) Stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) Jumlah saham beredar sebelum dan sesudah aksi korporasi;	N/A	c) Number of outstanding shares prior to and after corporate action; and
d) Jumlah efek konversi yang dilaksanakan (jika ada); dan	N/A	d) Number of conversion effects performed (if any)
e) Harga saham dan sesudah aksi korporasi;	N/A	e) Share price prior to and after corporate action;
3) Dalam hal terjadi penghentian sementara perdagangan saham (<i>suspension</i>) dan/ atau pembatalan pencatatan saham (<i>delisting</i>) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut; dan	N/A	3) In the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) Dalam penghentian sementara perdagangan saham (<i>suspension</i>) sebagaimana yang dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (<i>delisting</i>) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut.	N/A	4) In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi Laporan Direksi paling sedikit memuat uraian singkat mengenai:	48-55	c. The Board of Directors Report The Board of Directors Report should at least contain the following items:
1) Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:	52-54	1) The performance of the Issuer or Public Company, at least covering:
a) Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	52	a) Strategy and strategic policies of the Issuer or Public Company;
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	52	b) The Board of Directors roles in formulating strategies and strategic policies of Issuers or Public Companies;
c) Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	53-54	c) The process carried out by the Board of Directors to ensure the implementation of the Issuer or Public Company strategy;
d) Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan	53-54	d) Comparison between achievement of results and targets by the issuer or Public Company; and



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e) Kendala yang dihadapi Emiten atau Perusahaan Publik;	54-55	e) Challenges faced by the Issuer or Public Company;
2) Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	56-58	2) Description on business prospects; or Public Company; and
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	58-59	3) Implementation of good corporate governance by Issuer or Public Company;
d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:	40-47	d. The Board of Commissioners Report The Board of Commissioners Report should at least contain the following items:
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	41-43	1) Assessment of the performance of the Board of Directors in managing the Issuer or the Public Company, including the supervision of the Board of Commissioners in the formulation and implementation of the strategy of the Issuer or Public Company carried out by the Board of Directors;
2) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan	43	2) View on the business prospects of the Issuer or Public Company as established by the Board of Directors;
3) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	43-45	3) View on the implementation of the corporate governance by the Issuer or Public Company;
e. Profil Emiten atau Perusahaan Publik Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:	62-187	e. Profile of the Issuer or Public Company Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	64, 74-79	1) Name of Issuer or Public Company, including change of name, the reason for the change, and the effective date of the change of name during the year under review
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	65,554-555	2) Access to Issuer or Public Company, including branch office or representative office, where the public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	√	a) Address
b) Nomor telepon;	√	b) Telephone number;
c) Alamat surat elektronik; dan	√	c) E-mail address; and
d) Alamat situs <i>web</i> ;	√	d) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	74-83	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (<i>corporate culture</i>) atau nilai-nilai perusahaan;	70-73	4) Vision and mission of the Issuer or Public Company as well as corporate culture or values



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5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/ atau jasa yang dihasilkan;	92-93	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;
6) Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	94-95	6) The operational area of the Issuer or Public Company; operational area is the area or district for implementing operational activities or the range of the company's operational activities.
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;	96-97	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names
8) Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	98-100	8) A list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	111-120	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) Name and short description of duties and functions;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) Education and/or certification;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
(1) Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	(2) Concurrent position, as member of the Board of Directors, member of the Board of Commissioners, and/ or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan	√	g) Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and



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h) Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	√	h) Changes in the composition of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	102-109	10) The Board of Commissioners profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) Name and short description of duties and functions;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) Education and/or certification;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
(1) Dasar hukum pengangkatan sebagai anggota Dewan Komisaris;	√	(1) Legal basis for appointment as member of the Board of Commissioners
(2) Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(2) Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	(3) Concurrent position, as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(4) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut;	√	g) Disclosure of affiliation with other members of the Board of Commissioners, members of the Board of Directors, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan	√	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods; and



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i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	√	i) Changes in the composition of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota	110,121	11) In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	134-137	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the financial year; Disclosure of information can be presented in table form.
13) Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:	159	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	√	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan	√	b) Members of the Board of Directors and the Board of Commissioners who own shares in Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;	√	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	N/A	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	N/A	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	N/A	a) Ownership of local institutions;
b) Kepemilikan institusi asing;	N/A	b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan	N/A	c) Ownership of local individual; and



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d) Kepemilikan individu asing;		d) Ownership of foreign individual;
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	N/A	16) Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	185-187	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any); For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	66-69	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbil hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	66-69	19) Other securities listing information other than securities as referred to in number 18), which have not matured in the financial year at least containing the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and rating of securities (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	174	20) Information on public accounting services (AP) and public accounting firms (KAP) and their networks/associations/allies includes:
a) Nama dan alamat;	√	a) Name and address;
b) Periode penugasan;	√	b) Assignment period
c) Informasi jasa audit dan/atau non audit yang diberikan;	√	c) Information on audit and/or non-audit services provided;
d) Biaya jasa (<i>fee</i>) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	√	d) Audit and/or non-audit fee for each assignment given during the financial year; and
e) Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	√	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and Disclosure of information on AP and KAP services and their networks/associations/allies can be presented in table form.
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	175-178	20) Name and address of capital market supporting institutions and/or professions other than AP and KAP.



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<p>f. Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:</p>	190-202	f. Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	192-202	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	√	a) Production, which includes process, capacity and its development;
b) Pendapatan/penjualan; dan	√	b) Income/sales; and
c) Profitabilitas;	√	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	203-243	2) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Aset lancar, aset tidak lancar, dan total aset;	√	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	√	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	√	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	√	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas;	√	e) Cash flows;
3) Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	244-246	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	246	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure</i>) tersebut disertai dasar penentuan kebijakan dimaksud;	247	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material ntuk investasi barang modal dengan penjelasan paling sedikit memuat:	248-249	6) Discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	√	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	√	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	√	c) Currency of denomination; and



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d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	√	d) Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat:	249	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	√	a) Type of investment of capital goods;
b) Tujuan investasi barang modal;	√	b) Objective of the investment of capital goods;and
c) Nilai investasi barang modal yang dikeluarkan;	√	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	283	8) Material Information and facts that occurring after the date of the accountant's report (if any);
9) Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	252-254	9) Information on the prospects of the Issuer or the Company in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	254-265	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (<i>capital structure</i>); atau	√	c) Capital structure; or
d) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	d) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	258-265	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (<i>capital structure</i>);	√	c) Capital structure;
d) Kebijakan dividen; atau	√	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) Or others that deemed necessary for the Issuer or Public Company;
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	265-270	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:	281	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	√	a) Dividend policy, which includes information on the percentage of dividends distributed to net income;



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b) Tanggal pembayaran dividen kas dan/ atau tanggal distribusi dividen non kas;	√	b) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) Jumlah dividen per saham (kas dan/atau non kas); dan	√	c) Amount of cash per share (cash and/or non cash); and
d) jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	√	d) The amount of dividends paid per year; Disclosure of information can be presented in table form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.
14) Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan:	282-283	13) Use of proceeds from Public Offerings, under the condition of:
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan	√	a) During the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut;	√	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:	249-252	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, along others include:
a) Tanggal, nilai, dan objek transaksi;	√	a) Transaction date, value and object;
b) Nama pihak yang melakukan transaksi;	√	b) Name of transacting parties;
c) Sifat hubungan afiliasi (jika ada);	√	c) The nature of the affiliate relationship (if any);
d) Penjelasan mengenai kewajaran transaksi;	√	d) Description of the fairness of the transaction; and
e) Pemenuhan ketentuan terkait; dan	√	e) Compliance with related rules and regulations;
f) Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:	√	f) In the event that there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:
(1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's length principle</i>); dan	√	(1) A statement from the Board of Directors that the affiliate transaction has conducted through adequate procedures to ensure that the affiliate transaction is in line with generally accepted business practices, among others, by complying with the arm's length principle; and



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(2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's length principle</i>);	√	(2) The Board of Commissioners and the audit committee roles in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arm's length principle;
g) Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/ atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/ atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	√	g) For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/ or continuously, an explanation is added that the affiliate transactions or material transactions are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/ or continuously; In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.
h) Untuk pengungkapan transaksi afiliasi dan/ atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/ atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/ atau transaksi benturan kepentingan tersebut;	√	h) For disclosure of affiliate transactions and/ or conflict of interest transactions resulting from the implementation of affiliate transactions and/ or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/ or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/ atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	√	i) In the event that there is no affiliate transaction and/ or conflict of interest transaction, then this matter shall be disclosed;
16) Perubahan ketentuan peraturan perundangundangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	294-295	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	290-293	17) Changes in the accounting policy, rationale and impact on the financial statement (if any)
g. Tata Kelola Emiten atau Perusahaan Publik Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	310-555	g. Corporate Governance of the Issuer or Public Company Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	332-389	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	332-389	a) Information on the resolution from the AGM of the previous 1 (one) year, covering:
(1) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	332-345	(1) Resolutions of the GMS in the financial year and 1 (one) year before the financial year are realized in the financial year; and



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(2) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	346-389	(2) Resolutions of the GMS for the financial year and 1 (one) year prior to the financial year that have not been realized and the reasons for not realizing them;
b) Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	N/A	b) In the event that the Issuer or Public Company uses an independent party in GMS to calculate the votes, then this matter shall be disclosed;
2) Direksi, paling sedikit memuat:	412-429	2) Board of Directors, at least contains:
a) Tugas dan tanggung jawab masing-masing anggota Direksi;	413, 417-421	a) Duties and responsibilities of each member of the Board of Directors;
Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.	√	Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in table.
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (<i>charter</i>) Direksi;	412	b) Statement that the Board of Directors has already have board manual or charter;
c) Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS;	√	c) Policies and frequency of Board of Directors meetings, joint meetings of the Board of Directors with the Board of Commissioners, and the attendance of members of the Board of Directors in the meeting including attendance at the GMS;
Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.	441-459, 332-333, 346, 380	Information on the attendance of members of the Board of Directors at the meeting of the Board of Directors, joint meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Direksi:	426-428	d) Training and/or competency of members of the Board of Directors:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	√	(1) Policies related to training and/or the competence improvement of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	√	(2) Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);
e) Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	429	e) The Board of Directors' assessment of the committees' performance that support the implementation of the Board of Directors' duties for the financial year shall at least contain:
(1) Prosedur penilaian kinerja; dan	√	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	√	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and



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f) Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	N/A	f) In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, then this shall be disclosed.
3) Dewan Komisaris, paling sedikit memuat:	390-409	2) The Board of Commissioners, cover:
a) Tugas dan tanggung jawab Dewan Komisaris;	392-394	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris;	390	b) Statement that the Board of Commissioner has already have the board manual or charter;
c) Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS;	441-459, 332-333, 346, 380	c) Policies and the frequency of the Board of Commissioners meetings, joint meetings of the Board of Commissioners with the Board of Directors and the attendance of members of the Board of Commissioners at the meeting including attendance at the GMS;
Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.	√	Information on the attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	398	d) Training and/or competency improvement of members of the Board of Commissioners:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	√	(1) Policies on training and/or the competency improvement of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	√	(2) Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);
e) Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:	459-463	e) Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least contain:
(1) Prosedur pelaksanaan penilaian kinerja;	√	(1) Procedure for the implementation of performance assessment;
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	√	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
(3) Pihak yang melakukan penilaian; dan	√	(3) Assessor;



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f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	406-409	f) The Board of Commissioners' assessment of the Committees' performance that support the implementation of the duties of the Board of Commissioners in the financial year includes:
(1) Prosedur penilaian kinerja; dan	√	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	√	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings;
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	464-471	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	√	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	√	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, including:
(1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	√	(1) The procedure for determining the remuneration of the Board of Directors and the Board of Commissioners;
(2) Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	√	(2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and
(3) Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	√	(3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in table.
5) Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	411	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) Nama;	N/A	a) Name;
b) Dasar hukum pengangkatan dewan pengawas syariah;	N/A	b) Legal basis of appointment of Sharia Supervisory Board
c) Periode penugasan dewan pengawas syariah;	N/A	c) Term of office of Sharia Supervisory Board
d) Tugas dan tanggung jawab dewan pengawas syariah; dan	N/A	d) Duty and responsibility of Sharia Supervisory Board; and



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e) Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;	N/A	e) Frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles of the Issuer or Public Company in the Capital Market;
6) Komite audit, paling sedikit memuat:	472-487	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Duties and responsibilities of each member of the Board of Directors;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	√	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite audit;	√	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite audit;	√	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	√	h) Training and competency development participated in during the book year.
i) Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan	√	i) Policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee; and
j) Pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (<i>charter</i>) komite audit;	√	j) The activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	488-494	7) Committee or remuneration and nomination functions of Issuer or Public Company at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Duties and responsibilities of each member of the Board of Directors;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position; including:



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(1) Dasar hukum penunjukan sebagai anggota komite;	√	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite audit;	√	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite audit;	√	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	√	h) Training and competency development participated in during the book year.
i) Uraian tugas dan tanggung jawab;	√	i) Description of duty and responsibility;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite;	√	j) The statement that the Committee has already had the Charter;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	√	k) Policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;
l) Uraian singkat pelaksanaan kegiatan pada tahun buku; dan	√	l) Brief description on the activities of the committee;
m) Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	N/A	m) In the event that nomination and remuneration committee is not formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
(1) Alasan tidak dibentuknya komite; dan	N/A	(1) The reason why does not form the committee
(2) Pihak yang melaksanakan fungsi nominasi dan remunerasi;	N/A	(2) The party who carries out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	495-505	8) Other committees owned by the Issuer or Public Company in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Duties and responsibilities of each member of the Board of Directors;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position; including:



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Keterangan	Halaman Page	Description
(1) Dasar hukum penunjukan sebagai anggota komite;	√	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	√	f) Period and terms of office of the member of Committee;
g) Pernyataan independensi komite;	√	g) Statement of independence of the Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	√	h) Training and competency development participated in during the book year.
i) Uraian tugas dan tanggung jawab;	√	i) Description of duty and responsibility;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite;	√	j) The statement that the Committee has already had the Charter;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; dan	√	k) Policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings; and
l) Uraian singkat pelaksanaan kegiatan pada tahun buku;	√	l) Brief description on the activities of the committee;
9) Sekretaris perusahaan, paling sedikit memuat:	506-510	9) Corporate Secretary, including:
a) Nama;	√	a) Name;
b) Domisili;	√	b) Domicile;
c) Riwayat jabatan, meliputi:	√	c) History of position, including:
(1) Dasar hukum penunjukan sebagai sekretaris perusahaan; dan	√	(1) Legal basis for the appointment as member of the committee;
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun diluar emiten atau perusahaan publik;	√	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
d) Riwayat pendidikan;	√	d) Education background;
e) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan	√	e) Training and competency development participated in during the book year
f) Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	√	f) Brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit audit internal, paling sedikit memuat:	516-523	10) Internal Audit Unit, among others including:
a) Nama kepala unit audit internal;	√	a) Name;
c) Riwayat jabatan, meliputi:	√	b) History of position, including:
(1) Dasar hukum penunjukan sebagai kepala unit audit internal; dan	√	(1) Legal basis for the appointment as Head of Internal Audit Unit; and



Keterangan	Halaman Page	Description
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	√	c) Qualification or certification as internal auditor (if any);
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	√	d) Training and/or Competency Development participated in during the book year
e) Struktur dan kedudukan unit audit internal;	√	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	√	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) unit audit internal; dan	√	g) Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	√	h) Brief description of the duties implementation of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;
11) Uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:		11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;	√	a) Financial and operational control, and compliance to the other prevailing rules; and
b) Tinjauan atas efektivitas sistem pengendalian internal; dan	√	b) Review on the effectiveness of internal control systems;
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	√	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:	511-515	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	√	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya;	√	b) Types of risk and the management; and
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan	√	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company; and
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	√	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:	535-542	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:



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Keterangan	Halaman Page	Description
a) Pokok perkara/gugatan;	√	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	√	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	√	c) Potential impacts on the condition of the Issuer or Public Company;
14) Informasi tentang sanksi administratif/ sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);	543	14) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	531-534	15) Information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	√	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	√	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	√	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/ atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/ MSOP) dan/ atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP), informasi yang diungkapkan paling sedikit memuat:	534-535	16) A brief description of the policy for providing long-term performance-based compensation to management and/ or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (ESOP) and/or program employee stock ownership (ESOP); In terms of providing compensation in the form of a management stock ownership program (ESOP) and/ or employee stock ownership program (ESOP), the information disclosed must at least contain:
a) Jumlah saham dan/atau opsi;	N/A	a) Number of share and/or option;
b) Jangka waktu pelaksanaan;	N/A	b) Period;
c) Persyaratan karyawan dan/atau manajemen yang berhak; dan	N/A	c) The requirement for eligible employee and/or management; and
d) Harga pelaksanaan atau penentuan harga pelaksanaan;	N/A	d) Exercised price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	N/A	17) A brief description of the information disclosure policy regarding:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	N/A	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;	N/A	b) Implementation of that policy;



Keterangan	Halaman Page	Description
18) Uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik, paling sedikit memuat:	548-554	18) A description of the whistleblowing system in the Issuer or Public Company, at least contains;
a) Cara penyampaian laporan pelanggaran;	√	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	√	b) Protection for the whistleblower;
c) Penanganan pengaduan;	√	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	√	d) Unit responsible for handling of violation report; and
e) Hasil dari penanganan pengaduan, paling sedikit:	√	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	√	(1) Number of complaints received and processed during the fiscal year; and
(2) Tindak lanjut pengaduan;	√	(2) Follow up of complaints;
Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (<i>whistleblowing system</i>), maka diungkapkan mengenai hal tersebut.	N/A	In the event that the Issuer or Public Company does not have a whistleblowing system, it is disclosed regarding this matter
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	543-548	19) A description of the anti-corruption policy of the Issuer or Public Company, at least contains;
a) Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (<i>kickbacks</i>), <i>fraud</i> , suap dan/ atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	√	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies; and
b) Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	√	b) Anti-corruption training/socialization to employees of Issuers or Public Companies; In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.
20) Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi:	315-321	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	√	a) Statement regarding the recommendation that has been implemented; and/or
b) Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada).	√	b) Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);
Pengungkapan informasi dapat disajikan dalam bentuk tabel.		Disclosure of information can be presented in table.
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	556-603	h. Social and Environmental Responsibility of the Issuer or Public Company



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Keterangan	Halaman Page	Description
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (<i>Sustainability Report</i>) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:	556-603	1) Information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, containing at least:
a) Penjelasan strategi keberlanjutan;	√	a) Sustainability strategy explanation;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	√	b) Sustainability aspects overview (economic, social and environmental)
c) Profil singkat Emiten atau Perusahaan Publik;	√	c) Brief Profile of Issuers or Public Company;
d) Penjelasan Direksi;	√	d) The Board of Directors explanation;
e) Tata kelola keberlanjutan;	√	e) Good corporate;
f) Kinerja keberlanjutan;	√	f) Sustainability Governance;
g) Verifikasi tertulis dari pihak independen, jika ada;	N/A	g) Written verification from an Independent Party (if any);
h) Lembar umpan balik (<i>feedback</i>) untuk pembaca, jika ada; dan	N/A	h) Feedback sheet for stakeholders (if any);
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	N/A	i) The Issuer or Public Company response to the previous year's report feedback;
i. Laporan Keuangan Tahunan yang Telah Diaudit Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek.	652-874	i. Audited Financial Statements The annual financial statements contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.
j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	604-605	j. Letter of Statement of the Board of Directors Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.



KRITERIA ANNUAL REPORT AWARD 2018

2018 Annual Report Award Criteria

Keterangan	Halaman Page	Description
I. Umum		I. General
1. Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris.	√	1. The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English.
2. Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca.	√	2. The Annual Report shall be printed with good quality using readable type and size of fonts.
3. Laporan tahunan mencantumkan identitas perusahaan dengan jelas Nama perusahaan dan tahun annual report ditampilkan di:	√	3. The Annual Report shall present clear identity of the company name and the annual report financial year shall be presented on:
1. Sampul muka;	√	1. Front Cover;
2. Samping;	√	2. Side Cover;
3. Sampul belakang; dan	√	3. Back Cover; and
4. Setiap halaman.	√	4. Every page
4. Laporan tahunan ditampilkan di <i>website</i> perusahaan, mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.		4. Annual reports shall be displayed on the company's website, including the latest annual reports and at least the last 4 years.
II. Ikhtisar Data Keuangan Penting		II. Key Financial Highlights
1. Informasi hasil usaha perbandingan selama sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	10-15	1. Income statement in comparison for 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.
Informasi memuat antara lain:		Information contains the following:
1. Penjualan/pendapatan usaha;	√	1. Front Cover;
2. Laba (rugi):	√	2. Profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	√	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	√	b. Attributable to non controlling interest;
3. Penghasilan komprehensif periode berjalan:	√	3. Total comprehensive profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	√	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	√	b. Attributable to non controlling interest;
4. Laba (rugi) per saham.	NA	4. Earning (loss) per share.
Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.		Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.
2. Informasi posisi keuangan perusahaan dalam bentuk perbandingan sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	10-15	2. Financial position in comparison for 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.
Informasi memuat antara lain:		Information contains the following:
1. Jumlah investasi pada entitas asosiasi;	√	1. Total investment on associates;
2. Jumlah aset;	√	2. Total assets



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Keterangan	Halaman Page	Description
3. Jumlah liabilitas; dan	√	3. Total liabilities; and
4. Jumlah ekuitas.	√	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.	15	3. Financial ratio in comparison for 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.
Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	√	Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.
4. Informasi harga saham dalam bentuk tabel dan grafik	N/A	4. Share price information in tables and charts
1. Jumlah saham yang beredar;	N/A	1. Number of shares outstanding;
2. Informasi dalam bentuk tabel yang memuat:	N/A	2. The table forms contain the following information:
a. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	N/A	a. Market capitalization based on the share price on the Stock Exchange where the share are listed;
b. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	N/A	b. Highest, lowest and closing the share price based on share price on the Stock Ex-change where the share are listed; and
c. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	N/A	c. Trading volume of shares on the Stock Exchange where the shares are listed.
3. Informasi dalam bentuk grafik yang memuat paling kurang:	N/A	3. The graph forms contain at least the following information:
a. Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	N/A	a. The closing price of shares based on the share price on the Stock Exchange where the shares are listed; and
b. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	N/A	b. Trading volume of shares on the Stock Exchange where the shares are listed
Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.		Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.
5. Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir.	66-69	5. Information regarding outstanding bonds, sukuk or convertible bonds, in 2 (two) latest financial years.
Informasi memuat:		Information contains:
1. Jumlah obligasi/sukuk/obligasi konversi yang beredar (<i>outstanding</i>);	√	1. Number of outstanding bonds, sukuk or convertible bonds;
2. Tingkat bunga/imbalan;	√	2. Interest rate/yield;
3. Tanggal jatuh tempo; dan	√	3. Maturity date; and
4. Peringkat obligasi/sukuk tahun 2018 dan 2019.	N/A	4. Rating of bonds/sukuk in 2018 and 2019.
Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.		Note: Should be disclosed if the company does not have outstanding bonds, sukuk or convertible bonds
III. Laporan Manajemen		III. Management Report
1. Laporan Dewan Komisaris	41-47	1. Board of Commissioners' Report
Informasi memuat:		Information contains:



Keterangan	Halaman Page	Description
1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya;	√	1. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;
2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;	√	2. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;
3. Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan	√	3. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and
4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	√	4. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.
2. Laporan Direksi	49-61	2. Board of Directors' report
Memuat hal-hal sebagai berikut:		Contain the following:
1. Analisis atas kinerja perusahaan, yang mencakup antara lain:	√	1. Analysis of the company's performance, covering among others:
a. Kebijakan strategis;	√	a. Strategic policies;
b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	√	b. Comparison achievements; and
c. Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya;	√	c. Challenges faced by the company and initiatives to deal with those challenges;
2. Analisis tentang prospek usaha;	√	2. Analysis on business prospects;
3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan	604-605	3. Developments in the implementation of GCG during the fiscal year; and
4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	√	4. Changes in the composition of the Board of Directors (if any) and the reason for such changes.
3. Tanda tangan anggota Dewan Komisaris dan anggota Direksi		3. Signatures of members of the Board of Commissioners and Board of Directors
Memuat hal-hal sebagai berikut:		Contain the following:
1. Tanda tangan dituangkan pada lembaran tersendiri;	√	1. Signatures on a separate page;
2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan;	√	2. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;
3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan	√	3. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and
4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	√	4. Written explanation in a separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation a separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.
IV. Profil Perusahaan		IV. Company Profile
1. Nama dan alamat lengkap perusahaan	64	1. Name and address of the company
Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, e-mail, dan website.	√	Information contains, among others, name and address, postcode, telephone number, fax, email and website.



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Keterangan	Halaman Page	Description
2. Riwayat singkat perusahaan	74-83	2. Brief history of the company
Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan.	√	Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name.
Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan.		Note: to be disclosed if the company never had a change of name
3. Bidang usaha	92-93	3. Line of business
Uraian mengenai antara lain:		Description of, among others:
1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir;	√	1. The line of business as stated in the latest Arti-cles of Association;
2. Kegiatan usaha yang dijalankan; dan	√	2. Business activities; and
3. Produk dan/atau jasa yang dihasilkan.	√	3. Product and/or services offered.
4. Struktur Organisasi	96-97	3. Organization structure
Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.	√	Diagram of organization structure, containing name and position of personnel up to one level below Director, at least
5. Visi, Misi, dan Budaya Perusahaan Mencakup:	70-73	3. Vision, Mission and Corporate Culture Covers:
1. Visi perusahaan;	√	1. Vision;
2. Misi perusahaan;	√	2. Mission;
3. Keterangan bahwa visi dan misi tersebut telah di-review dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan	√	3. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/ Directors in the fiscal year; and
4. Pernyataan (<i>corporate culture</i>) yang dimiliki perusahaan.	√	4. Statement on the corporate culture.
6. Identitas dan riwayat hidup singkat anggota Dewan Komisaris	102-109	3. Profiles of members of the Board of Commissioners
Informasi memuat antara lain:		Contain information on:
1. Nama;	√	1. Name;
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	√	2. Position and period in position (including position(s) held at other company/institution);
3. Umur;	√	3. Age;
4. Domisil;	√	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	√	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	√	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	√	7. History of assignments (period and position) as a member of the Board of Commissioners at the company since the first appointment.
7. Identitas dan riwayat hidup singkat anggota Direksi		7. Profiles of members of the Board of Directors
Informasi memuat antara lain:	111-120	Contain information on:
1. Nama;	√	1. Name;
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	√	2. Position and period in position (including position(s) held at other company/institution);



Keterangan	Halaman Page	Description
3. Umur;	√	3. Age;
4. Domisil;	√	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	√	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	√	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali di-tunjuk.	√	7. History of assignments (period and position) as a member of the Board of Commissioners at the company since the first appointment.
8. Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi.	134-149	8. Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization.
Informasi memuat antara lain:		Information contains, among others:
1. Jumlah karyawan untuk masing-masing level organisasi;	√	1. Number of employees at each level of the organization;
2. Jumlah karyawan untuk masing-masing tingkat pendidikan;	√	2. Number of employees by education;
3. Jumlah karyawan berdasarkan status kepegawaian;	√	3. Number of employees by employment status;
4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan	√	4. Data on employee competence development programs during the fiscal year, concerning the position of participants, type of training, and purpose of training; and
5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.	√	5. The costs of employee competence development programs in the fiscal year.
9. Komposisi Pemegang saham		9. Shareholders composition
Mencakup antara lain:	159	Covering among others:
1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;	N/A	1. Names of the 20 largest shareholders and their shareholding percentage;
2. Rincian pemegang saham dan persentase kepemilikannya meliputi:	N/A	2. Details of shareholders and shareholding percentage:
a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan	N/A	a. Names of shareholders with 5% or more shareholding; and
b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.	N/A	b. Group of public shareholders with individual shareholding of less than 5% each.
3. Saham yang dimiliki Direksi dan Komisaris	432-433	3. Share own by the Board of Directors and the Board of Commissioners
Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.		Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.
10. Daftar entitas anak dan/atau entitas asosiasi	161-173	10. Shareholders composition
Dalam bentuk tabel memuat informasi antara lain:		Covering among others:
1. Nama entitas anak dan/atau asosiasi;	√	1. Name of subsidiary and/or associated entity;
2. Persentase kepemilikan saham;	√	2. Share-ownership percentage;



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Keterangan	Halaman Page	Description
3. Keterangan tentang bidang usaha entitas anak dan/ atau entitas asosiasi; dan	√	3. Line of business of subsidiary and/or associated entity; and
4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	√	4. The operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).
11. Struktur grup perusahaan	160	11. Corporate group structure
Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i> , dan <i>special purpose vehicle</i> (SPV).	√	Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).
12. Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku	N/A	12. Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year
Mencakup antara lain:		Covers, among others:
1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>);	N/A	1. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;
2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan	N/A	2. Total number of shares outstanding following the corporate action; and
3. Nama bursa di mana saham perusahaan dicatatkan.	N/A	3. The stock exchange where the shares are listed.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.
13. Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku	66-69	13. Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year
Mencakup antara lain:		Covers, among others:
1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya;	√	1. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;
2. Nilai penawaran efek lainnya;	√	2. Offering price of other securities;
3. Nama bursa di mana efek lainnya dicatatkan; dan	√	3. The stock exchange where the securities are listed; and
4. Peringkat efek.	√	4. Rating of securities.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.
14. Nama dan alamat lembaga dan/atau profesi penunjang	175-178	14. Name and address of supporting institutions and/or professionals
Mencakup antara lain:		Covers, among others:
1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan;	√	1. Name and address of the company's Share Registrar;
2. Nama dan alamat Kantor Akuntan Publik; dan	√	2. Name and address of Public Accountant Firm; and
3. Nama dan alamat perusahaan pemeringkat efek.	√	3. Name and address of rating agencies.
15. Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional	28-37, 179-184	15. Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels



Keterangan	Halaman Page	Description
Informasi memuat antara lain:		Information covers, among others:
1. Nama penghargaan dan/atau sertifikasi;	√	1. Name of award and/or certification;
2. Tahun perolehan penghargaan dan/atau sertifikasi;	√	2. Year received/issued;
3. Badan pemberi penghargaan dan/atau sertifikasi; dan	√	3. Name of institution that issued the award/certification; and
4. Masa berlaku (untuk sertifikasi).	√	4. Validity period (certification).
16. Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	185-187	16. Name and address of subsidiaries and/or branch offices or representative offices (if any)
Informasi memuat antara lain:		Information covers, among others:
1. Nama dan alamat entitas anak; dan	√	1. Name and address of subsidiaries; and
2. Nama dan alamat kantor cabang/perwakilan.	√	2. Name and address of branch/representative office.
Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan.		Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.
17. Informasi pada <i>Website</i> Perusahaan	184	17. Information in the corporate website
Meliputi paling kurang:		Covers at the very least:
1. Informasi pemegang saham sampai dengan pemilik akhir individu;	√	1. Information of shareholders up to the individual ultimate shareholder;
2. Isi Kode Etik;	√	2. Contents of the Code of Conduct;
3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan;	√	3. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, the summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, an announcement of summary GMS resolutions;
4. Laporan keuangan tahunan terpisah (5 tahun terakhir);	√	4. Annual financial statements (last 5 years);
5. Profil Dewan Komisaris dan Direksi; dan	√	5. Profiles of the Board of Commissioners and Directors; and
6. Piagam/ <i>Charter</i> Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	√	6. Board manual/ <i>Charter</i> of the BoC, BoD, Committees and Internal Audit Unit.
18. Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal	406-521	18. Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit
Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):		Cover at least information of type of training and participant of:
1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	406	1. Training and/or education for Board of Commissioners;
2. Pendidikan dan/atau pelatihan untuk Direksi;	426-428	2. Training and/or education for Board of Directors;
3. Pendidikan dan/atau pelatihan untuk Komite Audit;	480	3. Training and/or education for Audit Committee;
4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	492	4. Training and/or education for Nomination and Remuneration Committee;
5. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	508-509	5. Training and/or education for Corporate Secretary; and
6. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. yang diikuti pada tahun buku.	√	6. Training and/or education for Internal Audit Unit. During the fiscal year.



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Keterangan	Halaman Page	Description
Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan	521	Note: should be disclosed if there are no training and/ or education during the fiscal year
V. Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan		V. Management Discussion and Analysis on the Company Performance
1. Tinjauan operasi per segmen usaha	192-202	1. Operation review per business segment
Memuat uraian mengenai:		Includes analysis on:
1. Penjelasan masing-masing segmen usaha.	√	1. Elaboration on each business segment.
2. Kinerja per segmen usaha, antara lain:	√	2. Performance of each business segment, among others:
a. Produksi;	√	a. Production;
b. Peningkatan/penurunan kapasitas produksi;	√	b. Increase/Decrease of production capacity;
c. Penjualan/pendapatan usaha; dan	√	c. Sales/income; and
d. Profitabilitas	√	d. Profitability.
2. Uraian atas kinerja keuangan perusahaan	203-243	17. Description on the Company's financial performance
Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/ penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai:		An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including in:
1. Aset lancar, aset tidak lancar, dan total aset;	203-217	1. Current assets, non-current assets, and total assets;
2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas;	218-227	2. Current liabilities, Non-current liabilities, and total liabilities;
3. Ekuitas;	227-230	3. Equity;
4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan	231-240	4. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and
5. Arus kas.	240-242	5. Cash flows
3. Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan	244-246	3. Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry
Penjelasan tentang:		Explanation on:
1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan	√	1. Solvability, both short term and long term; and
2. Tingkat kolektibilitas piutang.	√	2. Level of receivables collectibility.
4. Bahasan dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>)	247	4. Discussion on capital structure and Capital Structure Policy
Penjelasan tentang:		Explanation on:
1. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas;	√	1. Details of capital structure comprising of interest bearing debts/sukuk and equity;
2. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan	√	2. Capital structure policies; and
3. Dasar pemilihan kebijakan manajemen atas struktur modal.	√	3. Basis for the determination of capital structure policies.



Keterangan	Halaman Page	Description
5. Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir	√	5. Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year
Penjelasan tentang:	248-249	Explanation on:
1. Nama pihak yang melakukan ikatan;		1. Parties in the commitments;
2. Tujuan dari ikatan tersebut;	√	2. Objectives of the commitments;
3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut;	√	3. Sources of funds to meet the commitments;
4. Mata uang yang menjadi denominasi; dan	√	4. Denomination currency of commitments; and
5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.	√	5. Initiatives taken to mitigate exchange rate risk.
Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.		Note: should be disclosed if the company does not have any material commitment to capital investments in the fiscal year.
6. Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	249	6. Discussion on capital investment realized at the latest financial year
Penjelasan tentang:		Explanation on:
1. Jenis investasi barang modal;	√	1. Type of capital investment;
2. Tujuan investasi barang modal; dan	√	2. Objectives of capital investment; and
3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.	√	3. The nominal value of capital investment realized in the last fiscal year.
Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.		Note: should be disclosed if there are no capital investment.
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, dan lainnya yang dianggap penting bagi perusahaan.	254-265	7. Information on the comparison between initial target at the beginning of the financial year and the realization and target or the projection for the next year concern ing income, profit, capital structure, and others considered a significant target for the company.
Informasi memuat antara lain:		Contain information on:
1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan	√	1. Comparison of targets at the beginning of fiscal year and achievements; and
2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	√	2. Targets or projections set for the next 1 (one) year.
8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan	283	8. Information and material facts following the date of accounting report (Subsequent events)
Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.	√	Description of significant events following the date of accounting report including its impact on business risk and performance in the future.
Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.		Note: should be disclosed if there are no subsequent events.
9. Uraian tentang prospek usaha perusahaan	252-254	9. Description about Company's Business prospects
Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	N/A	The description of on business prospects related to the general industry and economy including quantitative supporting data from reliable resources
10. Uraian tentang aspek pemasaran	265-270	10. Description about Marketing Aspects



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Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar	√	The description of on marketing aspects of the company's products and/or services, among others marketing strategy and market shares
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	281	11. The description of on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years
Memuat uraian mengenai:		Contain information on:
1. Kebijakan pembagian dividen;	√	1. Dividend payout policy;
2. Total dividen yang dibagikan;	√	2. Total dividend disbursement;
3. Jumlah dividen kas per saham;	√	3. Total cash dividend per share;
4. Payout ratio; dan	√	4. Payout ratio; and
5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun.	√	5. Announcement date and cash dividend payout for each year.
Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.		Note: To disclose if there are no dividend disbursement and its reasons.
12. Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/ MSOP) yang masih ada sampai tahun buku	299	12. Employee/Management Share Ownership Program (ESOP/ MSOP) still ongoing in the fiscal year
Memuat uraian mengenai:		Contain information on:
1. Jumlah saham ESOP/MSOP dan realisasinya;	√	1. Number of ESOP/MSOP shares and its execution;
2. Jangka waktu;	√	2. Period;
3. Persyaratan karyawan dan/atau manajemen yang berhak; dan	√	3. Eligible employee/management; and
4. Harga exercise	√	4. Exercise price.
Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such programs
13. Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	282-283	13. Realization of initial public offering proceeds (in the event of the company is obligated to submit the report)
Memuat uraian mengenai:		Contain information on:
1. Total perolehan dana;	√	1. Total proceeds;
2. Rencana penggunaan dana;	√	2. Proceeds utilization plan;
3. Rincian penggunaan dana;	√	3. Proceeds utilization details;
4. Saldo dana; dan	√	4. Proceeds balance; and
5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	√	5. The date of GMS/GMB resolution on the change of proceeds utilization (if any).
Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.		Note: should be disclosed if there are no such information of realization of proceeds of public offering.
14. Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi	284-286	14. Material transaction information with conflict of interest and/or transaction with related parties
Memuat uraian mengenai:		Contain information on:
1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi;	√	1. Name of transacting parties and the nature of related parties;



Keterangan	Halaman Page	Description
2. Penjelasan mengenai kewajaran transaksi;	√	2. Description of the transaction fairness;
3. Alasan dilakukannya transaksi;	√	3. Transaction background;
4. Realisasi transaksi pada periode tahun buku terakhir;	√	4. Transaction realization at the last financial year;
5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan	√	5. Company policy related with transaction review mechanism; and
6. Pemenuhan peraturan dan ketentuan terkait.	√	6. Compliance to relevant regulations and provisions.
Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such information of realization of proceeds of public offering.
15. Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir	294-295	15. Description on changes in laws and regulations during the fiscal year that impacted on the company
Uraian memuat antara lain:		Name of regulations; and
1. Nama peraturan perundang-undangan yang mengalami perubahan; dan	√	1. Name of regulations; and
2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan.	√	2. The impact (quantitative and/or qualitative) on the company (if significant or statement that this impact not significant).
Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in the laws and regulations that have significant impacts
16. Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	290-293	16. Description on the changes in accounting policy implemented by the company at the last financial year
Uraian memuat antara lain:		Descriptions include among others:
1. Perubahan kebijakan akuntansi;	√	1. Changes in accounting policy;
2. Alasan perubahan kebijakan akuntansi; dan	√	2. Reasons for the change; and
3. Dampaknya secara kuantitatif terhadap laporan keuangan.	√	3. Quantitative impact on the financial statements.
Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in accounting policies during the fiscal year
17. Informasi kelangsungan usaha Pengungkapan informasi mengenai:	296	17. Information on business continuity Disclosures on:
1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir;	√	1. Significant issues on the company business continuity at the last financial year;
2. <i>Assessment</i> manajemen atas hal-hal pada angka 1; dan	√	2. Management assessment on point 1; and
2. Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i> .	√	3. Assumption implemented by the management in conducting the assessment.
Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir		Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences on the company's business continuity at the last financial year



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VI. Good Corporate Governance		VI. Good Corporate Governance
1. Uraian Dewan Komisaris	390-409	15. Description of the Board of Commissioners
Uraian memuat antara lain:		Covers the following:
1. Uraian tanggung jawab Dewan Komisaris;	√	1. Board of Commissioners responsibilities;
2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan	√	2. Assessment of performance of committees under the Board and the basis for such assessment; and
3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris).	√	3. Board Charter Commissioners work guidelines and procedures).
2. Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris)	396-397, 403	2. 2. Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners)
Meliputi antara lain:		Covers the following:
1. Kriteria penentuan Komisaris Independen; dan	√	1. Assignment criteria of Independent Commissioners; and
2. Pernyataan tentang independensi masing-masing Komisaris Independen.	√	2. Independence statement of each Independent Commissioner.
3. Uraian Direksi	412-429	3. Description of the Board of Directors
Meliputi antara lain:		Covers the following:
1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;	√	1. Assignment criteria of Independent Commissioners; and
2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan	√	2. Independence statement of each Independent Commissioner.
3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi)	√	3. Board Charter disclosures (Board of Directors work guidelines and procedures)
4. Penilaian Penerapan GCG untuk tahun buku 2020 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi	322-331	4. GCG implementation assessment for 2020, at least for aspects of the Board of Commissioners and/or Board of Directors
Memuat uraian mengenai:		Covers the following
1. Kriteria yang digunakan dalam penilaian;	√	1. Assessment criteria;
2. Pihak yang melakukan penilaian;	√	2. Assessor;
3. Skor penilaian masing-masing kriteria;	√	3. Assessment score on each criteria;
4. Rekomendasi hasil penilaian; dan	√	4. Recommendations on results of assessment; and
5. Alasan belum/tidak diterapkannya rekomendasi.	√	5. Reasons for the delay or non implementation of such recommendations.
Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2019, agar diungkapkan.		Note: should be disclosed if there are no GCG assessment for fiscal 2019.
5. Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi	464-471	5. Description of the remuneration policy for the Board of Commissioners and Board of Directors
Mencakup antara lain:		Covers the following
1. Pengungkapan dengan penetapan remunerasi Dewan Komisaris;	√	1. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;
2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;	√	2. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;



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3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;	√	3. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;
4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;	√	4. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;
5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan	√	5. Disclosure of indicators for the remuneration of the Board of Directors; and
6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima masing-masing anggota Dewan Komisaris dan Direksi (jika ada).	√	6. Disclosure of performance bonus, nonperformance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).
Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.		Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.
6. Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan)	441-459	6. Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months)
Informasi memuat antara lain:		Covers among others:
1. Tanggal Rapat;	√	1. Date;
2. Peserta Rapat; dan	√	2. Attendance; and
3. Agenda Rapat. untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.	√	3. Agenda. Of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.
7. Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu.	159	7. Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder.
Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali.	√	Diagram with separate illustration for majority shareholders and controlling shareholders
Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.		Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder
8. Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/ atau pengendali	430-431	8. Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders
Mencakup antara lain:		Covers the following
1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;	√	1. The affiliation between a member of the Board of Directors with fellow members of the Board of Directors;
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;	√	2. The affiliation between a member of the Board of Directors with members of the Board of Commissioners;
3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;	√	3. The affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder;



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4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan	√	4. The affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and
5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.	√	5. The affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.
Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.		Note: should be disclosed if there is no affiliation relationship
9. Komite Audit	472-487	9. Audit Committee
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan periode jabatan anggota komite audit;	√	1. Name, position and tenure of audit committee members;
2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;	√	2. Education qualifications (study field and institution) and work experience (position, company and tenure) of audit committee members;
3. Independensi anggota komite audit;	√	3. Independency of audit committee members;
4. Uraian tugas dan tanggung jawab;	√	4. Duties and responsibilities;
5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan	√	5. Brief report of audit committee activity; and
6. Frekuensi pertemuan dan tingkat kehadiran komite audit.	√	6. Meeting frequency and attendance of audit committee.
10. Komite Nominasi dan/atau Remunerasi	488-494	10. Audit Committee
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;	√	1. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee;
2. Independensi komite nominasi dan/atau remunerasi;	√	2. Independency of Nomination and/or Remuneration Committee;
3. Uraian tugas dan tanggung jawab;	√	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku;	√	4. Brief report of Nomination and/or Remuneration committee activity; and
5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	√	5. Meeting frequency and attendance of nomination and/or remuneration committee.
6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan	√	6. Statement of nomination and/or remuneration committee charter; and
7. Kebijakan mengenai suksesi Direksi.	√	7. Policies on Director succession.
11. Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan	495-505	11. Other committees under the Board of Commissioners
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;	√	1. Name, position and brief profile of members of committee;
2. Independensi komite lain;	√	2. Independency of committee;
3. Uraian tugas dan tanggung jawab;	√	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku;	√	4. Committee activity in the fiscal year; and



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5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	√	5. Committee meeting frequency and attendance.
12. Uraian tugas dan Fungsi Sekretaris Perusahaan	507-510	12. Description of duties and functions of Corporate Secretary
Mencakup antara lain:		Covers among others:
1. Nama, dan riwayat jabatan singkat sekretaris perusahaan;	√	1. Name and brief work experience of Corporate Secretary;
2. Domisil;	√	2. Domicile;
3. Uraian tugas dan tanggung jawab; dan	√	3. Duties and responsibilities; and
4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	√	4. Report of activities of Corporate Secretary in the fiscal year
13. Uraian mengenai unit audit internal	516-523	13. Description on Internal Audit Unit
Mencakup antara lain:		Covers among others:
1. Nama ketua unit audit internal;	√	1. Name of internal audit unit head;
2. Jumlah pegawai (auditor internal) pada unit audit internal;	√	2. Total employees (internal auditors) in internal audit unit;
3. Sertifikasi sebagai profesi audit internal;	√	3. Certification on internal audit profession;
4. Kedudukan unit audit internal dalam struktur perusahaan;	√	4. Internal audit unit composition in the company's structure;
5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	√	5. Brief report on internal audit unit activity implementation; and
6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	√	6. The parties responsible to appoint/terminate the internal audit unit head.
14. Akuntan Publik	174	14. Public Accountant
Informasi memuat antara lain:		Information, among others:
1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	√	1. Name and year of the public accountant that audits the annual financial statements in the last 5 years;
2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	√	2. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;
3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	√	3. The amount of fee for each service provided by public accountant at the last financial year; and
4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.	√	4. Other services provided by the accountant apart from the audit service of annual financial statements at the last financial year.
Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.		Note: to disclose if there are no other services rendered
15. Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola Tanggung jawab sosial	557-603	15. Description about corporate social responsibility related to social responsibility governance
1. Informasi komitmen pada tanggung jawab sosial;	√	1. Information commitment to social responsibility;
2. Informasi mengenai methoda dan lingkup due diligent terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan;	√	2. Information regarding methods and scope of due diligence on the social, economic and environmental impacts of company activities;



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3. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan;	√	3. Information about important stakeholders who are affected or influence the impact of the company's activities
4. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan;	√	4. Information about important socio-economic and environmental issues related to the impact of company activities
5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban;	√	5. Information about the scope of corporate social responsibility, both those which constitute obligations and those that exceed obligations
6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i> ;	√	6. Information about the company's strategy and work program in handling social, economic and issues the environment in the efforts of stakeholders and engagement increase value for stakeholders and shareholders
7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan; dan	√	7. Information about various programs that exceed the company's minimum responsibilities that are relevant to the business being described; and
8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial.	√	8. Information about financing and social responsibility budgets
16. Uraian mengenai <i>corporate social responsibility</i> yang terkait core subject Hak Asasi Manusia	568-570	16. Description of corporate social responsibility related to the core subject of Human Rights
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	√	1. Information about commitments and core social responsibility policies on the subject of Human Rights;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	√	2. Information about the formulation of corporate social responsibility core subjects on Human Rights;
3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Asasi Manusia;	√	3. Information about corporate social responsibility planning in the field of Human Rights;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Asasi Manusia; dan	√	4. Information about initiative implementation of CSR in the field of Human Rights; and
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia.	√	5. Information about the achievements and awards of CSR initiatives in the field of Human Rights.
17. Uraian mengenai <i>corporate social responsibility</i> yang terkait core subject Operasi yang adil	565-567	17. Description of corporate social responsibility related to the core subject of fair operation
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Operasi yang adil;	√	1. Information about commitments and core social responsibility policies on the subject of Fair Operation;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Operasi yang adil;	√	2. Information about the formulation of corporate social responsibility core subjects on Fair Operation;
3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Operasi yang adil;	√	3. Information about corporate social responsibility planning in the field of Fair Operation;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Operasi yang adil; dan	√	4. Information about initiative implementation of CSR in the field of Human Rights; and
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia.	√	5. Information about the achievements and awards of CSR initiatives in the field of Human Rights.
18. Uraian mengenai <i>corporate</i> yang terkait dengan lingkungan hidup, penyampaian informasi tentang	571-574	18. Description of corporate social responsibility related to the environment, delivery of information about



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1. Informasi tentang komitmen dan kebijakan lingkungan;	√	1. Information about environmental commitments and policies;
2. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan	√	2. Information about important environmental impacts and risks that are directly or indirectly related to the company
3. Informasi tentang target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	3. Information about the 2019 activity targets / plans set by management;
4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan;	√	4. Information about activities carried out and related to environmental programs related to the company's operational activities;
5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup;	√	5. Information about implementing CSR initiatives related to the environment;
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; dan	√	6. Information about achieving quantitative impacts on the activity; and, such as the use of environmentally friendly and recyclable materials and energy, the company's waste treatment system, environmental complaints mechanism, consideration of environmental aspects in granting credit to customers, and others; and
7. Sertifikasi di bidang lingkungan yang dimiliki.	√	7. Certification in the environmental field owned.
19. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja, mencakup antara lain informasi tentang	575-579	19. Description of corporate social responsibility related to employment, health and work safety, including information about
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan core subject ketenagakerjaan;	√	1. Corporate social responsibility policies and commitments core subject to employment;
2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan;	√	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Informasi terkait target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	3. Information related to targets / planned activities for 2019 set by management;
4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; dan	√	4. Activities undertaken and quantitative impact on these activities; and
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.	√	5. Information related to employment practices, health and occupational safety, such as gender equality and job opportunities, facilities and work safety, employee turnover rates, work accident rates, remuneration, mechanisms for complaints of labor problems, and others
20. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen, mencakup antara lain:	580-594	20. Description of corporate social responsibility related to responsibility to consumers, including among others:
1. Target/rencana kegiatan yang pada tahun 2019 ditetapkan manajemen;	√	1. Targets/planned activities for 2019 set by management; and
2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan	√	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain.	√	3. Related to product responsibility, such as health and safety for the customers, product information, facilities, number and customers complaint handling, and others.



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21. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan kemasyarakatan, mencakup antara lain informasi tentang:	594-603	21. Description of corporate social responsibility related to social and community development, including information on:
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan kemasyarakatan;	√	1. Corporate social responsibility policies and commitments core subject to social and community development;
2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan;	√	2. Information about social issues that are relevant to the company
3. Informasi tentang risiko sosial yang dikelola perusahaan;	√	3. Information about social risks managed by the company;
4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan;	√	4. Information on the scope and formulation of social responsibility in the field of social and community development;
5. Target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	5. Targets/activity plans for 2019 set by management;
6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut;	√	6. Activities undertaken and their impact;
7. Biaya yang dikeluarkan; dan	√	7. Cost incurred; and
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 antikorupsi, pelatihan mengenai antikorupsi, dan lain-lain.	√	8. Related to social and community development, such as the use of local labor, empowerment of the community around the company, improvement of social facilities and infrastructure, other forms of donations, communication regarding anticorruption policies and procedures, training on anti-corruption, etc.
22. Uraian mengenai manajemen risiko perusahaan	526-530	22. Description on risk management of the company
Mencakup antara lain:		Includes the following:
1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	√	1. Explanation on risk management system implemented by the company;
2. Penjelasan mengenai hasil reviu yang dilakukan atas sistem manajemen risiko pada tahun buku;	√	2. Explanation on risk management system effectiveness evaluation;
3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	√	3. Explanation on risks faced by the company; and
4. Upaya untuk mengelola risiko tersebut.	√	4. Risk mitigation.
23. Uraian mengenai sistem pengendalian intern	511-515	23. Description of internal control system
Mencakup antara lain:		Includes the following:
1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional;	√	1. Brief explanation on internal control system, among others on financial and operational control;
2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – <i>internal control framework</i>); dan	√	2. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and
3. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	√	3. Explanation on internal control system effectiveness evaluation.
24. Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan, mencakup antara lain:	535-543	24. Description of corporate social responsibility related to responsibility to consumers, including among others:



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1. Pokok perkara/gugatan;	√	1. Case/ Claim;
2. Status penyelesaian perkara/gugatan;	√	2. Settlement status of litigation/claims;
3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan	√	3. Impact to the company's condition; and
4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).	√	4. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged).
Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.		Note: in the case of a Corporate, a subsidiary, a member of the Board of Commissioners, and a member of the Board of Directors has no important case to disclose.
25. Akses informasi dan data perusahaan	554-555	25. Access to company information and data
Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui <i>website</i> (dalam bahasa Indonesia dan bahasa Inggris), media massa, <i>mailing list</i> , buletin, pertemuan dengan analis, dan sebagainya.		Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.
26. Bahasan mengenai kode etik, memuat uraian antara lain:	531-534	26. The description on code of ethic, which contains, among others:
1. Pokok-pokok kode etik;	√	1. Contents of Code of Conduct;
2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;	√	2. Disclosure of code of conduct application in all level of organization;
3. Penyebarluasan kode etik;	√	3. Code of conduct dissemination;
4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan	√	4. Sanctions on code of conduct violations; and
5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.	√	5. Number of violation and sanction in the last fiscal year.
Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there are no violations of code of conduct in the last fiscal year.
27. Pengungkapan mengenai <i>whistleblowing system</i>	548-554	27. Disclosure on whistleblowing system
Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain:		Includes the following mechanism of whistleblowing system:
1. Penyampaian laporan pelanggaran;	√	1. Violations report submission;
2. Perlindungan bagi <i>whistleblower</i> ;	√	2. Whistleblowers protection;
3. Penanganan pengaduan;	√	3. Complaints handling;
4. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan	√	4. Total claims registered in the fiscal year; and
5. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.	√	5. Sanctions/report processed at the last fiscal year including its follow up measures.
Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there is no report and follow up action in the last fiscal year.
28. Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi. Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.	437-440	28. Diversity of the Board of Commissioners and Board of Directors Composition. Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender.



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Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.		Note: to disclose the reasons and considerations, if there is no policy applied.
VI. Informasi Keuangan		VI. Financial Information
1. Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan	604-605	1. Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements
Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.		Conformity with related regulations regarding the Financial Statements Responsibility.
2. Opini auditor independen atas laporan keuangan	655	2. Independent auditor opinion on financial statements
3. Deskripsi Auditor Independen di Opini	I-X	3. Independent Auditor Description in the Opinion
Deskripsi memuat tentang:		Description contains the following:
1. Nama dan tanda tangan;	√	1. Name & signatures;
2. Tanggal Laporan Audit; dan	√	2. Audit Report date; and
3. Nomor ijin KAP dan nomor ijin Akuntan Publik.	√	3. License of Public Accountant Firm and license of Public Accountant
4. Laporan keuangan yang lengkap		4. Comprehensive financial statements
Memuat secara lengkap unsur-unsur laporan keuangan:		Comprehensively covers the financial statements elements:
1. Laporan posisi keuangan;	1-3	1. Statements of financial position
2. Laporan laba rugi dan penghasilan komprehensif lain;	4-5	2. Statements of profit (loss) and other comprehensive income;
3. Laporan perubahan ekuitas;	6	3. Statements of changes in equity;
4. Laporan arus kas;	7	4. Statements of cash flows;
5. Catatan atas laporan keuangan;	8-207	5. Notes to financial statements;
6. Informasi komparatif mengenai periode sebelumnya; dan	1-207	6. Comparative information on previous periods; and
7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pospos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	1-7, 199-207	7. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).
5. Perbandingan tingkat profitabilitas	4-5	5. Profitability level comparison
Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya.		Comparison of current profit (loss) with the previous year.
6. Laporan Arus Kas	7	6. Statements of Cash Flows
Memenuhi ketentuan sebagai berikut:		Conformity to the following provisions:
1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;	√	1. Grouping into three category of activities: operations, investment, and financing;
2. Penggunaan metode langsung (<i>direct method</i>) untuk melaporkan arus kas dari aktivitas operasi;	√	2. Direct method application in the statements of cash flows from operations activity;
3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan	√	3. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities; and
4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.	√	4. Disclosure of non cash transaction shall be stated in the notes to financial statements.



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7. Ikhtisar Kebijakan Akuntansi	19-65	7. Accounting policies highlights
Meliputi sekurang-kurangnya:		Including at least:
1. Pernyataan kepatuhan terhadap SAK;	√	1. Compliance statement to SAK;
2. Dasar pengukuran dan penyusunan laporan keuangan;	√	2. Basis of measurement and formulation of financial statements;
3. Pajak penghasilan;	√	3. Income tax;
4. Imbalan kerja; dan	√	4. Employee benefits; and
5. Instrumen Keuangan.	√	5. Financial instrument.
8. Pengungkapan transaksi pihak berelasi	28-29, 146-155	8. Disclosure of related parties transactions
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;	√	1. Name of related parties, and the nature and relationship with related parties;
2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan	√	2. Transaction values and its percentage to total income and expense; and
3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.	√	3. Total balance and its percentage to total assets or liabilities.
9. Pengungkapan yang berhubungan dengan perpajakan	81-90	9. Disclosure related to taxes
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rekonsiliasi fiskal dan perhitungan beban pajak kini;	√	1. Fiscal reconciliation and current tax expense calculation;
2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;	√	2. Explanation of relationship between tax expenses (income) and accounting profit;
3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016;	√	3. Statement that Taxable Income as a result of reconciliation is used as the basis in completing the 2016 Annual corporate income tax return;
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	√	4. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and
5. Pengungkapan ada atau tidak ada sengketa pajak.	√	5. Disclosure of availability or unavailability of tax disputes.
10. Pengungkapan yang berhubungan dengan aset tetap	45-48, 95-98	10. Disclosure related to fixed assets
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Metode penyusutan yang digunakan;	√	1. Used depreciation method;
2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;	√	2. Description on accounting policies selected between revaluation model and cost model;



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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	√	3. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and
4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.	√	4. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.
11. Pengungkapan yang berhubungan dengan segmen operasi	60, 156-161	11. Disclosure related to operations segments
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;	√	1. General information covering factors used to identify reported segments;
2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;	√	2. Information on segment's reported profit loss, assets, and liabilities;
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	√	3. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and
4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	√	4. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.
12. Pengungkapan yang berhubungan dengan Instrumen Keuangan	32-42, 176-187	12. Disclosure related to Financial Instruments
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;	√	1. Financial instrument classification;
2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;	√	2. Fair value of every financial instrument group;
3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;	√	3. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk;
4. Kebijakan manajemen risiko; dan	√	4. Risk management policies; and
5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.	√	5. Risk analysis related to financial instrument in quantitative way.
13. Penerbitan laporan keuangan	√	13. Financial statements publication
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Tanggal laporan keuangan diotorisasi untuk terbit; dan	√	1. Date of financial statements authorized for publication; and
2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	√	2. Parties responsible to authorize the financial statements.

PT Angkasa Pura I **dan entitas anaknya** and its subsidiaries

Laporan keuangan konsolidasian tanggal 31
Desember 2023 dan untuk tahun yang berakhir
pada tanggal tersebut beserta laporan auditor
independen/

Consolidated financial statements as of December 31, 2023
and for the year then ended with independent auditor's report

The original consolidated financial statements included herein
are in Indonesian language.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2023
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT**

Daftar Isi

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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2023
DAN UNTUK PERIODE YANG BERAKHIR
PADA TANGGAL TERSEBUT
PT ANGKASA PURA I DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT LETTER
RELATING TO THE RESPONSIBILITY ON
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023
AND FOR THE PERIOD
THEN ENDED
PT ANGKASA PURA I AND ITS SUBSIDIARIES**

Kami yang bertanda tangan dibawah ini/*We, the undersigned:*

- | | | |
|--|---|--|
| 1. Nama/ <i>Name</i> | : | MMA. Indah Preastuty |
| Alamat kantor/ <i>Office address</i> | : | Kota Baru Bandar Kemayoran Blok B. 12 Kav 2
Jakarta 10610 |
| Alamat domisili sesuai KTP/
<i>Address of domicile according to KTP</i> | : | Jl. Kerja Bakti No.1 RT 01/RW 02 Kec.Makasar,Jakarta Timur |
| Nomor Telepon/ <i>Phone Number</i> | : | +62 21 654-1961 |
| Jabatan/ <i>Position</i> | : | Direktur Utama/ <i>President Director</i> |

Menyatakan bahwa/*state that:*

- | | |
|--|---|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya; | 1. <i>We are responsible for the preparation and presentation of the Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries;</i> |
| 2. Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; | 2. <i>The Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</i> |
| 3. a. Semua informasi dalam Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya telah dimuat secara lengkap dan benar; | 3. a. <i>All information contained in the Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries has been fully disclosed in a complete and truthful manner;</i> |
| b. Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; | b. <i>The Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries do not contain misleading material information or fact, and do not omit material information and facts;</i> |
| 4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Angkasa Pura I dan Entitas Anaknya untuk memungkinkan penyusunan laporan keuangan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan. | 4. <i>We are responsible for the internal control system of PT Angkasa Pura I and its Subsidiaries to permit preparation of financial statements are free from material misstatement, whether caused by fraud or error.</i> |

Demikianlah pernyataan ini dibuat dengan sebenarnya dan dapat dipertanggungjawabkan secara hukum, serta dalam rangka memenuhi prinsip-prinsip *good corporate governance*.

This is our declaration which made in truth and can be legally accountable, and in order to meet the principles of good corporate governance.



Jakarta, 27 Maret 2024/ *March 27, 2024*

Atas nama dan mewakili Direksi/*On behalf and representing Directors*



MMA. Indah Preastuty
Direktur Utama/*President Director*

*The original report included herein is in
the Indonesian language.*

Laporan Auditor Independen

Laporan No. 00359/2.1032/AU.1/06/0697-
4/1/III/2024

Pemegang Saham, Dewan Komisaris, dan
Direksi
PT Angkasa Pura I

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Angkasa Pura I ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Kelompok Usaha") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2023, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor's Report

Report No. 00359/2.1032/AU.1/06/0697-
4/1/III/2024

*The Shareholders and the Boards of
Commissioners and Directors
PT Angkasa Pura I.*

Opinion

We have audited the accompanying consolidated financial statements of PT Angkasa Pura I (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2023, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2023, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Basis opini

Basis for opinion

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Kelompok Usaha berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Hal audit utama

Key audit matters

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter matters below, our description of how our audit addressed such key audit matter is provided in such context.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-
4/1/III/2024 (lanjutan)

*Report No. 00359/2.1032/AU.1/06/0697-
4/1/III/2024 (continued)*

Hal audit Utama (lanjutan)

Key audit matters (continued)

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Penyisihan untuk kerugian kredit ekspektasian piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima

Allowance for the expected credit losses of trade receivables, other receivables, and accrued revenue

Penjelasan atas hal audit utama:

Description of the key audit matter:

Seperti diungkapkan dalam Catatan 2h, 7, 8 dan 11 atas laporan keuangan konsolidasian terlampir, Kelompok Usaha menerapkan pendekatan yang disederhanakan dalam perhitungan penyisihan kerugian kredit ekspektasian ("ECL") pada piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima. Saldo penyisihan ECL dan beban penyisihan untuk tahun yang berakhir pada 31 Desember 2023 masing-masing sebesar Rp795 miliar dan Rp81 miliar.

As disclosed in Notes 2h, 7, 8 and 11 to the accompanying consolidated financial statements, the Group applies the simplified approach in calculating expected credit losses (ECL) on trade receivables, other receivables, and accrued revenue. The balance of allowance for ECL as of December 31, 2023 and the provision expense for ECL for year ended December 31, 2023 amounted to Rp795 billion and Rp81 billion, respectively.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Hal audit Utama (lanjutan)

Key audit matters (continued)

Penyisihan untuk kerugian kredit ekspektasian piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima (lanjutan)

Allowance for the expected credit losses of trade receivables, other receivables, and accrued revenue (continued)

Penjelasan atas hal audit utama: (lanjutan)

Description of the key audit matter: (lanjutan)

Penentuan asumsi-asumsi dan model dalam menghitung ECL merupakan hal audit utama karena saldo penyisihan ECL yang material terhadap laporan keuangan konsolidasian dan perhitungannya melibatkan pertimbangan dan estimasi signifikan. Pertimbangan dan estimasi utama meliputi definisi default untuk piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima, penentuan tingkat *loss given default*, pengelompokan instrumen untuk kerugian yang dihitung secara bersama dan penggunaan informasi masa depan, dalam menghitung ECL.

Determination of assumptions and model in calculating ECL is a key audit matter as the amount is material to the consolidated financial statements and the calculation involves the use of significant judgment and estimate. Key areas of judgment and estimate include definition of default for trade receivables, other receivables, and accrued revenue, determination of loss given default rate, grouping of instruments for losses measured on collective basis and incorporation of forward-looking information, in calculating ECL.

Respons audit:

Audit response:

Kami menilai segmentasi Kelompok Usaha atas paparan risiko kreditnya berdasarkan persamaan karakteristik risiko kredit; menguji definisi *default* terhadap kebijakan manajemen risiko kredit dan meninjau pertimbangan manajemen atas informasi masa depan, dalam menghitung ECL piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima.

We assessed the Group's segmentation of its credit risk exposure based on homogeneity of credit risk characteristics; tested the definition of default against credit risk management policies, and reviewed management's consideration of forward-looking information, in the calculation of ECL of trade receivables, other receivables, and accrued revenue.

Selanjutnya, kami menilai keakuratan, kelengkapan dan kelayakan data yang digunakan pada model ECL. Kami melibatkan pakar auditor dalam mengevaluasi metodologi, masukan dan asumsi yang digunakan dalam menghitung ECL.

Further, we assessed the accuracy, completeness and reasonableness of data used in the calculation of ECL. We involved our auditor's expert in evaluating the methodology, inputs and assumptions used in calculating the ECL.

Kami juga menilai kecukupan pengungkapan atas penyisihan kerugian kredit ekspektasian dalam laporan keuangan konsolidasian.

We also assessed the adequacy of the disclosures for allowance for expected credit losses in the accompanying consolidated financial statements.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Informasi lain

Other information

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2023 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Management is responsible for the other information. Other information comprises the information included in the 2023 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Responsibilities of management and those charged with governance for the consolidated financial statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Kelompok Usaha dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Kelompok Usaha atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Kelompok Usaha.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Auditor's responsibilities for the audit of the consolidated financial statements

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.
- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.*

Laporan Auditor Independen (lanjutan)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Kelompok Usaha.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Kelompok Usaha tidak dapat mempertahankan kelangsungan usaha.

Independent Auditor's Report (continued)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

Laporan Auditor Independen (lanjutan)

Independent Auditor's Report (continued)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Kelompok Usaha untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Kelompok Usaha. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

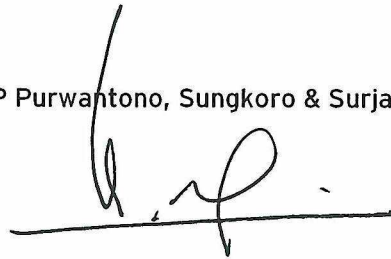
Laporan Auditor Independen (lanjutan)

Laporan No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

KAP Purwantono, Sungkoro & Surja



Moch. Dadang Syachruna

Registrasi Akuntan Publik No.AP.0697/Public Accountant Registration No.AP.0697

27 Maret 2024/March 27, 2024

Independent Auditor's Report (continued)

Report No. 00359/2.1032/AU.1/06/0697-4/1/III/2024 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
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(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	2023	Catatan/ Notes	2022	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	5.244.395.233	2e,2f,2g,2h 4,42	2.220.931.962	Cash and cash equivalents
Kas yang dibatasi penggunaannya - bagian lancar	265.765.757	2e,2g,2h, 5,42	-	Restricted cash - current portion
Investasi jangka pendek	84.071.858	2e,2h,6,42	103.557.146	Short-term investments
Piutang usaha, neto		2f,2h,7, 2e,42		Trade receivables, net
Pihak berelasi	137.965.104		120.571.001	Related parties
Pihak ketiga	369.452.521		420.236.888	Third parties
Piutang lain-lain, neto	26.321.988	2e,2h,8,42	11.964.730	Other receivables, net
Persediaan, neto	22.491.676	2i,9	23.305.927	Inventories, net
Uang muka dan biaya dibayar di muka	45.141.187	2j,10	32.185.603	Advances and prepaid expenses
Pendapatan yang masih harus diterima, neto	306.909.021	2e,2f,2h, 11	215.956.659	Accrued revenues, net
Pajak dibayar di muka	27.892.303	2t,12a	35.949.276	Prepaid taxes
Aset lancar lainnya	64.087.895	13	32.102.490	Other current assets
TOTAL ASET LANCAR	6.594.494.543		3.216.761.682	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Piutang jangka panjang, neto		2h		Long-term receivables, net
Pihak berelasi	54.624.237	2e,7,42	54.162.433	Related parties
Pihak ketiga	9.012.945		-	Third parties
Estimasi tagihan pajak	220.182.805	12b	93.328.694	Estimated claims for tax refund
Investasi jangka panjang	330.778.819	2h,2k,14	312.988.683	Long-term investments
Aset pajak tangguhan, neto	1.462.898.130	2t,12f	1.637.221.142	Deferred tax assets, net
Properti investasi, neto	113.568.848	2l,2v,15	117.962.172	Investment properties, net
Aset tetap, neto	34.367.571.256	2m,2o,2v,16	35.476.102.704	Fixed assets, net
Aset takberwujud, neto	32.956.661	2n,17	46.448.105	Intangible assets, net
Aset hak-guna, neto	157.269.790	2s,18	174.475.510	Right-of-use assets, net
Kas yang dibatasi penggunaannya - bagian tidak lancar	385.214.552	2e,2g,2h, 5,42	-	Restricted cash - non-current portion
Aset tidak lancar lainnya	13.244.683		5.889.705	Other non-current assets
TOTAL ASET TIDAK LANCAR	37.147.322.726		37.918.579.148	TOTAL NON-CURRENT ASSETS
TOTAL ASET	43.741.817.269		41.135.340.830	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	2023	Catatan/ Notes	2022	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang usaha		2h,2f		<i>Trade payables</i>
Pihak berelasi	43.900.452	2e,20,42	317.678.670	<i>Related parties</i>
Pihak ketiga	251.696.511		242.920.437	<i>Third parties</i>
Utang lain-lain	807.199.316	2e,2h,22,42	783.146.141	<i>Other payables</i>
Pendapatan diterima di muka	101.326.785	2q,21	105.055.901	<i>Unearned revenues</i>
Beban akrual	1.032.789.241	2h,2p,19	780.539.735	<i>Accrued expenses</i>
Utang pajak	106.628.431	2t,12c	96.332.982	<i>Taxes payable</i>
Utang bank jangka pendek	95.551.607	2e,2h,23,42	107.285.344	<i>Short-term bank loans</i>
Liabilitas imbalan kerja karyawan jangka pendek	28.850.944	2h,2r,26	17.722.473	<i>Short-term employee benefits liabilities</i>
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:				<i>Current maturities of long-term liabilities:</i>
Utang bank jangka panjang	42.359.712	2e,2h,2o,23,42	36.235.992	<i>Long-term bank loans</i>
Utang obligasi dan sukuk	487.500.000	2e,2h,2o,24,42	444.000.000	<i>Bonds payable and sukuk</i>
Liabilitas sewa	20.572.765	2s,18	14.447.941	<i>Lease liabilities</i>
TOTAL LIABILITAS JANGKA PENDEK	3.018.375.764		2.945.365.616	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:				<i>Long-term liabilities - net of current maturities:</i>
Utang bank jangka panjang	23.216.954.500	2e,2h,2o,23,42	23.217.820.773	<i>Long-term bank loans</i>
Utang obligasi dan sukuk	4.241.984.332	2e,2h,2o,24,42	3.270.623.013	<i>Bonds payable and sukuk</i>
Liabilitas sewa	181.046.600	2h,2s,18	188.457.940	<i>Lease liabilities</i>
Utang jangka panjang lainnya	2.195.592.953	25	1.338.016.953	<i>Other long-term liabilities</i>
Liabilitas imbalan kerja karyawan	719.608.840	2r,26	811.993.496	<i>Employee benefits liabilities</i>
TOTAL LIABILITAS JANGKA PANJANG	30.555.187.225		28.826.912.175	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS	33.573.562.989		31.772.277.791	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	2023	Catatan/ Notes	2022	
LIABILITAS DAN EKUITAS (lanjutan)				LIABILITIES AND EQUITY (continued)
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to the owner of the parent entity
Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham masing-masing untuk saham Seri A Dwiwarna dan saham Seri B				Share capital - par value of Rp1,000,000 (full amount) per share for A Series Dwiwarna share and B Series shares, respectively
Modal dasar - 12.000.000 saham, terdiri dari 1 saham Seri A Dwiwarna dan 11.999.999 saham Seri B				Authorized capital - 12,000,000 shares, consists of 1 A Series Dwiwarna share and 11,999,999 B Series shares
Modal ditempatkan dan disetor penuh - 6.414.412 saham, terdiri dari 1 saham Seri A Dwiwarna dan 6.414.411 saham Seri B	6.414.412.000	27	6.414.412.000	Issued and fully paid capital - 6,414,412 shares, consists of 1 A Series Dwiwarna share and 6,414,411 B Series shares
Tambahan modal disetor	16.424.662		16.424.662	Additional paid in capital
Penyertaan modal negara	22.963.207	28	22.963.207	Government capital investment
Nilai buku aset tetap kenavigasian dari penyertaan modal negara	(37.004.793)	29	(37.004.793)	Book value of fixed assets on navigation from government capital investment
Akumulasi penyusutan aset tetap kenavigasian	408.393.524	29	408.393.524	Accumulated depreciation of navigation fixed assets
Saldo laba				Retained earnings
Dicadangkan	9.225.382.339	30	9.225.382.339	Appropriated
Belum dicadangkan	(5.462.342.727)	30	(6.384.573.496)	Unappropriated
Penghasilan komprehensif lain	(424.286.889)		(306.845.986)	Other comprehensive income
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	10.163.941.323		9.359.151.457	Equity attributable to owner of the parent entity
Kepentingan nonpengendali	4.312.957	31	3.911.582	Non-controlling interests
TOTAL EKUITAS	10.168.254.280		9.363.063.039	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	43.741.817.269		41.135.340.830	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

The original consolidated financial statements included herein are in Indonesian language.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
For the Year Ended
December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	2023	Catatan/ Notes	2022	
PENDAPATAN USAHA				OPERATING REVENUES
Pendapatan aeronautika	5.436.247.698	2u,32	3.288.236.075	Aeronautical revenues
Pendapatan non-aeronautika	3.901.767.023	2u,32	2.674.618.349	Non-aeronautical revenues
TOTAL	9.338.014.721		5.962.854.424	TOTAL
Beban pegawai	(1.629.575.555)	2u,33	(1.159.924.588)	Employee expenses
Beban operasional bandara	(4.058.681.223)	2u,34	(3.540.762.769)	Airport operation expenses
Beban umum dan administrasi	(1.009.134.990)	2u,35	(949.876.901)	General and administrative expenses
Beban pemasaran	(20.165.631)		(14.324.800)	Marketing expenses
Penghasilan lain-lain	173.725.021	2u,36	381.041.569	Other income
Beban lain-lain	(41.505.152)	2u,37	(95.945.397)	Other expenses
LABA USAHA	2.752.677.191		583.061.538	OPERATING PROFIT
Penghasilan keuangan	75.376.724	38	357.108.607	Finance income
Beban keuangan	(1.602.355.144)	39	(1.637.532.074)	Finance costs
Bagian laba (rugi) entitas asosiasi	24.468.817	2k,14	(23.471.366)	Share in gain (loss) of associates entities
LABA (RUGI) SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN	1.250.167.588		(720.833.295)	PROFIT (LOSS) BEFORE FINAL TAX AND CORPORATE INCOME TAX
Beban pajak final	(101.426.429)	2t	(70.780.368)	Final tax expense
LABA (RUGI) SEBELUM PAJAK PENGHASILAN BADAN	1.148.741.159		(791.613.663)	PROFIT (LOSS) BEFORE CORPORATE INCOME TAX
(Beban) manfaat pajak penghasilan badan, neto	(226.589.114)	2t,12d	46.717.878	Corporate income tax (expense) benefit, net
LABA (RUGI) TAHUN BERJALAN	922.152.045		(744.895.785)	PROFIT (LOSS) FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos yang akan direklasifikasi ke laba rugi				Item that will be reclassified to profit or loss
Perubahan nilai wajar aset keuangan tersedia untuk dijual	816.340	6d,14	(4.605.590)	Changes in fair value of available- for-sale financial assets
Pos-pos yang tidak akan direklasifikasi ke laba rugi				Items that will not be reclassified to profit or loss
(Rugi) laba aktuarial imbalan kerja	(117.772.434)		101.943.519	Actuarial (loss) gain on employee benefits
(Rugi) laba komprehensif entitas asosiasi	(494.710)		1.149.387	Comprehensive (loss) gain of associates entities
TOTAL (RUGI) LABA KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(117.450.804)		98.487.316	TOTAL OTHER COMPREHENSIVE (LOSS) INCOME FOR THE YEAR AFTER TAX
TOTAL LABA (RUGI) KOMPREHENSIF TAHUN BERJALAN	804.701.241		(646.408.469)	TOTAL COMPREHENSIVE PROFIT (LOSS) FOR THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

The original consolidated financial statements included herein are in Indonesian language.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE
INCOME (continued)
For the Year Ended
December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	2023	Catatan/ Notes	2022	
Laba (rugi) tahun berjalan yang dapat distribusikan kepada:				Income (loss) for the year attributable to:
Pemilik entitas induk	922.230.769		(745.072.037)	The owner of parent entity
Kepentingan nonpengendali	(78.724)		176.252	Non-controlling interest
Total	922.152.045		(744.895.785)	Total
Total laba (rugi) komprehensif tahun berjalan yang dapat distribusikan kepada:				Total comprehensive income (loss) for the year attributable to:
Pemilik entitas induk	804.789.866		(646.586.883)	The owner of parent entity
Kepentingan nonpengendali	(88.625)		178.414	Non-controlling interest
Total	804.701.241		(646.408.469)	Total
Laba (rugi) per saham dasar (nilai penuh)	143.775	2x	(116.156)	Basic earning (loss) per share (full amount)
Laba (rugi) per saham dilusian (nilai penuh)	143.262	2x	(115.742)	Diluted earning (loss) per share (full amount)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended
December 31, 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)**

		Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
		2023	Catatan/ Notes	2022	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES	
Penerimaan dari pelanggan		9.070.617.470		5.491.027.487	Cash received from customers
Pembayaran kas kepada pemasok, pihak ketiga lainnya, dan karyawan		(4.695.355.202)		(3.842.176.392)	Cash payment to suppliers, other third parties, and employees
Pembayaran beban bunga		(886.613.535)		(1.055.927.840)	Payment of interest expense
Penerimaan pendapatan bunga (Pembayaran untuk)		74.957.169		62.552.940	Receipt of interest income
penerimaan dari pajak		(415.312.236)		1.087.739.573	(Payment for) receipt from taxes
Kas bersih yang diperoleh dari aktivitas operasi		3.148.293.666		1.743.215.768	Net cash provided by operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES	
Penerimaan dari (pengeluaran untuk) investasi jangka pendek		19.587.788		(24.931.118)	Proceeds from (payment for) short-term investments
Penerimaan dari (pengeluaran untuk) investasi jangka panjang		6.897.811		(162.628.023)	Proceeds from (payment for) long-term investments
Penempatan kas yang dibatasi penggunaannya		(650.980.309)	5	-	Placement of restricted cash
Penambahan aset tetap, properti investasi dan aset takberwujud		(446.103.554)		(499.167.956)	Increase of fixed assets, investment properties and intangible assets
Penerimaan atas penjualan aset tetap		9.535.589		11.199.510	Proceed from sales of fixed assets
Kas bersih yang digunakan untuk aktivitas investasi		(1.061.062.675)		(675.527.587)	Net cash used in investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES	
Penerimaan pinjaman bank		24.500.000		108.940.077	Proceeds from bank loans
Penerimaan sukuk		1.460.000.000	24	-	Proceeds from sukuk
Pembayaran pinjaman bank, obligasi, dan sukuk		(521.776.997)		(174.007.646)	Payment on bank loan, bonds payable, and sukuk
Pembayaran liabilitas sewa		(22.997.423)	18	(39.330.702)	Payments of lease liabilities
Kas bersih yang diperoleh dari (digunakan untuk) aktivitas pendanaan		939.725.580		(104.398.271)	Net cash provided by (used in) financing activities
Dampak bersih perubahan nilai tukar atas kas dan setara kas		(3.493.300)		(15.661.605)	Net effect of exchange rate changes on cash and cash equivalents
KENAIKAN NETO KAS DAN SETARA KAS		3.023.463.271		947.628.305	NET INCREASE IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN		2.220.931.962	4	1.273.303.657	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN		5.244.395.233	4	2.220.931.962	CASH AND CASH EQUIVALENTS AT END OF YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2023 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2023
and for The Year Then Ended
(Expressed in thousands of Rupiah,
unless otherwise stated)**

1. UMUM

a. Pendirian Perusahaan

PT Angkasa Pura I ("Perusahaan") pertama kali didirikan dalam bentuk Perusahaan Negara dengan nama Perusahaan Negara (PN) Angkasa Pura Kemayoran berdasarkan Peraturan Pemerintah Republik Indonesia (PP) No. 33 Tahun 1962 tentang Pendirian Perusahaan Negara (PN) Angkasa Pura Kemayoran. Berdasarkan PP No. 21 Tahun 1965 tentang Perubahan dan Tambahan PP No. 33 Tahun 1962, PN Angkasa Pura Kemayoran berubah nama menjadi PN Angkasa Pura. Selanjutnya, berdasarkan PP No. 37 Tahun 1974 tentang Perusahaan Umum Angkasa Pura, PN Angkasa Pura dilanjutkan berdirinya dan ditetapkan bentuk usahanya menjadi Perusahaan Umum (Perum) sebagaimana dimaksud dalam Pasal 2 ayat (2) Undang-Undang No. 9 Tahun 1969, dengan nama Perusahaan Umum (Perum) "Angkasa Pura".

Dalam rangka pembagian wilayah pengelolaan bandar udara, Perum Angkasa Pura sebagaimana dimaksud dalam PP No. 3 Tahun 1985 diubah namanya menjadi Perum Angkasa Pura berdasarkan PP No. 25 Tahun 1986. Selanjutnya berdasarkan PP No. 5 Tahun 1992 tentang Pengalihan Bentuk Perum Angkasa Pura I menjadi Perusahaan Perseroan (Persero) ("PP No.5/1992"), bentuk badan hukum Perum Angkasa Pura I diubah menjadi Perseroan Terbatas (PT). Dengan dialihkannya bentuk Perum Angkasa Pura I menjadi Perusahaan Perseroan (Persero), Perum Angkasa Pura I dinyatakan bubar pada saat pendirian Perusahaan Perseroan (Persero) tersebut dengan ketentuan bahwa segala hak dan kewajiban, kekayaan serta pegawai Perum Angkasa Pura I yang ada pada saat pembubarannya beralih kepada Perusahaan Perseroan (Persero) yang bersangkutan.

Berdasarkan PP No. 104 Tahun 2021 tanggal 6 Oktober 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia, seluruh saham Seri B milik Negara Republik Indonesia pada Perusahaan sebanyak 6.414.411 (nilai penuh) saham dialihkan ke PT Aviassi Pariwisata Indonesia (Persero). Pengalihan saham tersebut menyebabkan status Perusahaan Perseroan (Persero) PT Angkasa Pura I berubah menjadi Perseroan Terbatas.

1. GENERAL

a. The Company's Establishment

PT Angkasa Pura I ("the Company") was first established as a State Company by the name of the State Enterprise (SE) Angkasa Pura Kemayoran by the Indonesian Government Regulation (SE) No. 33 Year 1962 on the Establishment of the State Enterprise (SE) Angkasa Pura Kemayoran. Based on the PP No. 21 Year 1965 on the Amendment and Supplement to Government Regulation No. 33 Year 1962, SE Angkasa Pura Kemayoran changed its name to SE Angkasa Pura. Furthermore, based on the PP No. 37 Year 1974 on Public Company Angkasa Pura, SE Angkasa Pura continues its establishment and set its business form into Public Corporation (Perum) as defined in Article 2 paragraph (2) of Law No. 9 Year 1969, under the name Public Corporation (Perum) "Angkasa Pura".

In the framework of the division of management of airports, Perum Angkasa Pura as stipulated in PP No. 3 Year 1985 was renamed to Perum Angkasa Pura based on the PP No. 25 Year 1986. Furthermore, based on PP No. 5 Year 1992 on the Conversion of Perum Angkasa Pura I into a Limited Company (Persero) ("PP No. 5/1992"), the legal entity of Perum Angkasa Pura I is converted into a Limited Company (LC). With the conversion of Perum Angkasa Pura I into a Limited Company (Persero), Perum Angkasa Pura I is liquidated at the time of the establishment of the Company (Persero) with the provision that all rights and obligations, property and employees of General Company (Perum) Angkasa Pura I, which existed at the time of its liquidation are transferred to the related Company (Persero).

Based on PP No. 104 Year 2021 dated October 6, 2021 regarding Additional State Capital Injection of the Republic of Indonesia to Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia, all B series shares of the Company owned by the State Republic of Indonesia amounting to 6,414,411 (full amount) shares were transferred to PT Aviassi Pariwisata Indonesia (Persero). Such transfer changed the status of Perusahaan Perseroan (Persero) PT Angkasa Pura I into Limited Company.

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1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Induk Perusahaan adalah PT Aviassi Pariwisata Indonesia (Persero) dan Induk terakhir Perusahaan adalah Pemerintah Republik Indonesia.

Perusahaan mulai beroperasi sejak dialihkannya status hukum dari Perum menjadi bentuk usaha Perseroan Terbatas (PT) tahun 1993.

Dalam rangka pelaksanaan PP No. 5/1992 ditandatangani Akta Pendirian Perseroan Terbatas Angkasa Pura I (Persero) No. 1 tanggal 2 Januari 1993, sebagaimana diperbaiki dengan Akta Pembetulan No. 95 tanggal 19 Maret 1993 keduanya dibuat di hadapan Muhani Salim S.H., Notaris di Jakarta, yang telah memperoleh pengesahan Menteri Kehakiman berdasarkan Keputusan No. C2-2470.HT.01.01.th.93 tanggal 24 April 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Pusat No. 1370/1993 tanggal 19 Mei 1993 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 52 tanggal 29 Juni 1993, Tambahan Berita Negara Republik Indonesia No. 2914.

Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan, terakhir berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 17 tanggal 31 Maret 2023 mengenai perubahan maksud dan tujuan serta kegiatan usaha Perusahaan. Perubahan Anggaran Dasar tersebut telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia melalui keputusan No. AHU-0020800.AH.01.02 tanggal 10 April 2023.

Berdasarkan pasal 3 Anggaran Dasar Perusahaan, kegiatan utama Perusahaan adalah menyelenggarakan usaha jasa kebandarudaraan dan pelayanan jasa terkait bandar udara dan usaha-usaha lainnya yang mempunyai hubungan dengan usaha tersebut sesuai dengan prinsip-prinsip Perseroan Terbatas.

Perusahaan dapat pula mendirikan atau menjalankan Perusahaan lainnya yang mempunyai hubungan dengan usaha tersebut di atas baik sendiri-sendiri maupun bersama-sama dengan badan lain sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan sesuai dengan ketentuan dalam anggaran dasar Perusahaan.

1. GENERAL (continued)

a. The Company's Establishment (continued)

The Company's parent is PT Aviassi Pariwisata Indonesia (Persero) and The Company's ultimate parent is the Government of the Republic Indonesia.

The Company started operating since the transfer of legal status from Perum to the Limited Liability Company (LC) in 1993.

In the implementation of PP No. 5/1992 the Deed of Establishment of a Limited Liability Company Angkasa Pura I (Persero) No. 1 dated January 2, 1993 was signed, as corrected by Deed of Rectification No.95 dated March 19, 1993, in the presence of Muhani Salim S.H., Notary in Jakarta, which has been approved by the Ministry of Justice by Decree No. C2-2470.HT.01.01.th.93 dated April 24, 1993 and was registered at the Central Jakarta District Court No. 1370/1993 dated May 19, 1993 and was published in the State Gazette of the Republic of Indonesia No.52 dated June 29, 1993, the Official Gazette of the Republic of Indonesia No. 2914.

The Company's Articles of Association have been amended several times, the latest amendments through Notarial Deeds No. 17 dated March 31, 2023 of Nanda Fauz Iwan S.H., M.Kn., regarding change of The Company's purposes, objectives, and business activities. Such Amendment of Article of Association has been approved by Ministry of Law and Human Rights in decision letter No. AHU-0020800.AH.01.02 dated April 10, 2023.

Based on article 3 of The Company's Articles of Association, its main activities are conducting airport service business and other related businesses in conformity with business principles of a Limited Company.

The Company may also establish other entities or undertake other ventures related to those business activities either individually or in partnership with other parties provided that those are permissible under the prevailing laws and regulations and The Company's articles of association.

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1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Berdasarkan PP No. 77 Tahun 2012 Tentang Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), jasa pelayanan penerbangan tidak dikelola oleh Perusahaan sejak tanggal 16 Januari 2013.

Perusahaan berkantor pusat di Kemayoran, Jakarta. Pada tahun 2023, bandara yang dikelola oleh Perusahaan sebanyak 16 sesuai Keputusan Menteri Perhubungan No. KM 192 Tahun 2023 dan KM 193 Tahun 2023 tanggal 20 November 2023 tentang Perusahaan sebagai Badan Usaha Bandar Udara (BUBU) yaitu:

- | | |
|---------------------|---|
| 1) Bandara/Airport | I Gusti Ngurah Rai (DPS) - Bali |
| 2) Bandara/Airport | Juanda (SUB) - Surabaya |
| 3) Bandara/Airport | Sultan Hasanuddin (UPG) - Makassar |
| 4) Bandara/Airport | Sultan Aji Muhammad Sulaiman Sepinggan (BPN) - Balikpapan |
| 5) Bandara/Airport | Frans Kaisiepo (BIK) - Biak |
| 6) Bandara/Airport | Sam Ratulangi (MDC) - Manado |
| 7) Bandara/Airport | Adisutjipto (JOG) - Yogyakarta |
| 8) Bandara/Airport | Adi Soemarmo (SOC) - Surakarta |
| 9) Bandara/Airport | Syamsuddin Noor (BDJ) - Banjarmasin |
| 10) Bandara/Airport | Pattimura (AMQ) - Ambon |
| 11) Bandara/Airport | Jendral Ahmad Yani (SRG) - Semarang |
| 12) Bandara/Airport | Zainuddin Abdul Madjid (LOP) - Praya |
| 13) Bandara/Airport | El Tari (KOE) - Kupang |
| 14) Bandara/Airport | Yogyakarta (YIA) - Kulonprogo |
| 15) Bandara/Airport | Sentani (DJJ) - Jayapura*) |
| 16) Bandara/Airport | Dhoho (DHX) - Kediri**) |

*) Berdasarkan Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara pada Unit Penyelenggara Bandar Udara (UPBU) Sentani tanggal 13 Oktober 2019, Perusahaan melakukan pengelolaan dan pengembangan Bandar Udara Sentani sejak 1 Januari 2020 sampai dengan 31 Desember 2049 (Catatan 44f).

**) Berdasarkan Perjanjian Kerja Sama Operasi (KSO) Penyelenggaraan Pelayanan Jasa Kebandarudaraan di Bandar Udara Kediri dengan PT Surya Dhoho Investama yang terakhir diamandemen dan ditegaskan kembali melalui Akta Penegasan Kembali Amandemen Perjanjian Kerja Sama Operasi (KSO) tentang Penyelenggaraan Pelayanan Jasa Kebandarudaraan di Bandar Udara Kediri Nomor 177 tanggal 29 Maret 2023 yang dibuat di hadapan Notaris Jimmy Tanal S.H., M.Kn. (Catatan 44g).

Disamping itu, ekspansi usaha Perusahaan dilakukan dengan pembentukan entitas anak (Catatan 1c).

1. GENERAL (continued)

a. The Company's Establishment (continued)

Based on PP No. 77 Year 2012 Regarding Perum of Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), aviation services are not managed by the Company since January 16, 2013.

The Company is headquartered in Kemayoran, Jakarta. In 2023, airports managed by the Company are as many as 16 according to Decree of the Minister of Communication No. KM 192 Year 2023 and KM 193 Year 2023 dated November 20, 2023 regarding the Company as Airport Business Entity (BUBU) which consists of:

*) Based on the Cooperation Agreement on Utilization of State Property at the Sentani Airport Operational Unit (UPBU) dated October 13, 2019, the Company performs management and development of the Sentani Airport from January 1, 2020 until December 31, 2049 (Note 44f).

**) Based on the Agreement of Cooperation Operation (KSO) on the Implementation of Airport Services at Kediri Airport with PT Surya Dhoho Investama which was last amended and reaffirmed through the Deed of Reaffirmation of Amendment to the Agreement of Cooperation Operation (KSO) on the Implementation of Airport Services at Kediri Airport Number 177 dated March 29, 2023 made before Notary Jimmy Tanal S.H., M.Kn. (Note 44g).

In addition, The Company's business expansion is done by establishing subsidiaries (Note 1c).

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1. UMUM (lanjutan)

b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	<u>31 Desember 2023/ December 31, 2023</u>
<u>Dewan Komisaris</u>	
Komisaris Utama	Erwan Agus Purwanto
Komisaris Independen	-
Komisaris Independen	Irfan Wahid
Komisaris Independen	-
Komisaris	-
Komisaris	-
Komisaris	-
<u>Direksi</u>	
Direktur Utama	MMA. Indah Preastuty
Direktur Teknik	-
Direktur Operasi	Wahyudi
Direktur Keuangan dan Manajemen Risiko	-
Direktur <i>Human Capital</i>	-
Direktur Komersial dan Pelayanan	-

Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 04 tanggal 22 Mei 2023, mengenai Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I, Perusahaan mengangkat Nyonya MMA Indah Preastuty sebagai Direktur Operasi PT Angkasa Pura I menggantikan Tuan Wendo Asrul Rose. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0119360 tanggal 22 Mei 2023.

Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 04 tanggal 2 November 2023, mengenai Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I, Perusahaan mengangkat Tuan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I menggantikan Tuan Yudi Rizkyardie Darun. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0180835 tanggal 2 November 2023.

1. GENERAL (continued)

b. Board of Commissioners and Directors, Audit Committee and Employees

The compositions of The Company's Board of Commissioners and Directors as of December 31, 2023 and 2022 are as follows:

	<u>31 Desember 2023/ December 31, 2023</u>	<u>31 Desember 2022/ December 31, 2022</u>	
<u>Board of Commissioners</u>			
	Erwan Agus Purwanto	Djoko Sasono	President Commissioner
	Irfan Wahid	Erwan Agus Purwanto	Independent Commissioner
	-	Irfan Wahid	Independent Commissioner
	-	Tri Budi Satriyo	Independent Commissioner
	-	Hidayat Amir	Commissioner
	-	Danang Parikesit	Commissioner
	-	Elen Setiadi	Commissioner
<u>Directors</u>			
	MMA. Indah Preastuty	Faik Fahmi	President Director
	-	Lukman F. Laisa	Technical Director
	Wahyudi	Wendo Asrul Rose	Operation Director
	-	Yudi Rizkyardie Darun	Finance and Risk Management Director
	-	Israwadi	Human Capital Director
	-	Dendi T. Danianto	Commercial and Service Director

Based on Notarial Deed Nanda Fauz Iwan, S.H., M.Kn., No. 04 dated May 22, 2023, regarding Dismissal and Appointment of Members of the Directors PT Angkasa Pura I, The Company appointed Mrs. MMA Indah Preastuty as Operation Director of PT Angkasa Pura I, replacing Mr. Wendo Asrul Rose. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0119360 dated May 22, 2023.

Based on Notarial Deed Nanda Fauz Iwan, S.H., M.Kn., No. 04 dated November 2, 2023, regarding Dismissal and Appointment of Members of the Directors PT Angkasa Pura I, The Company appointed Mr. Yanindya Bayu Wirawan as Finance and Risk Management Director of PT Angkasa Pura I, replacing Mr. Yudi Rizkyardie Darun. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0180835 dated November 2, 2023.

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1. UMUM (lanjutan)

b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 279 tanggal 28 Desember 2023, mengenai Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota Direksi PT Angkasa Pura I, Perusahaan memberhentikan Tuan Faik Fahmi sebagai Direktur Utama, Tuan Israwadi sebagai Direktur *Human Capital*, Tuan Yanindya Bayu Wirawan sebagai Direktur Keuangan dan Manajemen Risiko, Tuan Dendi T. Danianto sebagai Direktur Komersial dan Pelayanan, dan Tuan Lukman F. Laisa sebagai Direktur Teknik. Selain itu, akta tersebut menetapkan perubahan nomenklatur jabatan anggota Direksi dengan meniadakan jabatan Direktur *Human Capital*, Direktur Keuangan dan Manajemen Risiko, Direktur Komersial dan Pelayanan, dan Direktur Teknik, serta menetapkan pengalihan tugas Nyonya MMA Indah Preastuty semula sebagai Direktur Operasi menjadi Direktur Utama dan menetapkan pengangkatan Tuan Wahyudi sebagai Direktur Operasi. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0022831 tanggal 17 Januari 2024.

Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 01 tanggal 4 September 2023, mengenai Pemberhentian dan Pengangkatan Anggota Dewan Komisaris PT Angkasa Pura I, Perusahaan mengangkat Tuan Novie Riyanto sebagai Komisaris Utama PT Angkasa Pura I menggantikan Tuan Djoko Sasono. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU AH.01.09-0158827 tanggal 4 September 2023.

1. GENERAL (continued)

b. Board of Commissioners and Directors, Audit Committee and Employees (continued)

Based on Notarial Deed Jose Dima Satria, S.H., M.Kn., No. 279 dated December 28, 2023, regarding The Dismissal, The Changes to The Nomenclature of Governance, The Transference of Responsibility, and The Appointment of Members of the Directors PT Angkasa Pura I, The Company dismissed Mr. Faik Fahmi as President Director, Mr. Israwadi as Director of Human Capital, Mr. Yanindya Bayu Wirawan as Director of Finance and Risk Management, Mr. Dendi T. Danianto as Director of Commercial and Services, and Mr. Lukman F. Laisa as Technical Director. In addition, the deed establishes changes in the nomenclature of positions for members of the Board of Directors by eliminating the positions of Director of Human Capital, Director of Finance and Risk Management, Director of Commercial and Services, and Technical Director, as well as appointing the transfer of duties to Mrs. MMA Indah Preastuty, who was originally the Director of Operations and is now appointed as the President Director and appoints Mr. Wahyudi as the Director of Operations. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0022831 dated January 17, 2024.

Based on Notarial Deed Nanda Fauz Iwan, S.H., M.Kn., No. 01 dated September 4, 2023, regarding Dismissal and Appointment of Members of the Board of Commissioner of PT Angkasa Pura I, The Company appointed Mr. Novie Riyanto as The President Commissioner of PT Angkasa Pura I, replacing Mr. Djoko Sasono. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0158827 dated September 4, 2023.

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1. UMUM (lanjutan)

b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 304 tanggal 29 Desember 2023, mengenai Pemberhentian dan Pengangkatan Anggota Dewan Komisaris PT Angkasa Pura I, Perusahaan menetapkan pemberhentian Tuan Novie Riyanto sebagai Komisaris Utama, Tuan Hidayat Amir, Tuan Danang Parikesit, Tuan Elen Setiadi sebagai Komisaris, dan Tuan Erwan Agus Purwanto sebagai Komisaris Independen. Keputusan tersebut juga menetapkan pengangkatan Tuan Erwan Agus Purwanto sebagai Komisaris Utama. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0023086 tanggal 17 Januari 2024.

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	31 Desember 2023/ December 31, 2023
Ketua/Anggota	Erwan Agus Purwanto
Wakil Ketua/Anggota	-
Anggota	Marta Kurniawan
Anggota	Warlan

Berdasarkan Keputusan Dewan Komisaris No. KEP.10/DK.AP.I/2023 tanggal 20 Oktober 2023 tentang Pemberhentian dan Pengangkatan anggota Komite Audit PT Angkasa Pura I, Perusahaan mengangkat Tuan Warlan sebagai anggota Komite Audit PT Angkasa Pura I menggantikan Tuan Prayudhi Purba Kesuma.

Pada tanggal 31 Desember 2023 dan 2022, jumlah karyawan tetap Kelompok Usaha masing-masing sebanyak 9.723 dan 9.884 orang (tidak diaudit).

Laporan keuangan konsolidasian PT Angkasa Pura I dan entitas anaknya tanggal 31 Desember 2023 dan tahun yang berakhir pada tanggal tersebut diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 27 Maret 2024. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

1. GENERAL (continued)

b. Board of Commissioners and Directors, Audit Committee and Employees (continued)

Based on Notarial Deed Jose Dima Satria, S.H., M.Kn., No. 304 dated December 29, 2023, regarding Dismissal and Appointment of Members of the Board of Commissioner PT Angkasa Pura I, The Company determined the dismissal of Mr. Novie Riyanto as the President Commissioner, Mr. Hidayat Amir, Mr. Danang Parikesit, Mr. Elen Setiadi as Commissioners, and Mr. Erwan Agus Purwanto as an Independent Commissioner. The decision also appointed Mr. Erwan Agus Purwanto as the President Commissioner. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of acknowledgement No. AHU-AH.01.09-0023086 dated January 17, 2024.

The composition of The Company's Audit Committee as of December 31, 2023 and 2022 are as follows:

	31 Desember 2022/ December 31, 2022	
Erwan Agus Purwanto	Erwan Agus Purwanto	Chairman/Member
Hidayat Amir	Hidayat Amir	Vice Chairman/Member
Marta Kurniawan	Marta Kurniawan	Member
Prayudhi Purba Kesuma	Prayudhi Purba Kesuma	Member

Based on the Decision of the Board of Commissioners No. KEP.10/DK.AP.I/2023 dated October 20, 2023, regarding the Termination and Appointment of members of the Audit Committee of PT Angkasa Pura I, the Company appoints Mr. Warlan as a member of the Audit Committee of PT Angkasa Pura I, replacing Mr. Prayudhi Purba Kesuma.

On December 31, 2023 and 2022, the number of permanent employees of the Group are 9,723 and 9,884, respectively (unaudited).

The consolidated financial statements of PT Angkasa Pura I and its subsidiaries as of December 31, 2023 and for the year then ended are completed and authorized for issuance on March 27, 2024 by The Company's Directors. The Company's Directors who signed the Directors' Statement are responsible for the preparation and proper presentation of such consolidated financial statements.

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1. UMUM (lanjutan)

c. Entitas Anak

Laporan keuangan konsolidasian mencakup akun-akun Perusahaan dan entitas anak (selanjutnya disebut “Kelompok Usaha”) berikut ini, dimana Perusahaan mempunyai pengendalian:

Nama entitas anak/ Name of subsidiaries	Kegiatan Usaha/ Principal Activity	Domisili/ Domicile	Pendirian dan Beroperasi Komersial/Year of Establishment and Commercial Operation	Kepemilikan/ Percentages of Ownership	Total Aset sebelum Eliminasi/ Total Assets before Elimination	
					2023	2022
PT Angkasa Pura Logistik	Logistik	Jakarta	2012	99,72%	491.946.193	507.151.161
PT Angkasa Pura Hotel	Hotel	Jakarta	2012	99,99%	872.319.306	734.402.710
PT Angkasa Pura Properti	Properti	Jakarta	2012	99,96%	341.120.452	304.076.705
PT Angkasa Pura Suport	Jasa	Jakarta	2012	99,81%	993.345.680	1.043.766.402
PT Angkasa Pura Retail	Trading	Jakarta	2014	97,50%	30.451.900	17.897.239

PT Angkasa Pura Logistik (“APL”)

APL didirikan berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn No. 01 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03158.AH.01.01. tahun 2012 tanggal 18 Januari 2012.

Anggaran Dasar APL telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta No. 254 tanggal 22 Desember 2023. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-AH.01.03-0162377 tanggal 25 Desember 2023. Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 254 tanggal 22 Desember 2023, para pemegang saham APL menyetujui penambahan modal ditempatkan dan disetor menjadi sebesar Rp264.250.000.000 (nilai penuh). Akta notaris tersebut telah mendapatkan pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0162377 tanggal 25 Desember 2023.

1. GENERAL (continued)

c. Subsidiaries

The consolidated financial statements include the accounts of the Company and its subsidiaries (collectively referred to hereafter as “the Group”), over which the Company has control over:

PT Angkasa Pura Logistik (“APL”)

APL was established based on Notarial Deed of Nanda Fauz Iwan S.H., M.Kn No. 01 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-03158.AH.01.01. year 2012 dated January 18, 2012.

The Articles of Association of APL have been amended several times and recently amended by Deed No. 254 dated December 22, 2023. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.03-0162377 dated December 25, 2023. Based on the Notarial Deed of Nanda Fauz Iwan, S.H., M.Kn., No. 254 dated December 22, 2023, the shareholders of APL have approved the increase in paid-up and subscribed capital to the amount of Rp264,250,000,000 (full amount). The notarial deed has been authenticated by the Ministry of Law and Human Rights of the Republic of Indonesia with Number: AHU-AH.01.03-0162377 dated December 25, 2023.

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Logistik (“APL”) (lanjutan)

Kegiatan utama APL berdasarkan Anggaran Dasarnya, melingkupi bidang pengumpulan, pengelolaan dan pembuangan limbah dan sampah serta aktivitas pemulihan material, kontruksi khusus, angkutan darat dan angkutan melalui saluran pipa, angkutan perairan, angkutan udara, pergudangan dan aktivitas penunjang angkutan, aktivitas pos dan kurir, *real estate*, aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, dan aktivitas agen perjalanan, penyelenggara tur dan jasa reservasi lainnya.

Susunan pemegang saham dan kepemilikan saham APL pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Tahun yang berakhir pada tanggal 31 Desember 2023/
Year ended December 31, 2023

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	263.520	263.520.000	99,72	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	730	730.000	0,28	
Total	264.250	264.250.000	100,00	Total

Tahun yang berakhir pada tanggal 31 Desember 2022/
Year ended December 31, 2022

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	180.750	180.750.000	99,72	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	500	500.000	0,28	
Total	181.250	181.250.000	100,00	Total

PT Angkasa Pura Hotel (“APH”)

APH didirikan berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn No. 03 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03688.AH.01.01. tahun 2012 tanggal 20 Januari 2012.

PT Angkasa Pura Hotel (“APH”)

APH was established based on Notarial Deed of Nanda Fauz Iwan S.H., M.Kn No. 03 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-03688.AH.01.01. year 2012 dated January 20, 2012.

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Hotel (“APH”) (lanjutan)

Anggaran Dasar APH telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta nomor 9 tanggal 20 September 2023. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0057172.AH.01.02 tanggal 21 September 2023.

Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 16 tanggal 17 Februari 2017, para pemegang saham APH menyetujui penambahan modal dasar APH menjadi Rp2.000.000.000 (nilai penuh) yang terbagi dalam 2.000.000 saham (nilai penuh) dengan nilai nominal per sahamnya sebesar Rp1.000.000 (nilai penuh) modal ditempatkan dan disetor sebesar Rp649.904.789.000 (nilai penuh). Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0005993.AH.01.02 tanggal 10 Maret 2017.

Kegiatan utama APH berdasarkan Anggaran Dasarnya meliputi penyediaan kamar menginap, *airport hotel, lounge, food and beverage, travel agent*, jasa boga makanan dan minuman termasuk penyediaan makanan dan minuman di dalam pesawat terbang.

Susunan pemegang saham dan kepemilikan saham APH pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	649.864	649.864.789	99,99	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	40	40.000	0,01	
Total	649.904	649.904.789	100,00	Total

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Hotel (“APH”) (continued)

The Articles of Association of APH have been amended several times and recently amended by Deed number 9 dated September 20, 2023. The deed has been reported to Ministry of Law and Human Rights of Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-0057172.AH.01.02 dated September 21, 2023.

Based on Notarial Deed Nanda Fauz Iwan, S.H., M.Kn., No. 16 dated February 17, 2017, APH shareholders approved the addition of APH's authorized capital to Rp2,000,000,000 (full amount) which is divided into 2,000,000 shares (full amount) with a nominal value per share of Rp1,000,000 (full amount) and issued and paid-up capital of Rp649,904,789,000 (full amount). The deed has been reported to Ministry of Law and Human Rights of Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-0005993.AH.01.02 dated March 10, 2017.

The main business of APH based on its Articles of Association consist of the provision of stay rooms, airport hotels, lounges, food and beverage, travel agents, food and beverage catering services including the provision of food and beverage on airplanes.

The details of the shareholders and their share ownerships of APH as of December 31, 2023 and 2022 are as follows:

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Properti ("APP")

APP didirikan berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn., No. 2 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU- 03704.AH.01.01 Tahun 2012 tanggal 20 Januari 2012. Anggaran Dasar APP telah beberapa kali diubah terakhir berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn No. 18 tanggal 7 Januari 2022 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha APP, dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-00056232.AH.01.02. tahun 2023 tanggal 18 September 2023.

Kegiatan utama APP berdasarkan Anggaran Dasarnya meliputi jasa pekerjaan konstruksi gedung, pekerjaan sipil, pengelolaan limbah dan sampah, *real estate*, perdagangan logam, aktivitas arsitektur dan jasa periklanan.

APP memiliki modal dasar sebesar Rp169.930.000.000 (nilai penuh) terbagi dalam 169.930 saham (nilai penuh) dengan nilai nominal saham sebesar Rp1.000.000 (nilai penuh) dan modal ditempatkan dan disetor sebesar Rp169.930.000.000 (nilai penuh).

Berdasarkan Keputusan Sirkuler para Pemegang Saham APP nomor: RUPS.APP.11/KB.03.08/2023 tanggal 21 Desember 2023, menyetujui peningkatan modal dasar yang semula Rp168.000.000.000 (nilai penuh) menjadi sebesar Rp680.000.000.000 (nilai penuh) dan peningkatan modal disetor yang semula Rp168.000.000.000 (nilai penuh) menjadi sebesar Rp170.000.000.000 (nilai penuh).

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Properti ("APP")

APP was established based on Notarial Deed of Nanda Fauz Iwan S.H., M.Kn., No. 2 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights through its Decision Letter No. AHU- 03704.AH.01.01 Year 2012 dated January 20, 2012. APP's Article of Association has been amended several times, recently through Notarial Deed of Nanda Fauz Iwan S.H., M.Kn, No. 18 dated January 7, 2022 regarding Purpose and Objectives and Business Activities of APP, and which have been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-00056232.AH.01.02. Year 2023 dated September 18, 2023.

The main business of APP based on its Articles of Association is comprised of construction services, civil works, waste and garbage management, real estate, metal trading, architectural activities, and advertising services.

APP has authorized capital of Rp169,930,000,000 (full amount) divided into 169,930 shares (full amount) with par value of Rp1,000,000 (full amount) per share issued and fully paid-up capital of Rp169,930,000,000 (full amount).

Based on the Circular Resolution of the APP Shareholders with number: RUPS.APP.11/KB.03.08/2023 dated December 21, 2023 it was agreed to approve an increase in the authorized capital from the original amount of Rp168,000,000,000 (full amount) to Rp680,000,000,000 (full amount), and an increase in the paid-up capital from the original amount of Rp168,000,000,000 (full amount) to Rp170,000,000,000 (full amount).

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Properti (“APP”) (lanjutan)

Susunan pemegang saham dan kepemilikan saham APP pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Tahun yang berakhir pada tanggal 31 Desember 2023/
Year ended December 31, 2023

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	169.930	169.930.000	99,96	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	70	70.000	0,04	
Total	170.000	170.000.000	100,00	Total

Tahun yang berakhir pada tanggal 31 Desember 2022/
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Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	167.940	167.940.000	99,96	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	60	60.000	0,04	
Total	168.000	168.000.000	100,00	Total

PT Angkasa Pura Suport (“APS”)

APS didirikan berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn., No. 03 tanggal 9 Februari 2012 dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-08735.AH.01.01 Tahun 2012 tanggal 20 Februari 2012. Anggaran Dasar Perusahaan telah beberapa kali diubah, terakhir berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn., No. 11 tanggal 20 September 2023 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha PT Angkasa Pura Suport. Akta tersebut telah disahkan melalui keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0057595.AH.01.02. Tahun 2023 tanggal 22 September 2023.

Kegiatan utama APS berdasarkan Anggaran Dasarnya meliputi jasa pendukung kebandarudaraan serta optimalisasi pemanfaatan sumber daya perseroan untuk menghasilkan barang/jasa yang bermutu tinggi.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Properti (“APP”) (continued)

The details of the shareholders and their share ownerships of APP as of December 31, 2023 and 2022 are as follows:

PT Angkasa Pura Suport (“APS”)

APS was established based on Notarial Deed of Notary Nanda Fauz Iwan S.H., M.Kn., No. 03 dated February 9, 2012 and has been approved by the Ministry of Law and Human Rights through its Decision Letter No. AHU-08735.AH.01.01 Year 2012 dated February 20, 2012. The Article of Association has been amended several times, recently based on Notarial Deed of Notary Nanda Fauz Iwan S.H., M.Kn., No. 11 dated September 20, 2023 regarding Purpose and Objectives and Business Activities of PT Angkasa Pura Suport. The Deed has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0057595.AH.01.02. Year 2023 dated September 22, 2023.

The main activities of the APS based on its Articles of Association include airport support services and optimizing the use of Company resources to produce high-quality goods/services.

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Suport (“APS”) (lanjutan)

APS memiliki modal dasar sebesar Rp1.000.000.000.000 (nilai penuh) terbagi dalam 1.000.000 saham (nilai penuh) dengan nilai nominal saham sebesar Rp1.000.000 (nilai penuh) dan modal ditempatkan dan disetor sebesar Rp250.480.000.000 (nilai penuh).

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 255 tanggal 22 Desember 2023, para pemegang saham APS menyetujui penambahan modal ditempatkan dan disetor menjadi sebesar Rp379.480.000.000 (nilai penuh).

Susunan pemegang saham dan kepemilikan saham APS pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Tahun yang berakhir pada tanggal 31 Desember 2023/
Year ended December 31, 2023

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	378.750	378.750.000	99,81	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	730	730.000	0,19	
Total	379.480	379.480.000	100,00	Total

Tahun yang berakhir pada tanggal 31 Desember 2022/
Year ended December 31, 2022

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	250.000	250.000.000	99,81	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	480	480.000	0,19	
Total	250.480	250.480.000	100,00	Total

PT Angkasa Pura Retail (“APR”)

APR didirikan berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn No. 11 tanggal 23 September 2014 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-AH.26401.40.10 tahun 2014 tanggal 24 September 2014.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Suport (“APS”) (continued)

APS has authorized capital of Rp1,000,000,000,000 (full amount) divided into 1,000,000 shares (full amount) with par value of Rp1,000,000 (full amount) per share and issued and fully paid-up capital of Rp250,480,000,000 (full amount).

Based on Notarial Deed Nanda Fauz Iwan SH., M.Kn., No. 255 dated December 22, 2023, the shareholders of APS approved the increase of the issued and paid-up capital to the amount of Rp379,480,000,000 (full amount).

The details of the shareholders and their share ownerships of APS as of December 31, 2023 and 2022 are as follows:

PT Angkasa Pura Retail (“APR”)

APR was established based on Notarial Deed of Nanda Fauz Iwan S.H., M.Kn No. 11 dated September 23, 2014 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.26401.40.10 year 2014 dated September 24, 2014.

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1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Angkasa Pura Retail (“APR”) (lanjutan)

Anggaran Dasar Perusahaan telah beberapa kali diubah, terakhir berdasarkan Akta Notaris Nanda Fauz Iwan S.H., M.Kn., No. 11 tanggal 23 Oktober 2023 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha Perusahaan. Akta tersebut telah disahkan melalui keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0064453.AH.01.02.Tahun 2023 tanggal 23 Oktober 2023.

Kegiatan utama APR berdasarkan Anggaran Dasarnya meliputi perdagangan eceran pakaian, usaha penjualan makanan dan minuman di restoran atau kedai, periklanan yang mencakup usaha bagian jasa periklanan, jasa penunjang angkutan bandara yang mencakup usaha yang secara langsung berhubungan dengan kegiatan angkutan udara, perdagangan eceran atas dasar balas jasa atau kontrak yang mencakup usaha pedagang perantara dan sewa guna usaha tanpa hak opsi intelektual properti.

APR memiliki modal dasar sebesar Rp200.000.000.000 (nilai penuh) terbagi dalam 200.000 saham (nilai penuh) dengan nilai nominal saham sebesar Rp1.000.000 (nilai penuh) dan modal ditempatkan dan disetor sebesar Rp50.000.000.000 (nilai penuh).

Susunan pemegang saham dan kepemilikan saham APR pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I	48.750	48.750.000	97,50	PT Angkasa Pura I
PT Angkasa Pura Hotel	1.250	1.250.000	2,50	PT Angkasa Pura Hotel
Total	50.000	50.000.000	100,00	Total

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Retail (“APR”) (continued)

The Article of Association has been amended several times, recently based on Notarial Deed of Notary Nanda Fauz Iwan S.H., M.Kn., No. 11 dated October 23, 2023 regarding Purpose and Objectives and Business Activities of the Company. The Deed has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0064453.AH.01.02.Tahun 2023 dated October 23, 2023.

The main business of APR based on its Articles of Association is comprised of retail trade of clothing, the sales of food and beverages at restaurant or stalls, advertising that includes the business of advertising services, airport transportation support services that include businesses directly related to commercial air transportation activities, retail trade based on commission or contract, including the business of intermediary traders, and operating lease without intellectual property options.

APR has authorized capital of Rp200,000,000,000 (full amount) divided into 200,000 shares (full amount) with par value of Rp1,000,000 (full amount) per share and issued and fully paid-up capital of Rp50,000,000,000 (full amount).

The details of the shareholders and their share ownerships of APR as of December 31, 2023 and 2022 are as follows:

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK IAI) dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Kebijakan ini telah diterapkan secara konsisten terhadap seluruh periode yang disajikan, kecuali jika dinyatakan lain.

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian disajikan dengan menggunakan metode langsung yang mengelompokkan penerimaan dan pengeluaran kas dan setara kas ke dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan penyajian laporan arus kas konsolidasian, kas dan setara kas terdiri dari kas dan bank, simpanan yang sewaktu-waktu bisa dicairkan dan investasi lancar jangka pendek lainnya yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang, dikurangi dengan cerukan.

Kebijakan akuntansi yang diterapkan oleh Kelompok Usaha adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada catatan 2b dibawah ini.

Kelompok Usaha telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Kelompok Usaha akan terus beroperasi secara berkesinambungan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or DSAK IAI) and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority (Otoritas Jasa Keuangan" or "OJK").

These policies have been consistently applied to all periods presented, unless otherwise stated.

a. Basis of Preparation of The Consolidated Financial Statements

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant notes to the consolidated financial statements herein.

The consolidated statement of cash flows is presented using the direct method by classifying the receipts and disbursements of cash and cash equivalents into operating, investing and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash on hand and in banks, deposits held at call with banks and other short-term highly liquid investments with original maturities of 3 (three) months or less, net of bank overdrafts.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following note 2b.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

All figures in the consolidated financial statements are rounded and expressed in thousands of Rupiah ("Rp"), unless otherwise stated.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

b. Perubahan Kebijakan Akuntansi

Kelompok Usaha menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Kelompok Usaha:

Amandemen PSAK 1: Penyajian laporan keuangan - Pengungkapan Kebijakan Akuntansi

Amandemen ini memberikan panduan untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan dalam mengungkapkan kebijakan akuntansi 'signifikan' entitas menjadi persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

Amandemen tersebut berdampak pada pengungkapan kebijakan akuntansi Kelompok Usaha, namun tidak berdampak pada pengukuran, pengakuan atau penyajian *item* apa pun dalam laporan keuangan Kelompok Usaha.

Amandemen PSAK 16: Aset Tetap - Hasil sebelum Penggunaan yang Diintensikan

Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan *item* yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan *item-item* tersebut, dan biaya untuk memproduksi *item-item* tersebut, dalam laba rugi.

Kelompok Usaha menerapkan amandemen tersebut secara retrospektif hanya untuk aset tetap yang dibuat supaya aset siap digunakan pada atau setelah awal periode penyajian paling awal ketika entitas pertama kali menerapkan amandemen tersebut.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

b. Changes in Accounting Principles

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2023, including the following revised standards that have affected the consolidated financial statements of the Group:

Amendment of PSAK 1: Presentation of financial statement - Disclosure of Accounting Policies

These amendments provide guidance to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments have had an impact on the Group's disclosures of accounting policies, but not on the measurement, recognition or presentation of any items in the Group's financial statements.

Amendment of PSAK 16: Fixed Assets - Proceeds before Intended Use

These amendments prohibit entities from deducting from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in profit or loss.

The Group applies the amendments retrospectively only to items of fixed assets made available for use on or after the beginning of the earliest period presented when the entity first applies the amendments.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

b. Perubahan Kebijakan Akuntansi (lanjutan)

**Amendemen PSAK 16: Aset Tetap - Hasil
sebelum Penggunaan yang Diintensikan
(lanjutan)**

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha karena tidak ada penjualan atas *item-item* yang dihasilkan aset tetap yang menjadi tersedia untuk digunakan pada atau setelah awal periode sajian paling awal.

**Amendemen PSAK 25: Kebijakan Akuntansi,
Perubahan Estimasi Akuntansi, dan
Kesalahan terkait Definisi Estimasi
Akuntansi**

Amandemen PSAK 25 memperjelas perbedaan antara perubahan estimasi akuntansi, perubahan kebijakan akuntansi dan koreksi kesalahan. Amendemen juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi.

Amandemen ini tidak memiliki dampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

**Amendemen PSAK 46: Pajak Penghasilan -
Pajak Tanggahan Terkait Aset dan Liabilitas
Yang Timbul Dari Transaksi Tunggal**

Amandemen PSAK 46 Pajak Penghasilan mempersempit ruang lingkup pengecualian pengakuan awal, sehingga tidak lagi berlaku pada transaksi yang menimbulkan perbedaan temporer dapat dikurangkan dalam jumlah yang sama dan perbedaan temporer kena pajak dan seperti sewa dan liabilitas *decommissioning*.

Amandemen ini tidak mempunyai dampak terhadap laporan keuangan konsolidasian Kelompok Usaha.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**b. Changes in Accounting Principles
(continued)**

**Amendment of PSAK 16: Fixed Assets -
Proceeds before Intended Use (continued)**

These amendments had no impact on the consolidated financial statements of the Group as there were no sales of such items produced by fixed assets made available for use on or after the beginning of the earliest period presented.

**Amendment of PSAK 25: Accounting
Policies, Changes in Accounting Estimates
and Errors - Definition of Accounting
Estimates**

The amendments to PSAK 25 clarify the distinction between changes in accounting estimates, changes in accounting policies and the correction of errors. They also clarify how entities use measurement techniques and inputs to develop accounting estimates.

The amendments had no impact on the Group's consolidated financial statements.

**Amendment of PSAK 46: Income Taxes -
Deferred Tax related to Assets and
Liabilities arising from a Single Transaction**

The amendments to PSAK 46 Income Taxes narrow the scope of the initial recognition exception, so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences such as leases and decommissioning liabilities.

These amendments had no impact on the Group's consolidated financial statements.

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MATERIAL (lanjutan)**

b. Perubahan Kebijakan Akuntansi (lanjutan)

**Amandemen PSAK 46: Pajak Penghasilan -
Pajak Tangguhan Terkait Aset dan Liabilitas
Yang Timbul Dari Transaksi Tunggal
(lanjutan)**

Amandemen PSAK 46 ini diperkenalkan sebagai tanggapan terhadap aturan Model Pilar Dua yang diterbitkan oleh Organisasi Kerjasama dan Pengembangan Ekonomi atau *Organization for Economic Co-operation and Development (OECD)*, dan mencakup:

- Pengecualian atas pengakuan dan pengungkapan informasi mengenai aset dan liabilitas pajak tangguhan terkait dengan pajak penghasilan Pilar Dua; dan
- Persyaratan pengungkapan bagi entitas yang terkena dampak untuk membantu pengguna laporan keuangan lebih memahami eksposur entitas terhadap pajak penghasilan Pilar Dua yang timbul dari undang-undang tersebut, terutama sebelum tanggal berlakunya undang-undang tersebut.

Pengecualian tersebut - yang penggunaannya harus diungkapkan - segera berlaku saat penerbitan amandemen ini. Persyaratan pengungkapan lainnya berlaku untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023, namun tidak untuk periode interim yang berakhir pada atau sebelum 31 Desember 2023.

Pada tanggal 31 Desember 2023, Perundang-undangan terkait pajak penghasilan Pilar Dua belum diberlakukan atau secara substantif belum diberlakukan di Indonesia tempat Kelompok Usaha beroperasi. Oleh karena itu, Kelompok Usaha masih dalam proses melakukan penilaian atas potensi eksposur pajak penghasilan Pilar Dua. Potensi eksposur pajak penghasilan Pilar Dua, jika ada, saat ini tidak diketahui atau dapat diperkirakan secara wajar.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**b. Changes in Accounting Principles
(continued)**

**Amendment of PSAK 46: Income Taxes -
Deferred Tax related to Assets and
Liabilities arising from a Single Transaction
(continued)**

The amendments to PSAK 46 have been introduced in response to the Pillar Two Rules, issued by Organization for Economic Co-operation and Development (OECD), and include:

- An exception to the recognition and disclosure of deferred taxes related to the Pillar Two income taxes; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The exception - the use of which is required to be disclosed - applies immediately upon the issue of these amendments. The remaining disclosure requirements apply for annual reporting periods beginning on or after January 1, 2023, but not for any interim periods ending on or before December 31, 2023.

As of December 31, 2023, the Pillar Two income taxes legislation has not yet been enacted or has not yet substantively enacted in Indonesia where the Group operates. Therefore, the Group is still in the process of assessing the potential exposure to Pillar Two income taxes. The potential exposure, if any, to Pillar Two income taxes is currently not known or reasonably estimable.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

b. Perubahan Kebijakan Akuntansi (lanjutan)

**Amandemen PSAK 46: Pajak Penghasilan
tentang Reformasi Pajak Internasional -
Ketentuan Model Pilar Dua (lanjutan)**

Amandemen tersebut tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha karena tidak termasuk dalam cakupan aturan model Pilar Dua karena pendapatan konsolidasiannya kurang dari EUR750 juta/tahun.

c. Prinsip-Prinsip Konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya seperti yang diungkapkan dalam catatan 1c.

Entitas anak merupakan semua entitas dimana Perusahaan terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut. Dengan demikian, suatu entitas dianggap sebagai entitas anak jika dan hanya jika Perusahaan memiliki kekuasaan atas entitas tersebut, eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan kemampuan untuk menggunakan kekuasaannya atas entitas tersebut untuk mempengaruhi jumlah imbal hasil Perusahaan.

Semua saldo dan transaksi antar entitas yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Kelompok Usaha sebagai satu kesatuan usaha. Kebijakan akuntansi di entitas anak telah diubah seperlunya agar konsisten dengan kebijakan akuntansi yang diterapkan oleh Kelompok Usaha.

Entitas anak dikonsolidasikan mulai dari tanggal pengendalian beralih kepada Perusahaan dan tidak lagi dikonsolidasikan dari tanggal hilangnya pengendalian.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**b. Changes in Accounting Principles
(continued)**

**Amendment of PSAK 46: Income Taxes -
International Tax Reform Pillar Two Rules
(continued)**

The amendments had no impact on the Group's consolidated financial statements as the Group is not in scope of the Pillar Two model rules as its consolidated revenue is less than EUR750 million/year.

c. Principles Of Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries as disclosed in note 1c.

Subsidiaries are all entities over which the Company is exposed, or has rights, to variable returns from its involvement with the entities and have the ability to affect those returns through its power over the entities. Thus, an entity is considered a subsidiary if and only if the Company has power over the entity, the exposures or rights to variable returns from its involvement with the entity and the ability to use its power over the investee to affect the amount of The Company's returns.

All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as a single business entity. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date on which that control ceases.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

c. Prinsip-Prinsip Konsolidasi (lanjutan)

Kendali diperoleh bila Kelompok Usaha terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, Kelompok Usaha mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

- i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
- ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
- iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

Bila Kelompok Usaha tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Kelompok Usaha mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

- i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
- ii) Hak yang timbul atas pengaturan kontraktual lain, dan
- iii) Hak suara dan hak suara potensial yang dimiliki Kelompok Usaha.

Kelompok Usaha menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Kelompok Usaha memperoleh pengendalian atas entitas anak dan berakhir pada saat Kelompok Usaha kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Kelompok Usaha memperoleh kendali sampai tanggal Kelompok usaha tidak lagi mengendalikan entitas anak tersebut.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

c. Principles of Consolidation (continued)

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has the following:

- i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,*
- ii) Exposure, or rights, to variable returns from its involvement with the investee, and*
- iii) The ability to use its power over the investee to affect its returns.*

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- i) The contractual arrangement with the other vote holders of the investee,*
- ii) Rights arising from other contractual arrangements, and*
- iii) The Group's voting rights and potential voting rights.*

The Group re-assesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

c. Prinsip-Prinsip Konsolidasi (lanjutan)

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Kelompok Usaha.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Kelompok Usaha dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila Kelompok Usaha kehilangan pengendalian atas suatu entitas anak, maka Kelompok Usaha menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

**d. Standar Akuntansi yang Telah Disahkan
Namun Belum Berlaku Efektif**

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan konsolidasian Kelompok Usaha namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Kelompok Usaha pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan konsolidasian Kelompok Usaha masih diestimasi pada tanggal 31 Desember 2023:

**Mulai efektif pada atau setelah tanggal
1 Januari 2024**

Pilar Standar Akuntansi Keuangan

Standar ini memberikan persyaratan dan pedoman bagi entitas untuk menerapkan standar akuntansi keuangan yang benar dalam menyusun laporan keuangan bertujuan umum. Akan ada 4 (empat) standar akuntansi keuangan yang saat ini diterapkan di Indonesia, yaitu:

1. Pilar 1 Standar Akuntansi Keuangan Internasional,

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

c. Principles of Consolidation (continued)

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows in relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, and other components of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

**d. Accounting Standards Issued But Not Yet
Effective**

The accounting standards that have been issued up to the date of issuance of the Group's consolidated financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Group when they become effective, and the impact to the consolidated financial position and performance of the Group is still being estimated as of December 31, 2023:

**Effective beginning on or after January 1,
2024**

Financial Accounting Standards Pillars

These standards provide requirements and guidelines for entities to apply the correct financial accounting standards in preparing general purpose financial statements. There will be 4 (four) financial accounting standards that are currently applied in Indonesia, namely:

1. *Pillar 1 International Financial Accounting Standards,*

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

**Mulai efektif pada atau setelah tanggal
1 Januari 2024 (lanjutan)**

Pilar Standar Akuntansi Keuangan (lanjutan)

Standar ini memberikan persyaratan dan pedoman bagi entitas untuk menerapkan standar akuntansi keuangan yang benar dalam menyusun laporan keuangan bertujuan umum. Akan ada 4 (empat) standar akuntansi keuangan yang saat ini diterapkan di Indonesia, yaitu: (lanjutan)

2. Pilar 2 Standar Akuntansi Keuangan Indonesia (PSAK),
3. Pilar 3 Standar Akuntansi Keuangan Indonesia untuk Entitas Swasta/Standar Akuntansi Keuangan Indonesia untuk Entitas Tanpa Akuntabilitas Publik, dan
4. Pilar 4 Standar Akuntansi Keuangan Indonesia untuk Entitas Mikro Kecil dan Menengah.

Standar Akuntansi Keuangan Internasional

Standar ini merupakan adopsi penuh dari *International Financial Reporting Standards* ("IFRS") yang diterjemahkan kata demi kata dan tidak ada modifikasi dari Standar IFRS, termasuk tanggal efektifnya. Entitas yang memenuhi persyaratan dapat menerapkan standar ini, sejak tanggal efektif.

Nomenklatur Standar Akuntansi Keuangan

Standar ini mengatur penomoran baru untuk standar akuntansi keuangan yang berlaku di Indonesia yang diterbitkan oleh DSAK IAI.

Amandemen PSAK 1: Liabilitas Jangka Panjang dengan Kovenan

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan:

- hal yang dimaksud sebagai hak untuk menanggguhkan pelunasan,
- hak untuk menanggguhkan pelunasan harus ada pada akhir periode pelaporan,
- klasifikasi tersebut tidak dipengaruhi oleh kemungkinan entitas akan menggunakan haknya untuk menanggguhkan liabilitas, dan

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**Effective beginning on or after January 1,
2024 (continued)**

Financial Accounting Standards Pillars
(continued)

These standards provide requirements and guidelines for entities to apply the correct financial accounting standards in preparing general purpose financial statements. There will be 4 (four) financial accounting standards that are currently applied in Indonesia, namely: (continued)

2. *Pillar 2 Indonesian Financial Accounting Standards (PSAK),*
3. *Pillar 3 Indonesian Financial Accounting Standards for Private Entities/Indonesian Financial Accounting Standards for Entities without Public Accountability, and*
4. *Pillar 4 Indonesian Financial Accounting Standards for Micro Small and Medium Entities.*

International Financial Accounting Standard

This standard is a full adoption of International Financial Reporting Standards ("IFRS") which is translated in a word-for-word basis and there are no modifications from IFRS Standards, including the effective date. Entities that meet the requirements can apply this standard, from the effective date.

Financial Accounting Standards Nomenclature

This standard regulates the new numbering for financial accounting standards applicable in Indonesia issued by DSAK IAI.

Amendment of PSAK 1: Non-current Liabilities with Covenants

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

- *what is meant by a right to defer settlement,*
- *the right to defer must exist at the end of the reporting period,*
- *classification is not affected by the likelihood that an entity will exercise its deferral right, and*

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**d. Standar Akuntansi yang Telah Disahkan
Namun Belum Berlaku Efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal
1 Januari 2024 (lanjutan)**

Amandemen PSAK 1: Liabilitas Jangka Panjang
dengan Kovenan (lanjutan)

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan: (lanjutan)

- hanya jika derivatif melekat pada liabilitas konversi tersebut adalah suatu instrumen ekuitas, maka syarat dan ketentuan dari suatu liabilitas konversi tidak akan berdampak pada klasifikasinya.

Selain itu, persyaratan telah diperkenalkan untuk mewajibkan pengungkapan ketika suatu kewajiban timbul dari pinjaman perjanjian diklasifikasikan sebagai tidak lancar dan hak entitas untuk menunda penyelesaian bergantung pada kepatuhan terhadap persyaratan di masa depan dalam waktu dua belas bulan.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 secara retrospektif dengan penerapan dini diperkenankan.

Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 73: Liabilitas Sewa dalam
Jual Beli dan Sewa-balik

Amandemen PSAK 73 Sewa menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**d. Accounting Standards Issued But Not Yet
Effective (continued)**

**Effective beginning on or after January 1,
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Amendment of PSAK 1: Non-current Liabilities
with Covenants (continued)

The amendments specify the requirements for classifying liabilities as current or non-current and clarify: (continued)

- only if an embedded derivative in a convertible liability is an equity instrument would the terms and conditions of a liability will not impact its classification.

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 retrospectively with early adoption permitted.

The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK 73: Lease liability in a Sale
and Leaseback

The amendment to PSAK 73 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

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**d. Standar Akuntansi yang Telah Disahkan
Namun Belum Berlaku Efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal
1 Januari 2024 (lanjutan)**

Amandemen PSAK 73: Liabilitas Sewa dalam
Jual Beli dan Sewa-balik (lanjutan)

Amandemen berlaku secara retrospektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 2 dan PSAK 60: Pengaturan
Pembiayaan Pemasok

Amandemen PSAK 2 dan PSAK 60 mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas.

Amandemen ini akan berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan, namun perlu diungkapkan. Amandemen tersebut diperkirakan tidak mempunyai dampak material terhadap laporan keuangan Kelompok Usaha.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**d. Accounting Standards Issued But Not Yet
Effective (continued)**

**Effective beginning on or after January 1,
2024 (continued)**

Amendment of PSAK 73: Lease Liability in a Sale
and Leaseback (continued)

The amendment applies retrospectively to annual reporting periods beginning on or after January 1, 2024. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK 2 and PSAK 60: Supplier
Finance Arrangements

The amendments to PSAK 2 and PSAK 60 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in these amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments will be effective for annual reporting periods beginning on or after January 1, 2024. Early adoption is permitted, but will need to be disclosed. The amendments are not expected to have a material impact on the Group's financial statements.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
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**d. Standar Akuntansi Yang Telah Disahkan
Namun Belum Berlaku Efektif (lanjutan)**

Mulai efektif pada atau setelah tanggal
1 Januari 2025

PSAK 74: Kontrak Asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan, pada saat berlaku efektif PSAK 74 akan menggantikan PSAK 62: *Kontrak Asuransi*. PSAK 74 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 74 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

PSAK 74 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah tanggal 1 Januari 2025, dengan mensyaratkan angka komparatif. Penerapan dini diperkenankan bila entitas juga menerapkan PSAK 71 dan PSAK 72 pada atau sebelum tanggal penerapan awal PSAK 74. Standar ini tidak diharapkan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

e. Transaksi dengan Pihak-Pihak Berelasi

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 7.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan 42.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**d. Accounting Standards Issued But Not Yet
Effective (continued)**

Effective beginning on or after January 1,
2025

PSAK 74: Insurance Contracts

A comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure, upon its effective date, PSAK 74 will replace PSAK 62: *Insurance Contracts*. PSAK 74 applies to all types of insurance contracts, life, non-life, direct insurance and re-insurance, regardless of the entities issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, while a few scope exceptions will apply. The overall objective of PSAK 74 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

PSAK 74 is effective for reporting periods beginning on or after January 1, 2025, with comparative figures required. Early application is permitted, provided the entity also applies PSAK 71 and PSAK 72 on or before the date of initial application of PSAK 74. This standard is not expected to have any impact to the financial reporting of the Group upon first-time adoption.

e. Transactions with Related Parties

The Company and subsidiaries have transactions with related parties as defined in PSAK 7.

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties.

All significant transactions and balances with related parties are disclosed in note 42.

Unless specifically identified as related parties, the parties disclosed in the notes to the consolidated financial statements are unrelated parties.

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f. Transaksi dan Saldo dalam Mata Uang Asing

Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional Perusahaan dan mata uang penyajian Kelompok Usaha. Transaksi dalam mata uang asing dicatat dalam mata uang Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada akhir periode pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam rupiah berdasarkan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal terakhir transaksi perbankan pada tahun yang bersangkutan. Laba atau rugi selisih kurs yang timbul dikreditkan atau dibebankan pada operasi tahun berjalan.

Kurs yang digunakan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Dolar AS	15.416	15.731
Dolar Singapura	11.712	11.659

Selanjutnya, untuk pungutan dan penyeteroran pajak-pajak (PPN dan PPh) berkenaan dengan tagihan dan kewajiban dalam mata uang asing dibayarkan dengan rupiah dan dicatat sesuai dengan 'kurs pajak mingguan' yang berlaku pada tanggal diterbitkannya faktur pajak yang bersangkutan.

Keuntungan atau kerugian dari selisih kurs, yang sudah terealisasi maupun yang belum, baik yang berasal dari transaksi dalam mata uang asing maupun penjabaran aset dan liabilitas moneter dibebankan dalam laba rugi, kecuali jika ditangguhkan dalam penghasilan komprehensif lain sebagai lindung nilai arus kas dan lindung nilai investasi neto yang memenuhi syarat.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**f. Foreign Currency Transactions and
Balances**

The consolidated financial statements are presented in Rupiah, which is The Company's functional currency and the Group's presentation currency. Transactions involving foreign currencies are recorded in Rupiah at the rates of exchange prevailing at the time the transactions are made. At the end of the reporting period, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average buying and selling rates of exchange quoted by Bank Indonesia at the closing of the last banking day of the year. The resulting gains or losses are credited or charged to current operations.

The exchange rates used as of December 31, 2023 and 2022 were as follows:

Furthermore, for the collection and remittance of taxes (VAT and Income tax) related to claims and liabilities in foreign currency is payable in rupiah and recorded based on the 'weekly tax rate' prevailing at the date of issuance of tax invoice.

Realized or unrealized foreign exchange gains or losses arising from transactions in foreign currency and from the translation of foreign currency monetary assets and liabilities are recognized in profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

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g. Kas dan Setara Kas

Kas dan setara kas dalam laporan posisi keuangan konsolidasian yang terdiri dari kas dan bank serta deposito jangka pendek yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan.

Deposito berjangka dengan jangka waktu lebih dari 3 (tiga) bulan tapi tidak melebihi 1 (satu) tahun dari tanggal penempatannya disajikan sebagai bagian dari "investasi jangka pendek".

Kas dan setara kas yang dibatasi penggunaannya disajikan sebagai "kas yang dibatasi penggunaannya".

h. Instrumen Keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

h.1. Aset Keuangan

Pengakuan dan pengukuran awal

Pada pengakuan awal, Kelompok Usaha mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Kelompok Usaha telah menerapkan cara praktis, diukur pada harga transaksi yang ditentukan sesuai PSAK 72.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain ("NWPKL"), aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

g. Cash and Cash Equivalents

Cash and cash equivalents in the statements of consolidated financial position comprise cash on hand and in banks and short-term deposits with a maturity of 3 (three) months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Time deposits with maturities of more than 3 (three) months but not exceeding 1 (one) year at the time of placement are presented as part of "short-term investments".

Cash and cash equivalents which are restricted are included within "restricted cash".

h. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

h.1. Financial Assets

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not measured at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 72.

In order for a financial asset to be classified and measured at amortized cost or fair value through other comprehensive income ("FVOCI"), it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

h. Instrumen Keuangan (lanjutan)

h.1. Aset Keuangan (lanjutan)

Pengakuan dan pengukuran awal
(lanjutan)

Model bisnis Kelompok Usaha untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- NWLR.

Kelompok Usaha mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut ini terpenuhi:

- i. Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- ii. Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.1. Financial Assets (continued)

Initial recognition and measurement
(continued)

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments),
- Financial assets at FVOCI with reclassification of cumulative gains and losses (debt instruments),
- Financial assets designated at FVOCI with no reclassification of cumulative gains and losses upon derecognition (equity instruments), and
- FVTPL.

The Group measures financial assets at amortized cost if both of the following conditions are met:

- i. The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- ii. The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

h. Instrumen Keuangan (lanjutan)

h.1. Aset Keuangan (lanjutan)

Pengukuran selanjutnya (lanjutan)

Aset keuangan Kelompok Usaha yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, kas yang dibatasi penggunaannya, investasi jangka pendek, piutang usaha, piutang lain-lain, pendapatan yang masih harus diterima, dan investasi jangka panjang.

Untuk instrumen keuangan yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laporan laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi.

Aset keuangan Kelompok Usaha yang diukur pada NWPKL termasuk investasi pada saham.

Kelompok Usaha tidak memiliki aset keuangan yang diukur melalui NWLR.

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Kelompok Usaha) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir, atau

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.1. Financial Assets (continued)

Subsequent measurement (continued)

The Group's financial assets at amortized cost includes cash and cash equivalent, restricted cash, short-term investment, trade receivables, other receivables, accrued revenues, and long-term investment.

For financial instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reclassification are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is reclassified to profit or loss.

The Group's financial assets at FVOCI includes investments in shares.

The Group has no financial assets measured in FVTPL.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or

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h. Instrumen Keuangan (lanjutan)

h.1. Aset Keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Kelompok Usaha) ketika: (lanjutan)

- Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan 'pass-through', dan salah satu dari (a) Kelompok Usaha telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Kelompok Usaha tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan 'pass-through', Kelompok Usaha mengevaluasi jika, dan sejauh mana, Kelompok Usaha masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Kelompok Usaha tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Kelompok Usaha tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutan. Dalam kasus tersebut, Kelompok Usaha juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Kelompok Usaha.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.1. Financial Assets (continued)

Derecognition (continued)

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of financial position) when: (continued)

- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

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h. Instrumen Keuangan (lanjutan)

h.1. Aset Keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Kelompok Usaha untuk membayar kembali.

Penurunan nilai aset keuangan

Kelompok Usaha mengakui penyisihan Kerugian Kredit Ekspektasian ("KKE") untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Kelompok Usaha, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.1. Financial Assets (continued)

Derecognition (continued)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognizes an allowance for Expected Credit Loss ("ECL") for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have not been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). However, when there have been significant increases in credit risks since initial recognition, a loss of allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

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h. Instrumen Keuangan (lanjutan)

h.1. Aset Keuangan (lanjutan)

Penurunan nilai aset keuangan (lanjutan)

Karena piutang usaha dan piutang lain-lain tidak memiliki komponen pembiayaan signifikan, Kelompok Usaha menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Kelompok Usaha tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Kelompok Usaha membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, jumlah kerugian penurunan nilai merupakan selisih antara jumlah tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa depan yang didiskontokan menggunakan suku bunga efektif awal dari aset keuangan.

Jumlah tercatat aset keuangan tersebut dikurangi dengan kerugian penurunan nilai secara langsung atas seluruh aset keuangan, kecuali piutang yang jumlah tercatatnya dikurangi melalui penggunaan akun cadangan piutang. Jika piutang tidak tertagih, piutang tersebut dihapuskan melalui akun cadangan piutang.

Pemulihan kemudian dari jumlah yang sebelumnya telah dihapuskan dikreditkan terhadap akun cadangan. Perubahan jumlah tercatat akun cadangan piutang diakui dalam laba rugi.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.1. Financial Assets (continued)

Impairment of financial assets
(continued)

Because trade receivables and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss of allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For financial assets carried at amortised cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of receivables, where the carrying amount is reduced through the use of an allowance account. When a receivable is considered uncollectible, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the receivables allowance account are recognized in profit or loss.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

h. Instrumen Keuangan (lanjutan)

h.2. Liabilitas Keuangan

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi atau liabilitas keuangan pada biaya perolehan diamortisasi. Kelompok Usaha menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Liabilitas keuangan awalnya diukur sebesar nilai wajarnya. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan (selain liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi) ditambahkan atau dikurangkan dari nilai wajar liabilitas keuangan, yang sesuai, pada pengakuan awal. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi langsung diakui dalam laba rugi.

Liabilitas keuangan Kelompok Usaha terdiri dari utang usaha, utang lain-lain, utang bank jangka pendek, liabilitas imbalan kerja jangka pendek, beban akrual, utang obligasi dan sukuk, utang bank jangka panjang, utang jangka panjang lainnya, dan liabilitas sewa diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Kelompok Usaha tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi langsung diakui dalam laba rugi.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.2. Financial Liabilities

Initial recognition and measurement

Financial liabilities are classified as financial liabilities at fair value through profit or loss or financial liabilities at amortized cost. The Group determines the classification of its financial liabilities at initial recognition.

Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial liabilities (other than financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

The Group's financial liabilities consist of trade payables, other payables, short-term bank loans, short-term employee benefits liability, accrued expenses, bonds payable and sukuk, long-term bank loans, other long-term liabilities, and lease liabilities classified as financial liabilities at amortized cost. The Group has no financial liabilities measured at fair value through profit or loss.

Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

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MATERIAL (lanjutan)**

h. Instrumen Keuangan (lanjutan)

h.2. Liabilitas Keuangan (lanjutan)

Pengukuran Selanjutnya

**1. Utang dan Pinjaman Jangka Panjang
yang Dikenakan Bunga**

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akuisisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

2. Utang dan Akrua

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak dihentikan atau dibatalkan atau kadaluwarsa.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.2. Financial Liabilities (continued)

Subsequent Measurement

**1. Long-term Interest-bearing Loans and
Borrowings**

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

2. Payables and Accruals

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.

Derecognition

A financial liability is derecognized when it is extinguished, that is when the obligation specified in the contract is discharged or cancelled or expired.

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h. Instrumen Keuangan (lanjutan)

h.2. Liabilitas Keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

h.3. Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika Kelompok Usaha memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui; dan berintensinya untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus harus ada pada saat ini daripada bersifat kontingen atas terjadinya suatu peristiwa di masa depan dan harus dieksekusi oleh pihak lawan, baik dalam situasi bisnis normal dan dalam peristiwa gagal bayar, peristiwa kepailitan, atau kebangkrutan.

h.4. Pengukuran Nilai Wajar

Kelompok Usaha mengukur pada pengakuan awal instrumen keuangan pada nilai wajar, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis. Kelompok Usaha juga mengukur jumlah terpulihkan dari UPK tertentu berdasarkan nilai wajar dikurangi biaya pelepasan ("FVLCD").

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.2. Financial Liabilities (continued)

Derecognition (continued)

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing financial liability are substantially modified, such an exchange or modification is treated as derecognition of the original financial liability and recognition of a new financial liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

h.3. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when the Group has a legally enforceable right to set off the recognized amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to offset must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency, or bankruptcy.

h.4. Fair Value Measurement

The Group initially measures financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations. It also measures certain recoverable amounts of the CGU using fair value less cost of disposal ("FVLCD").

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h. Instrumen Keuangan (lanjutan)

h.4. Pengukuran Nilai Wajar (lanjutan)

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- di pasar utama untuk aset atau liabilitas tersebut, atau
- jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Kelompok Usaha.

i. Persediaan

Persediaan dinyatakan sebesar nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata tertimbang dan termasuk semua pengeluaran untuk memperoleh persediaan, biaya produksi atau konversi, dan biaya lainnya yang timbul untuk membawa persediaan ke tempat dan kondisi saat ini. Biaya tersebut tidak termasuk biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi dengan biaya penyelesaian dan penjualannya.

Kelompok Usaha menetapkan penyisihan untuk nilai realisasi neto persediaan berdasarkan hasil penelaahan berkala atas kondisi fisik dan nilai realisasi neto persediaan.

j. Biaya Dibayar di Muka

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan metode garis lurus dan disajikan sebagai aset lancar atau aset tidak lancar sesuai dengan sifatnya masing-masing.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

h. Financial Instruments (continued)

h.4. Fair Value Measurement (continued)

Fair value is the price that would be received from selling an asset or paying to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

i. Inventories

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted average cost method and includes all expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing the inventory to its existing location and condition. It excludes borrowing costs. Net realizable value is the estimated sales amount in the ordinary course of business less the costs of completion and selling expenses.

The Group provides allowance for net realizable value of inventories based on periodic reviews of the physical conditions and net realizable values of the inventories.

j. Prepaid Expenses

Prepaid expenses are amortized over their beneficial periods using the straight-line method and are presented as current assets or non-current asset based on their respective nature.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

k. Investasi pada Entitas Asosiasi

Entitas asosiasi adalah entitas yang terhadapnya Kelompok Usaha memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional investee, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

Pertimbangan yang dibuat dalam menentukan pengaruh signifikan adalah serupa dengan hal-hal yang diperlukan dalam menentukan kendali atas entitas anak.

Investasi Kelompok Usaha pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Kelompok Usaha atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi maupun diuji secara individual untuk penurunan nilai.

Laba rugi konsolidasian mencerminkan bagian dari Kelompok Usaha atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Kelompok Usaha. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Kelompok Usaha mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Kelompok Usaha dengan entitas asosiasi dieliminasi sesuai dengan kepentingan dalam entitas asosiasi.

Gabungan bagian Kelompok Usaha atas laba rugi entitas asosiasi disajikan pada muka laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan nonpengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas periode pelaporan yang sama dengan Kelompok Usaha.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

k. Investments in Associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually.

The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period of the Group.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

k. Investasi pada Entitas Asosiasi (lanjutan)

Setelah penerapan metode ekuitas, Kelompok Usaha menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Kelompok Usaha dalam entitas asosiasi. Kelompok Usaha menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Kelompok Usaha menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Kelompok Usaha mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

l. Properti Investasi

Properti investasi merupakan properti (tanah atau bangunan atau bagian dari suatu bangunan atau keduanya) yang dikuasai Kelompok Usaha untuk menghasilkan rental atau untuk kenaikan nilai atau kedua-duanya dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa untuk tujuan administratif atau dijual dalam kegiatan usaha.

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, jika ada. Jumlah tercatat termasuk bagian biaya penggantian dari properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya harian penggunaan properti investasi tersebut.

Kelompok Usaha telah memilih model biaya untuk mencatat properti investasinya.

Penyusutan bangunan dihitung dengan menggunakan metode garis lurus selama estimasi umur manfaat aset 20 (dua puluh) tahun.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

k. Investments in Associates (continued)

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value and recognizes the amount in profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

l. Investment Properties

Investment properties represents properties (land or building - or part of a building - or both) held by the Group to earn rental or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Investment properties are stated at cost including transaction cost less accumulated depreciation and any impairment in value, if any. The carrying amount includes the cost of replacement of an existing investment property in the year such costs are incurred, if the recognition criteria are met and does not include the cost of daily use of the investment property.

The Group has chosen the cost model to record for its investment properties.

Depreciation of buildings are calculated using the straight-line method based on the estimated useful life of the assets 20 (twenty) years.

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MATERIAL (lanjutan)**

l. Properti Investasi (lanjutan)

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dalam periode terjadinya penghentian atau pelepasan tersebut.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Transfer dari properti investasi dilakukan jika dan hanya jika terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan yang bertujuan untuk dijual.

Untuk transfer dari properti investasi ke aset yang digunakan dalam operasi, Kelompok Usaha menggunakan metode biaya pada tanggal perubahan penggunaan. Jika aset yang digunakan Kelompok Usaha menjadi properti investasi, Kelompok Usaha mencatat aset tersebut sesuai dengan kebijakan aset tetap sampai dengan tanggal terakhir perubahan penggunaannya.

m. Aset Tetap

Aset tetap, kecuali hak atas tanah, pada awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan agar aset siap digunakan. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

l. Investment Properties (continued)

Investment properties are derecognized when either it has been disposed of or when it is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the retirement or disposal of investment properties are recognized in the consolidated statements of profit or loss and other comprehensive income in the period of retirement or disposal.

Transfers to investment properties are made when, and only when, there is a change in use, evidenced by the end of owner occupation, commencement of an operating lease to another party or completion of construction or development. Transfers from investment property are made when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.

For a transfer from investment properties to an asset used in operations, the Group uses the cost method at the date of change in use. If the asset used by the Group becomes an investment property, the Group accounts for the asset in accordance with the policy stated under fixed assets up to the date of change in use.

m. Fixed Assets

Fixed assets, except landrights, are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to its working condition and to the location where it is intended to be used. Such cost includes the cost of replacing part of the fixed assets when that cost is incurred, if the recognition criteria are met.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

m. Aset Tetap (lanjutan)

Selanjutnya, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah tercatat (*carrying amount*) aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Apabila terdapat kewajiban untuk membongkar dan memindahkan aset tetap maka beban yang terkait akan ditambahkan ke biaya perolehan aset tetap yang bersangkutan dan kewajiban atas biaya terkait tersebut diakui.

Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat terjadinya. Aset tetap, kecuali hak atas tanah, disusutkan dengan metode garis lurus berdasarkan estimasi masa manfaat masing-masing aset tetap sebagai berikut:

Golongan Aset	Umur Ekonomis/ Useful Life (Tahun/Years)	Group of Assets
Bangunan (lapangan)	20 - 60	Structure (fields)
Gedung-gedung	20 - 50	Buildings
Alat perhubungan udara	10 - 15	Aviation equipments
Kendaraan	5 - 10	Vehicles
Instalasi	5 - 20	Installations
Peralatan	5 - 20	Equipments

Efektif 1 Januari 2022, Perusahaan merubah umur manfaat atas aset tetap tertentu (Catatan 16).

Biaya pengurusan untuk memperpanjang atau memperbaharui hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

Biaya pemeliharaan dan perbaikan diakui sebagai beban pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset tetap dikapitalisasi dan disusutkan sesuai dengan tarif penyusutan yang sesuai.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

m. Fixed Assets (lanjutan)

Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as a replacement if the recognition criteria are met. In the case of mandatory dismantling and asset removals, the related costs are added to the cost of the relevant assets and obligations related to the cost are recognized to cover the costs.

All other repairs and maintenance costs that do not meet the recognition criteria are recognized in consolidated statement of profit or loss and other comprehensive income as incurred. Depreciation of fixed assets, except for landrights, is computed using the straight-line method over the estimated useful lives of the assets as follows:

Effective January 1, 2022, the Company change the useful lives of certain fixed assets (Note 16).

The legal cost of landrights to extend or renew the landrights are recognized as intangible assets and is amortized over the shorter of the rights' legal life or the land's economic life.

Maintenance and repair costs are recognized as an expense as incurred. Expenditures that extend the useful lives of fixed assets are capitalized and depreciated in accordance with the applicable depreciation rates.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

m. Aset Tetap (lanjutan)

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan yang ditentukan berdasarkan basis akrual dan kemajuan fisik pekerjaan serta disajikan sebagai bagian dari aset tetap. Biaya perolehan termasuk kapitalisasi beban bunga dan laba/rugi selisih kurs, jika ada, atas pinjaman dan biaya lainnya yang terjadi sehubungan dengan pembiayaan aset dalam penyelesaian tersebut (Catatan 2o, "Kapitalisasi Biaya Pinjaman"). Akrual sehubungan dengan perolehan aset tetap disajikan sebagai bagian dari akun utang lain-lain.

Akumulasi biayanya akan dipindahkan ke dalam kelompok aset tetap yang bersangkutan ketika aset secara substansial selesai dikerjakan dan siap untuk digunakan.

Biaya pemeliharaan dan perbaikan diakui sebagai beban pada saat terjadinya; biaya perbaikan yang signifikan dikapitalisasi sebagai penggantian apabila memenuhi kriteria pengakuan. Nilai kini dari perkiraan biaya pembongkaran aset setelah aset digunakan termasuk dalam nilai perolehan aset tersebut jika kriteria pengakuan untuk penetapannya terpenuhi.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Kelompok Usaha manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

Ketika bagian-bagian penting dari aset tetap perlu untuk diganti, Kelompok Usaha mencatat bagian-bagian tersebut sebagai aset individual dengan masa manfaat dan penyusutan yang spesifik.

Aset tetap tidak diakui lagi pada saat dilepaskan atau tidak ada manfaat keekonomisan masa yang akan datang yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset tetap, diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode penghentian pengakuan aset, yang merupakan selisih antara hasil pelepasan bersih dan jumlah tercatat aset.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

m. Fixed Assets (lanjutan)

Construction in progress is stated at cost based on accrual bases and progress on constructions and presented as part of fixed assets. Cost includes capitalized interest charges and gain/losses on foreign exchange, if any, incurred on borrowings and other costs incurred to finance the said asset construction (Note 2o, "Capitalization of Borrowing Costs"). Accrual of acquisition of fixed assets is presented as part of other payables account.

The accumulated cost will be reclassified to the relevant fixed assets account when the construction is substantially completed and the constructed asset is ready for its intended use.

The cost of normal maintenance and repair work is charged to operations as incurred; the cost of significant improvements or betterments is capitalized as replacements if the recognition criteria are satisfied. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the asset if the recognition criterias are met.

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.

When significant parts of fixed assets are required to be replaced at intervals, the Group recognizes such parts as individual assets with specific useful lives and depreciation.

Fixed assets are derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is recognized in the consolidated statement of profit or loss and other comprehensive income in the period the asset is derecognized, which represents the difference between the net disposal proceeds and the carrying amount of the asset.

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MATERIAL (lanjutan)**

m. Aset tetap (lanjutan)

Nilai sisa, masa manfaat dan metode penyusutan aset tetap ditelaah dan disesuaikan secara prospektif, jika perlu, pada setiap akhir tahun buku.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

n. Aset takberwujud

Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada nilai perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Umur manfaat aset takberwujud dinilai apakah terbatas atau tidak terbatas. Aset takberwujud dengan umur terbatas diamortisasi selama umur manfaat ekonomi aset dan dievaluasi apabila terdapat indikator adanya penurunan nilai untuk aset takberwujud. Periode dan metode amortisasi untuk aset takberwujud dengan umur terbatas ditelaah setidaknya setiap akhir tahun tutup buku.

Aset takberwujud dihentikan pengakuannya pada saat:

- i. dijual; atau
- ii. ketika tidak ada manfaat ekonomis di masa depan yang dapat diharapkan dari penggunaan atau penjualan aset tersebut.

Aset takberwujud Perusahaan berupa perangkat lunak.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

m. Fixed assets (lanjutan)

The residual values, useful lives and methods of depreciation of fixed assets are reviewed and adjusted prospectively, if appropriate, at the end of each financial year.

Assets under construction are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill criteria for recognition as fixed assets as disclosed above.

n. Intangible assets

An intangible asset is measured on initial recognition at cost. Following initial recognition, the intangible asset is carried at cost less any accumulated amortization and any accumulated impairment loss. The useful life of the intangible asset is assessed to be either finite or indefinite. An intangible asset with finite life is amortized over the asset's useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

An intangible asset is derecognized when:

- i. disposed of; or
- ii. when no future economic benefits are expected from its use or disposal.

The Company's intangible assets are in the form of software.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

o. Kapitalisasi Biaya Pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, konstruksi atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada periode terjadinya. Biaya pinjaman dapat meliputi beban bunga, beban keuangan dalam sewa pembiayaan yang diakui sesuai dengan PSAK No. 26 (Revisi 2014) dan selisih kurs yang berasal dari pinjaman dalam mata uang asing sepanjang selisih kurs tersebut diperlukan sebagai penyesuaian atas biaya bunga.

Kapitalisasi biaya pinjaman dimulai pada saat dimulainya aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya dan pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya.

p. Beban Akrua

Beban akrual diakui jika Kelompok Usaha memiliki kewajiban kini (baik hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Beban akrual ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi maka provisi dibatalkan.

q. Pendapatan Diterima di Muka

Pendapatan yang diterima di muka adalah penerimaan uang dari pihak lain sehubungan dengan jasa yang akan dilakukan oleh Kelompok Usaha di masa depan tetapi jasa tersebut belum diserahkan kepada pihak tersebut.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

o. Capitalization of Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of the related asset. Other borrowing costs are recognized as expenses in the period in which they are incurred. Borrowing costs may include interest, finance charges in respect of finance leases recognized in accordance with PSAK No. 26 (Revised 2014) and foreign exchange differences arising from foreign currency borrowings to the extent that they are regarded as adjustments to interest costs.

Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use have started and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when all the activities necessary to prepare the qualifying asset for its intended use are substantially completed.

p. Accrued Expenses

Accrued expense is recognized when the Group has a present obligation (legal and constructive), as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Accrued expense are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligations, the provisions are reversed.

q. Unearned Revenues

Unearned revenues are cash received from other parties in connection with the services that will be performed by the Group in the future but the services are not yet delivered to that parties.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

r. Liabilitas Imbalan Kerja

Imbalan kerja jangka pendek

Kelompok Usaha mengakui liabilitas imbalan kerja jangka pendek ketika jasa diberikan oleh karyawan dan imbalan atas jasa tersebut akan dibayarkan dalam waktu dua belas bulan setelah jasa tersebut diberikan.

Imbalan pensiun dan imbalan pasca kerja lainnya

Biaya untuk penyediaan manfaat dibawah program pensiun imbalan pasti ditentukan dengan menggunakan metode *projected-unit-credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti bersih, yang disebut sebagai penghasilan komprehensif lain, terdiri dari:

- i. Keuntungan atau kerugian aktuarial;
- ii. Imbalan hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset);
- iii. Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti bersih, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode berikutnya.

Biaya jasa lalu yang timbul dari amandemen atau kurtailmen program diakui sebagai beban dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat terjadinya.

Kurtailmen terjadi apabila Kelompok Usaha mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program, terminasi atau penghentian program.

Perusahaan memiliki program dana pensiun manfaat pasti dan program tunjangan hari tua. Selain itu, Perusahaan memberikan tunjangan kepada pegawai yang telah memenuhi persyaratan ketentuan yaitu tunjangan perumahan, penghargaan pengabdian, masa persiapan pensiun, dan jaminan kesehatan kepada pensiunan.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

r. Employee Benefits Liabilities

Short-term employee benefits

The Group recognizes short-term employee benefits liability when services are rendered and the compensation for such services are to be paid within twelve months after such services are rendered.

Pension benefits and other post employment benefits

The cost of providing benefits under the defined benefit plan is determined using the *projected-unit-credit* method.

Remeasurement on net deferred benefit liabilities (asset), which recognized as other comprehensive income, consists of:

- i. Actuarial gains or losses;
- ii. Return on program asset, which does not consists of amount included in liabilities (asset) net interest;
- iii. Every changes in asset ceiling, does not consists of amount included in liabilities (asset) net interest.

Remeasurement on net defined benefit liabilities (asset) which is recognized as part of other comprehensive income will not be reclassified to consolidated statement of profit or loss and other comprehensive income in the next period.

Past service cost arising from amendment or curtailment programs are recognized as expense in consolidated statement of profit or loss and other comprehensive income when incurred.

A curtailment occurs when the Group either significantly reduce the number of employees covered by a plan, termination or suspension of the program.

The Company has pension defined benefit funds program and annuities program. Moreover, the Company provides benefits to employees who have fulfilled the requirements of the provisions, which are housing allowance, loyalty reward, retirement preparation, and health insurance to pensioners.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

r. Liabilitas Imbalan Kerja (lanjutan)

**Imbalan pensiun dan imbalan pasca kerja
lainnya (lanjutan)**

Pada tanggal 15 November 1999, Perusahaan memperoleh persetujuan dari Menteri Keuangan (No.KEP-39/KM.17/1999) untuk membentuk Lembaga terpisah yang mengelola dana pensiun dalam bentuk Program Dana Pensiun Manfaat Pasti (PPMP) dan Program Pensiun Iuran Pasti (PIIP) bernama Dana Pensiun Angkasa Pura I (DPAP I), untuk mengelola atas nama para anggota, semua kekayaan agar dapat memenuhi kewajiban pensiun dari Perusahaan.

Jumlah kontribusi PPMP terdiri dari kontribusi karyawan dan Perusahaan yang masing-masing dihitung sebesar 5% dan 20,76% dari penghasilan dasar pensiun, sedangkan jumlah kontribusi PIIP terdiri dari kontribusi karyawan dan Perusahaan yang masing-masing dihitung sebesar 5% dan maksimal 25% dari paket gaji peserta.

Pada tanggal 6 Mei 2003, penyelenggaraan program tunjangan hari tua dikelola oleh Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) berdasarkan Keputusan Bersama Direksi Perum Angkasa Pura I dan Perum Angkasa Pura II No. KEP.305/KP.30.7.1/1988 dan KEP.165A/PAP.I/X/1988 tanggal 1 Oktober 1988 jo Perjanjian Kerja Bersama Periode 2003-2005 antara PT Angkasa Pura I dengan Serikat Pekerja PT Angkasa Pura I No.SP.06/HK.10/2003-DU, No.SP.AP.I.01/PKB/2003.

Program THT menyediakan manfaat pembayaran sekaligus dengan ketentuan nilai iuran adalah sebesar 5% (beban pegawai Perusahaan), 3% (beban pegawai diperbantukan), 1% (beban pegawai ditugaskan) dari nilai Penghasilan Dasar Tunjangan Hari Tua (PhDTHT) dan iuran Perusahaan yang telah mendapat persetujuan Rapat Umum Pemegang Saham (RUPS) yang dibayarkan secara sekaligus pada awal tahun berjalan.

Perusahaan juga memberikan imbalan pasca kerja lainnya, seperti tanda penghargaan dan cuti jangka panjang. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

r. Employee Benefits Liabilities (continued)

**Pension benefits and other post
employment benefits (continued)**

On November 15, 1999, the Company obtained approval from the Minister of Finance (No.KEP-39/KM.17/1999) to establish a separate Institution that manages pension funds in the form of a Defined Benefit Pension Plan (PPMP) and a Definite Contribution Pension Program (PIIP) named Dana Angkasa Pura I (DPAP I), to manage on behalf of the members, all of the wealth in order to fulfill the obligation to retire from the Company.

The amount of contribution of PPMP consists of employees and The Company's contributions which are calculated as 5% and 20.76%, respectively, from the basic pension income, while the amount of contribution of PIIP consists of employees and The Company's contributions, which are calculated at 5% and a maximum of 25% of the participant's salary package.

On May 6, 2003, the provision of retirement benefit program is managed by Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) based on Joint Decree of the Directors of Perum Angkasa Pura I and Perum Angkasa Pura II No. KEP.305/KP.30.7.1/1988 and KEP.165A/PAP.I/X/1988 dated October 1, 1988 jo Joint Working Agreement for the period 2003-2005 between PT Angkasa Pura I and Labor Union of PT Angkasa Pura I. SP.06/HK.10/2003-DU, No.SP.AP.I.01/PKB/2003.

The THT program provides payment benefits at the same time with the terms of the contribution fee of 5% (Company employee expense), 3% (assigned employee expense), 1% (assigned charges) of the Basic Income Retirement Fees (PhDTHT) and The Company's contributions that have been approved by the General Meeting of Shareholders (GMS) which is fully paid at the beginning of the current year.

The Company also provides other post-employment benefits, such as rewards and long-term leave. Rewards in the form of award money are given when employees work until they reach retirement age.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

r. Liabilitas Imbalan Kerja (lanjutan)

**Imbalan pensiun dan imbalan pasca kerja
lainnya (lanjutan)**

Kelompok Usaha harus menyediakan imbalan pensiun dengan jumlah minimal sesuai dengan Undang-Undang ("UU") Ketenagakerjaan No. 13/2003 dan Perjanjian Kerja Bersama ("PKB"), mana yang lebih tinggi. Karena UU Ketenagakerjaan atau PKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan UU Ketenagakerjaan atau PKB adalah program pensiun imbalan pasti.

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program. Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected-Unit-Credit*.

Nilai kini liabilitas manfaat pasti ditentukan dengan mendiskontokan estimasi arus kas masa depan dengan menggunakan tingkat bunga obligasi pemerintah jangka panjang pada akhir periode pelaporan dalam mata uang rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang sama dengan liabilitas manfaat pensiun yang bersangkutan.

Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Santunan kematian diberikan bila pegawai dan anggota keluarga tertentu meninggal dunia. Nilai imbalan yang diberikan didasari pada peraturan Perusahaan. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

Perusahaan menyediakan imbalan kesehatan pasca kerja untuk pensiunan. Hak atas imbalan ini pada umumnya diberikan apabila karyawan bekerja sampai usia pensiun dan memenuhi masa kerja minimum tertentu.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

r. Employee Benefits Liabilities (continued)

**Pension benefits and other post
employment benefits (continued)**

The Group is required to provide a minimum amount of pension benefits in accordance with Labour Law No. 13/2003 and the Group's Collective Labour Agreement ("CLA"), whichever is higher. Since the Labour Law and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the Labour Law or the CLA represent defined benefit plans.

The pension benefit obligation is the present value of the defined benefit obligation at end reporting period less the fair value of plan assets. The defined benefit obligation is calculated by an independent actuary using the *Projected-Unit-Credit* method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the yield at the end of the reporting period of long-term government bonds denominated in rupiah in which the benefits will be paid and that have terms to maturity similar to the related pension obligation.

A cash reward is given when an employee works until reaching retirement age. Death allowance is paid when the employee or the qualified family members pass away. Benefit given is based on The Company's regulation. The separation reward benefit is paid to employees in the event of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.

The Company provides post-employment medical benefits to their retirees. The entitlement to these benefits is given if said employee has worked until his/her retirement age and the completes the minimum service period.

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MATERIAL (lanjutan)**

r. Liabilitas Imbalan Kerja (lanjutan)

**Imbalan Pensiun dan Imbalan Pasca Kerja
Lainnya (lanjutan)**

Prakiraan biaya imbalan ini diakui sepanjang masa kerja karyawan, dengan menggunakan metode akuntansi yang sama, namun disederhanakan, dengan metode yang digunakan dalam perhitungan program pensiun imbalan pasti. Kewajiban ini dinilai setiap tahun oleh aktuaris independen yang memenuhi kualifikasi.

Kelompok Usaha juga mencatat penyisihan manfaat tambahan untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama dan Undang-undang Penciptaan Lapangan Kerja No. 11/2020 ("UU Cipta Kerja", (UUCK)). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "Projected Unit Credit".

s. Sewa

Kelompok Usaha menilai pada saat inisiasi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Kelompok Usaha sebagai Penyewa

Kelompok Usaha menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka-pendek dan sewa yang aset dasarnya bernilai-rendah. Kelompok usaha mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

Aset hak-guna

Kelompok usaha mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

r. Employee Benefits Liabilities (continued)

**Pension Benefits and Other Post
Employment Benefits (continued)**

The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar but simplified to that for defined benefit pension plans. These obligations are valued annually by qualified independent actuaries.

The Group also provides additional provisions in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement and Job Creation Law No. 11/2020 (the "Cipta Kerja Law", (UUCK)). The said additional provisions are estimated using actuarial calculations using the "Projected Unit Credit" method.

s. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

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MATERIAL (lanjutan)**

s. Sewa (lanjutan)

Kelompok Usaha sebagai Penyewa (lanjutan)

Aset hak-guna (lanjutan)

Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Kelompok Usaha pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Kelompok Usaha akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai.

Liabilitas sewa

Pada tanggal permulaan sewa, Kelompok Usaha mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Kelompok Usaha dan pembayaran penalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai kini pembayaran sewa, Kelompok Usaha menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan.

Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa, atau perubahan penilaian atas opsi untuk membeli aset pendasar.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

s. Leases (continued)

The Group as Lessee (continued)

Right-of-use assets (continued)

The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also assessed for impairment.

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the option to terminate the lease. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and the reduction for the lease payments made.

In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

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MATERIAL (lanjutan)**

s. Sewa (lanjutan)

Kelompok Usaha sebagai Penyewa (lanjutan)

Liabilitas sewa (lanjutan)

Sewa jangka pendek dan sewa dengan aset bernilai rendah

Kelompok Usaha menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Kelompok Usaha juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset dasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Kelompok Usaha sebagai Pesewa

Sewa yang dalam pengaturannya Kelompok Usaha tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa. Sewa kontinjensi diakui sebagai pendapatan pada periode dimana sewa kontinjensi tersebut diperoleh.

t. Perpajakan

Pajak Final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

s. Leases (continued)

The Group as Lessee (continued)

Lease liabilities (continued)

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

The Group as Lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in other operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income. Contingent rents are recognized as revenue in the period in which they are earned.

t. Taxation

Final Tax

Tax regulation in Indonesia determined that certain taxable income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction is recognizing losses.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

t. Perpajakan

Pajak Final (lanjutan)

Mengacu pada revisi PSAK No. 46 yang disebutkan di atas, pajak final tersebut tidak termasuk dalam lingkup yang diatur oleh PSAK No. 46. Oleh karena itu, Kelompok Usaha memutuskan untuk menyajikan beban pajak final sehubungan dengan penjualan tanah, pendapatan sewa tanah dan jasa rekayasa dan konstruksi sebagai pos tersendiri.

Perbedaan antara nilai tercatat dari aset revaluasian dan dasar pengenaan pajak merupakan perbedaan temporer sehingga menimbulkan liabilitas atau aset pajak tangguhan, kecuali untuk aset tertentu seperti tanah yang pada saat realisasinya dikenakan pajak final yang dikenakan atas nilai bruto transaksi.

Pajak Kini

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan.

Beban pajak kini ditentukan berdasarkan laba kena pajak tahun berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari "Beban Pajak Kini" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Kelompok Usaha juga menyajikan bunga atau denda, jika ada, sebagai bagian dari "Beban Pajak Kini".

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan, pada saat keputusan atas keberatan ditetapkan.

Pajak Tangguhan

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

t. Taxation

Final Tax (continued)

Referring to revised PSAK No. 46 as mentioned above, final tax is no longer governed by PSAK No. 46. Therefore, the Group has decided to present all of the final tax arising from sales of land, land rent revenue and engineering and construction services as a separate line item.

The difference between the carrying amount of a revalued asset and its tax base is a temporary difference and gives rise to a deferred tax liability or asset, except for certain assets such as land, in which its realization is taxed with final tax on gross value of transaction.

Current Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority.

Current tax expense is determined based on the taxable profit for the year computed using the prevailing tax rates.

Underpayment/overpayment of income tax are presented as part of "Current Tax Expense" in the consolidated statements of profit or loss and other comprehensive income. The Group also presents interest or penalty, if any, as part of "Current Tax Expense".

Amendments to tax liabilities are recorded when a tax assessment letter is received or, if appealed against, when the result of the appeal is determined.

Deferred Tax

Deferred tax assets and liabilities are recognized using the liability method for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the financial statements and their respective tax basis at each reporting date.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

t. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa depan.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir setiap periode pelaporan dan diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan tersebut. Pada akhir setiap periode pelaporan, Kelompok Usaha menilai kembali aset pajak tangguhan yang tidak diakui. Kelompok Usaha mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa depan akan tersedia untuk pemulihannya.

Pajak tangguhan dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada usaha periode berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Aset dan liabilitas pajak tangguhan disajikan secara saling hapus dalam laporan posisi keuangan konsolidasian, kecuali aset dan liabilitas pajak tangguhan untuk entitas yang berbeda, sesuai dengan penyajian aset dan liabilitas pajak kini.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

t. Taxation (continued)

Deferred Tax (continued)

Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable profit will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized. At the end of each reporting period, the Group reassesses unrecognized deferred tax assets. The Group recognizes previously unrecognized deferred tax assets to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax is calculated using regulated tax rates or substantively enacted at the reporting date. Changes in the carrying amount of deferred tax assets and liabilities due to a change in tax rates are charged to current period operations, except to the extent that they relate to items previously charged or credited to equity.

Deferred tax assets and liabilities are offset in the consolidated statements of financial position, except if they are for different legal entities, consistent with the presentation of current tax assets and liabilities.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

u. Pendapatan dan Beban

Kelompok Usaha menerapkan PSAK 72, "Pendapatan dari Kontrak dengan Pelanggan", yang mensyaratkan pengakuan pendapatan untuk memenuhi 5 (lima) langkah analisis sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan di kontrak.
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Untuk pendapatan, kewajiban pelaksanaan umumnya terpenuhi, dan pendapatan diakui, pada saat jasa telah diserahkan kepada pelanggan (pada suatu titik waktu).

Pengakuan Beban

Beban diakui pada saat terjadinya (basis akrual).

v. Penurunan Nilai Aset Non-keuangan

Pada setiap akhir periode pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

u. Revenue and Expense

The Group has adopted PSAK 72, "Revenue from Contracts with Customers", which requires revenue recognition to fulfill 5 (five) steps of assessment as follows:

1. Identify contract(s) with a customer.
2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.
3. Determine the transaction price, net of discounts, returns, sales incentives and value added tax, which an entity expects to be entitled in exchange for transferring the promised goods or services to a customer.
4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. When these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.
5. Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of those goods or services).

For revenues, performance obligation is typically satisfied, and revenue is recognized, when the services has been transferred to the customer (a point in time).

Expenses Recognition

Expenses are recognized when they are incurred (accrual basis).

v. Impairment of Non-Financial Assets

The Group assesses at the end of each reporting period whether there is an indication that an asset may be impaired.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

**v. Penurunan Nilai Aset Non-keuangan
(lanjutan)**

Jika terdapat indikasi tersebut, maka jumlah terpulihkan diestimasi untuk aset individual. Jika tidak mungkin untuk mengestimasi jumlah terpulihkan aset individual, maka Kelompok Usaha menentukan nilai terpulihkan dari Unit Penghasil Kas (UPK) yang mana aset tercakup (aset dari UPK).

Jumlah terpulihkan dari suatu aset (baik aset individual maupun UPK) adalah jumlah yang lebih tinggi antara nilai wajarnya dikurangi biaya untuk menjual dengan nilai pakainya. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai".

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga transaksi pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Kelompok Usaha menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar lain yang tersedia.

Kerugian penurunan nilai, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Penilaian dilakukan pada setiap akhir periode pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk suatu aset mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi tersebut ada, maka entitas mengestimasi jumlah terpulihkan aset tersebut.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**v. Impairment of Non-Financial Assets
(continued)**

If such indication exists, recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the Group determines the recoverable amount of the Cash-Generating Unit (CGU) to which the asset belongs (the asset's CGU).

An asset's (either individual asset or CGU) recoverable amount is the higher of the asset's fair value less costs to sell and its value in use. Where the carrying amount of the asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment loss are recognized in consolidated statement of profit or loss and other comprehensive income as "impairment loss".

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the asset. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment loss, if any, are recognized in consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets.

An assessment is made at the end of each reporting period as to whether there is any indication that previously recognized impairment losses for an asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

**v. Penurunan Nilai Aset Non-keuangan
(lanjutan)**

Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya untuk suatu aset dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, bersih setelah penyusutan, seandainya tidak ada rugi yang telah diakui untuk aset tersebut pada periode sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut diakui sebagai laba rugi, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

w. Pelaporan Segmen

Segmen operasi adalah suatu komponen dari entitas: (1) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban; (2) hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan (3) tersedia informasi keuangan yang dapat dipisahkan.

Kelompok Usaha mengidentifikasi segmen operasi berdasarkan pelaporan internal yang direviu secara reguler oleh pengambil keputusan operasional dalam mengalokasikan sumber daya dan menilai kinerja segmen operasi Kelompok Usaha.

Pengungkapan tambahan pada masing-masing segmen terdapat dalam catatan 43, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

Segmen ditentukan sebelum saldo intra-grup dan transaksi antar Perusahaan dan Entitas Anak dieliminasi sebagai bagian dari proses konsolidasi.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**v. Impairment of Non-Financial Assets
(continued)**

A previously recognized impairment loss for an asset is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods. Reversal of an impairment loss is recognized in consolidated statement of profit or loss and other comprehensive income. After such a reversal is recognized in profit or loss, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

w. Segment Reporting

An operating segment is a component of an entity: (1) which engages in business activities from which it may earn revenues and incur expenses; (2) whose operating results are regularly reviewed by the entity's operating decision maker to decide about resources to be allocated to the segment and value its performance; and (3) for which discrete financial information is available.

The Group identifies its operating segments on the basis of internal reports that are regularly reviewed by the Group's chief operating decision-maker in order to allocate resources to the segment and assess its performance.

Additional disclosures on each of these segments are shown in note 43, including the factors used to identify the reported segments and the measurement basis of segment information.

Segments are determined before intra-group balances and intra-group transactions are eliminated as part of consolidation process.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

x. Laba per Saham

Labanya per saham dasar dihitung dengan membagi total laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa seri B yang beredar pada tahun yang bersangkutan.

Labanya per saham dilusi dihitung dengan membagi total laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada periode pelaporan, yang disesuaikan untuk mengasumsikan konversi efek berpotensi saham biasa yang sifatnya dilutif.

y. Pengukuran Nilai Wajar

Kelompok Usaha telah menerapkan PSAK No. 68, "Pengukuran Nilai Wajar". PSAK ini, antara lain, memberikan panduan tentang bagaimana pengukuran nilai wajar ketika nilai wajar disyaratkan atau diizinkan. Penerapan PSAK ini tidak berpengaruh signifikan terhadap laporan keuangan konsolidasian. Kelompok Usaha mengukur instrumen keuangan pada nilai wajar setiap tanggal pelaporan. Pengungkapan nilai wajar instrumen keuangan disajikan dalam catatan 47.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar berdasarkan asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi di:

- Pasar utama untuk aset dan liabilitas tersebut, atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Kelompok Usaha harus memiliki akses ke pasar utama atau pasar yang paling menguntungkan.

Nilai wajar dari aset atau liabilitas diukur menggunakan asumsi yang akan digunakan oleh pelaku pasar pada saat melakukan penilaian aset atau liabilitas, dengan asumsi bahwa pelaku pasar akan bertindak atas kepentingan ekonomi terbaik mereka.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

x. Earnings per Share

Basic earnings per share is calculated by dividing the total profit for the year attributable to owners of the parent by the weighted average number of ordinary shares series B outstanding during the year.

Diluted earning per share is calculated by dividing profit for the year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the reporting period, adjusted to assume conversion of all potential dilutive ordinary shares.

y. Fair Value Measurement

The Group has adopted PSAK No. 68, "Fair Value Measurement". This PSAK, among others, provides guidance on how to measure fair value when fair value is required or permitted. The adoption of this PSAK has no significant impact on the consolidated financial statements. The Group measures financial instruments at fair value at each reporting date. Fair value disclosure for financial instruments are disclosed in note 47.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction on selling assets or transfer the liabilities takes place whenever:

- In the principal market for the assets or liabilities, or
- In the absence of a principal market, in the most advantageous market for the assets or liabilities.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liabilities, assuming that market participants act in their economic best interest.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

y. Pengukuran Nilai Wajar (lanjutan)

Kelompok Usaha menggunakan teknik penilaian yang sesuai dengan kondisi Perusahaan dan dimana terdapat ketersediaan data yang cukup untuk mengukur nilai wajar, memaksimalkan penggunaan data masukan yang dapat diobservasi yang relevan dan meminimalkan penggunaan data masukan yang tidak dapat diobservasi.

Semua aset dan liabilitas yang diukur dengan nilai wajar atau diungkapkan dalam laporan keuangan dikategorikan dalam hirarki nilai wajar berdasarkan tingkat masukan paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan:

- Tingkat 1 - Harga kuotasian (tidak disesuaikan) di pasar aktif untuk aset atau liabilitas yang identik; dan
- Tingkat 2 - Teknik-teknik lain atas semua input yang memiliki efek signifikan terhadap nilai wajar yang tercatat dapat diobservasi, baik secara langsung maupun tidak langsung; dan
- Tingkat 3 - Teknik yang menggunakan input yang memiliki pengaruh signifikan terhadap nilai wajar yang tercatat yang tidak berdasarkan data pasar yang dapat diobservasi.

Untuk aset dan liabilitas yang diakui dalam laporan keuangan dalam basis yang berulang, Kelompok Usaha menentukan apakah transfer telah terjadi antara tingkat dalam hirarki dengan menilai ulang kategori (berdasarkan tingkat masukan paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada setiap akhir periode pelaporan.

z. Kombinasi Bisnis dan Goodwill

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari suatu akuisisi diukur dari nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan dicatat dalam "Beban Umum dan Administrasi".

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

y. Fair Value Measurement (continued)

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities; and
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

z. Business Combinations and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are directly expensed and included in "General and Administrative Expenses".

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

z. Kombinasi Bisnis dan *Goodwill* (lanjutan)

Ketika melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Hal ini termasuk pemisahan derivatif melekat dalam kontrak utama oleh pihak yang diakuisisi.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pihak pengakuisisi mengukur kembali kepemilikan atas ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi berdasarkan nilai wajar pada tanggal akuisisi dan mengakui keuntungan atau kerugian yang terjadi dalam laba rugi.

Imbalan kontinjensi yang akan dibayarkan oleh pihak pengakuisisi diakui pada nilai wajar pada tanggal akuisisi. Perubahan nilai wajar atas imbalan kontinjensi setelah tanggal akuisisi yang diklasifikasikan sebagai aset atau liabilitas, akan diakui dalam laporan laba rugi atau sebagai pendapatan komprehensif lain. Jika diklasifikasikan sebagai ekuitas, imbalan kontinjensinya tidak diukur kembali sampai penyelesaian terakhir dalam ekuitas.

Pada tanggal akuisisi, pertama kali *goodwill* diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dibayarkan dan jumlah yang diakui untuk KNP dibandingkan dengan jumlah dari aset teridentifikasi dan liabilitas yang diperoleh. Jika imbalan tersebut kurang dari nilai wajar aset neto Entitas Anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai, jika ada. Untuk tujuan uji penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis dialokasikan sejak tanggal akuisisi kepada setiap unit penghasil kas ("UPK") dari Kelompok Usaha yang diharapkan akan memperoleh manfaat dari kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang mengakuisisi dialokasikan kepada UPK tersebut.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**z. *Business Combinations and Goodwill*
(continued)**

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognized either in profit or loss or as other comprehensive income. If the contingent consideration is classified as equity, it should not be remeasured until it is finally settled within equity.

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the Subsidiary acquired, the difference is recognized in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated from the acquisition date to each of the Group's cash-generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquirer are assigned to those CGUs.

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**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (lanjutan)**

z. Kombinasi Bisnis dan *Goodwill* (lanjutan)

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu dalam UPK tersebut dilepas, maka *goodwill* yang terasosiasi dengan operasi yang dilepas tersebut dimasukkan dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan operasi. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dilepas dan porsi UPK yang ditahan.

Sesuai dengan ketentuan dalam PSAK 22, apabila proses akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan pada saat kombinasi terjadi, Kelompok Usaha melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangan konsolidasian. Selama periode pengukuran, Kelompok Usaha menyesuaikan secara retrospektif jumlah sementara yang diakui pada tanggal akuisisi untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui telah berdampak pada pengukuran jumlah yang diakui pada tanggal tersebut.

aa. Peristiwa Setelah Periode Pelaporan

Peristiwa setelah periode pelaporan yang memberikan informasi tambahan mengenai posisi keuangan Kelompok Usaha pada tanggal pelaporan ("peristiwa penyesuaian"), jika ada, dicerminkan dalam laporan keuangan konsolidasian. Peristiwa setelah periode pelaporan yang bukan peristiwa penyesuaian diungkapkan dalam catatan atas laporan keuangan konsolidasian jika material.

ab. Klasifikasi Lancar dan Tak Lancar

Kelompok Usaha menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

- 1) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
- 2) untuk diperdagangkan,
- 3) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

**z. Business Combinations and Goodwill
(continued)**

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

In accordance with the provision of PSAK 22, if the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group shall report in its consolidated financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognized as of that date.

aa. Events After the Reporting Period

Post period-end events that provide additional information about the Group's financial position at the reporting date ("adjusting events"), if any, are reflected in the consolidated financial statements. Post period-end events that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

ab. Current and Non-Current Classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- 1) expected to be realized or intended to be sold or consumed in the normal operating cycle,
- 2) held primarily for the purpose of trading,
- 3) expected to be realized within 12 months after the reporting period, or

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**2. IKHTISAR INFORMASI KEBIJAKAN
AKUNTANSI MATERIAL (lanjutan)**

ab. Klasifikasi Lancar dan Tak Lancar

Kelompok Usaha menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila: (lanjutan)

- 4) kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

- 1) akan dilunasi dalam siklus operasi normal,
- 2) untuk diperdagangkan,
- 3) akan dilunasi dalam dua belas (12) bulan setelah tanggal pelaporan, atau
- 4) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam kurun waktu dua belas (12) bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset tidak lancar dan kewajiban jangka panjang.

**2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (continued)**

ab. Current and Non-Current Classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is: (continued)

- 4) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

1. expected to be settled in the normal operating cycle,
2. held primarily for the purpose of trading,
3. due to be settled within twelve (12) months after the reporting period, or
4. there is no unconditional right to defer the settlement of the liability for at least twelve (12) months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and non-current liabilities.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN**

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mewajibkan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah-jumlah yang dilaporkan dari pendapatan, beban, aset, dan liabilitas, dan pengungkapan liabilitas kontinjensi pada tanggal pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar pertimbangan, estimasi dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

Pertimbangan

Penyusunan laporan keuangan konsolidasian Kelompok Usaha mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset, dan liabilitas, serta pengungkapan laporan keuangan konsolidasi, pada akhir periode pelaporan. Namun, ketidakpastian asumsi dan estimasi ini dapat menyebabkan hasil yang memerlukan penyesuaian material atas nilai tercatat aset atau liabilitas yang berdampak pada masa mendatang.

Penentuan Mata Uang Fungsional

Mata uang fungsional dari setiap entitas dalam Kelompok Usaha adalah mata uang dari lingkungan ekonomi utama di mana entitas tersebut beroperasi. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan biaya masing-masing entitas. Penentuan mata uang fungsional bisa membutuhkan pertimbangan karena berbagai kompleksitas, antara lain, suatu entitas dapat bertransaksi dalam lebih dari satu mata uang dalam aktivitas usahanya sehari-hari.

Klasifikasi Aset dan Liabilitas Keuangan

Kelompok Usaha menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Kelompok Usaha seperti diungkapkan pada catatan 2h.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS**

The consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make judgments of estimations and assumptions that affect the amounts reported on income, expenses, assets, and liabilities and disclosures of contingent liabilities at the reporting date. The estimation uncertainty may cause adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Management believes that the following represent a summary of the significant judgements, estimates and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

Judgements

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, and liabilities, and the disclosures to the consolidate financial statements, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the assets or liabilities affected in future years.

Determination of Functional Currency

The functional currency of each entity in the Group is the currency of the primary economic environment where such entity operates. Those currencies are the currencies that influence the revenues and costs of each of the respective entities. The determination of functional currency may require judgment due to various complexity, among others, the entity may transact in more than one currency in its daily business activities.

Classification of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in note 2h.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Pertimbangan (lanjutan)

Tagihan Restitusi Pajak dan Keberatan Atas Hasil
Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah tagihan restitusi pajak yang dicatat dalam akun pajak dibayar di muka dapat dipulihkan dan direstitusi oleh Kantor Pajak.

Sewa

Sewa operasi

Kelompok Usaha menerapkan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai sewa operasi.

Pada tanggal permulaan kontrak, Kelompok Usaha menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Estimasi dan Asumsi

Asumsi utama mengenai masa depan dan sumber kunci lainnya untuk estimasi ketidakpastian pada akhir periode pelaporan yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya dijabarkan sebagai berikut:

Provisi Kerugian Kredit Ekspektasian atas Piutang

Kelompok Usaha menggunakan matriks provisi untuk menghitung KKE untuk piutang. Tingkat provisi didasarkan pada hari lewat jatuh tempo untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian yang serupa. Matriks provisi pada awalnya didasarkan pada tingkat gagal bayar Kelompok Usaha yang diamati secara historis.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Judgements (continued)

Claims for Tax Refund and Tax Assessments
Under Appeal

Based on tax regulations currently enacted, the management judges if the amounts of claims for tax refund recorded under prepaid taxes account are recoverable from and refundable by the Tax Office.

Leases

Operating leases

The Group has adopted PSAK 73, which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as operating leases.

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Provision for Expected Credit Losses of
Receivables

The Group uses a provision matrix to calculate ECLs for receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Estimasi dan asumsi (lanjutan)

Asumsi utama mengenai masa depan dan sumber kunci lainnya untuk estimasi ketidakpastian pada akhir periode pelaporan yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya dijabarkan sebagai berikut: (lanjutan)

Provisi Kerugian Kredit Ekspektasian atas Piutang (lanjutan)

Kelompok Usaha akan mengkalibrasi matriks untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi yang bersifat perkiraan masa depan (*forward-looking*). Misalnya, jika perkiraan kondisi ekonomi (yaitu, produk domestik bruto) diekspektasikan akan memburuk pada tahun berikutnya yang dapat menyebabkan peningkatan jumlah gagal bayar di sektor manufaktur, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar yang diamati secara historis diperbarui dan perubahan dalam estimasi perkiraan masa depan dianalisis.

Penilaian korelasi antara tingkat default yang diamati secara historis, prakiraan kondisi ekonomi, dan KKE adalah estimasi yang signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Kelompok Usaha dan perkiraan kondisi ekonomi mungkin juga tidak mewakili gagal bayar pelanggan yang sebenarnya di masa depan. Informasi tentang KKE pada piutang Kelompok Usaha diungkapkan dalam catatan 7, 8, dan 11.

Estimasi Masa Manfaat atas Aset Tetap

Kelompok Usaha mengestimasi masa manfaat dari aset tetap berdasarkan utilisasi dari aset yang diharapkan dapat didukung dengan rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Kelompok Usaha secara kolektif terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang setara.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and assumptions (continued)

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (continued)

Provision for Expected Credit Losses of Receivables (continued)

The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Groups's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on The Group's receivables is disclosed in note 7,8, and 11.

Estimated Useful Lives of Fixed Assets

The Group estimates the useful lives of its fixed assets based on expected asset utilization as anchored on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives of fixed asset is based on the Group's collective assessment of industry practice, internal technical evaluation and experience with similar assets.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Estimasi dan asumsi (lanjutan)

Asumsi utama mengenai masa depan dan sumber kunci lainnya untuk estimasi ketidakpastian pada akhir periode pelaporan yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya dijabarkan sebagai berikut: (lanjutan)

Estimasi Masa Manfaat atas Aset Tetap (lanjutan)

Estimasi masa manfaat direviu paling sedikit setiap akhir tahun pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain atas penggunaan dari aset. Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

Penyusutan Aset Hak-Guna

Biaya perolehan aset hak-guna disusutkan dengan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset hak-guna antara 2 (dua) sampai dengan 30 (tiga puluh) tahun, yang merupakan umur yang secara umum diharapkan dalam industri dimana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Liabilitas Imbalan Pasca Kerja

Beban dari program pensiun manfaat pasti dan nilai kini dari kewajiban pensiun ditentukan oleh penilaian aktuaris dengan menggunakan beberapa asumsi diantaranya tingkat diskonto, tingkat pengembalian dana yang diharapkan, tingkat kenaikan kompensasi dan tingkat kematian. Kewajiban manfaat pasti sangat sensitif terhadap perubahan asumsi. Nilai tercatat liabilitas telah diungkapkan dalam catatan 26.

Ketidakpastian Kewajiban Perpajakan

Dalam situasi tertentu, Kelompok Usaha tidak dapat menentukan secara pasti jumlah liabilitas pajak mereka pada saat ini atau masa depan karena proses pemeriksaan, atau negosiasi dengan otoritas perpajakan.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and assumptions (continued)

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (continued)

Estimated Useful lives of Fixed Assets (continued)

The estimated useful lives are reviewed at least at each financial year end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above.

Depreciation of Right-of-Use Assets

The costs of right-of-use assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful life of these leased assets to be within 2 (two) to 30 (thirty) years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

Post Employment Benefits Liabilities

The cost of defined benefit plan and present value of the pension obligation are determined based actuarial valuation which makes use of various assumptions such as discount rates, expected rates of return on plan assets, rates of compensation increases and mortality rates. The defined benefit obligation is highly sensitive to changes in the assumptions. The carrying amount of the obligation is disclosed in note 26.

Uncertain Tax Exposure

Income taxes In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities due to ongoing investigations by, or negotiations with, the taxation authority.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Estimasi dan Asumsi (lanjutan)

Asumsi utama mengenai masa depan dan sumber kunci lainnya untuk estimasi ketidakpastian pada akhir periode pelaporan yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya dijabarkan sebagai berikut: (lanjutan)

Ketidakpastian Kewajiban Perpajakan (lanjutan)

Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari pendapatan kena pajak di masa depan. Dalam menentukan jumlah yang harus diakui terkait dengan liabilitas pajak yang tidak pasti, Kelompok Usaha menerapkan pertimbangan yang sama yang akan mereka gunakan dalam menentukan jumlah cadangan yang harus diakui sesuai dengan PSAK No. 57, "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi". Pajak penghasilan telah diungkapkan dalam catatan 12.

Realisasi dari Aset Pajak Tangguhan

Kelompok Usaha melakukan revaluasi atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai tersebut sampai sebesar kemungkinan aset tersebut tidak dapat direalisasikan, dimana penghasilan kena pajak yang tersedia memungkinkan untuk penggunaan seluruh atau sebagian dari aset pajak tangguhan tersebut.

Penelaahan Kelompok Usaha atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya. Taksiran ini berdasarkan hasil pencapaian Kelompok Usaha di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Tetapi tidak terdapat kepastian bahwa Kelompok Usaha dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan seluruh bagian dari aset pajak tangguhan tersebut.

Aset (liabilitas) pajak tangguhan diungkapkan dalam catatan 12f.

Beban Pajak Kini

Kelompok Usaha mengakui beban pajak kini berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and Assumptions (continued)

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below: (continued)

Uncertain Tax Exposure (continued)

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. In determining the amount to be recognized in respect of an uncertain tax liability, the Group applies similar considerations as it would use in determining the amount of a provision to be recognized in accordance with PSAK No. 57, "Provisions, Contingent Liabilities and Contingent Asset. Income tax is disclosed in note 12.

Realizability of Deferred Tax Assets

The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.

The Group's assessment on the recognition of deferred tax assets on deductible temporary differences is based on the level and timing of forecasted taxable income of the subsequent reporting periods. This forecast is based on the Group's past results and future expectations on revenues and expenses as well as future tax planning strategies. However, there is no assurance that the Group will generate sufficient taxable income to allow all of the deferred tax assets to be utilized.

Deferred tax assets (liabilities) are disclosed in note 12f.

Current Tax Expense

The Group recognizes current tax expense based on the estimated taxable income for the period computed using the prevailing tax rates.

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4. KAS DAN SETARA KAS

Rincian kas dan setara kas adalah sebagai berikut:

4. CASH AND CASH EQUIVALENTS

The details of cash and cash equivalents are as follows:

	31 Desember/December 31,		
	2023	2022	
Kas	1.097.728	1.090.456	Cash
Bank	4.109.297.505	2.141.524.506	Bank
Deposito berjangka	1.134.000.000	78.317.000	Time deposits
Total	5.244.395.233	2.220.931.962	Total
Kas			Cash
Rupiah	1.095.479	890.830	Rupiah
Dolar AS	2.249	199.626	US Dollar
Total	1.097.728	1.090.456	Total
Bank			Bank
Rupiah			Rupiah
Pihak berelasi (Catatan 42)	3.226.570.904	1.359.664.784	Related parties (Note 42)
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank Danamon Indonesia Tbk	491.580.949	462.782.572	PT Bank Danamon Indonesia Tbk
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta	121.327.477	95.214.378	PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta
PT Bank Central Asia Tbk	81.740.216	37.424.938	PT Bank Central Asia Tbk
PT Bank CIMB Niaga Tbk	11.202.377	12.973.019	PT Bank CIMB Niaga Tbk
PT Bank Pembangunan Daerah Jawa Timur Tbk	2.540.635	3.367.889	PT Bank Pembangunan Daerah Jawa Timur Tbk
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	1.729.316	378.120	PT Bank Pembangunan Daerah Jabar dan Banten Tbk
PT Bank Mega Tbk	818.289	816.289	PT Bank Mega Tbk
PT Bank Pembangunan Daerah Kalimantan Timur	330.815	230.658	PT Bank Pembangunan Daerah Kalimantan Timur
PT Bank Muamalat Indonesia Tbk	66.203	119.768	PT Bank Muamalat Indonesia Tbk
PT Bank Bukopin Tbk	31.703	30.069	PT Bank Bukopin Tbk
PT Bank Pembangunan Daerah Bali	3.749	4.432	PT Bank Pembangunan Daerah Bali
Subtotal pihak ketiga	711.371.729	613.342.132	Subtotal third parties
Total bank rupiah	3.937.942.633	1.973.006.916	Total bank rupiah

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4. KAS DAN SETARA KAS (lanjutan)

4. CASH AND CASH EQUIVALENTS (continued)

	31 Desember/December 31,		
	2023	2022	
Bank (lanjutan)			Bank (continued)
Dolar AS			US Dollar
Pihak berelasi (Catatan 42)	170.596.926	168.185.776	Related parties (Note 42)
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank Central Asia Tbk	250.317	331.814	PT Bank Central Asia Tbk
Total bank dolar AS	170.847.243	168.517.590	Total bank US dollar
Dolar singapura			Singapore dollar
Pihak berelasi (Catatan 42)	507.629	-	Related party (Note 42)
Total Bank	4.109.297.505	2.141.524.506	Total Bank
Deposito Berjangka			Time Deposits
Pihak berelasi (Catatan 42)	1.129.000.000	45.000.000	Related parties (Note 42)
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	5.000.000	33.317.000	PT Bank Pembangunan Daerah Jabar dan Banten Tbk
Total deposito berjangka	1.134.000.000	78.317.000	Total time deposits
Total kas dan setara kas	5.244.395.233	2.220.931.962	Total cash and cash equivalents
Deposito berjangka	5,20% - 6,50%	3,00% - 5,75%	Time deposits

Pendapatan bunga yang berasal dari kas di bank dan deposito berjangka disajikan sebagai bagian dari "Penghasilan Keuangan" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Interest income from cash in banks and time deposits is presented as part of "Finance Income" in the consolidated statement of profit or loss and other comprehensive income.

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5. KAS YANG DIBATASI PENGGUNAANNYA

	31 Desember/December 31,		
	2023	2022	
Lancar Rupiah			Current Rupiah
Pihak berelasi (Catatan 42)	265.765.757	-	Related party (Note 42)
Tidak Lancar Rupiah			Non-Current Rupiah
Pihak berelasi (Catatan 42)	385.214.552	-	Related party (Note 42)
Total	650.980.309	-	Total

Kas yang dibatasi penggunaannya merupakan dana yang ditempatkan sebagai jaminan atas fasilitas penerbitan Surat Kredit Berdokumen Dalam Negeri (SKBDN) berdasarkan perjanjian kredit nontunai antara PT Bank Tabungan Negara (Persero), Tbk. dengan PT Angkasa Pura I No.01/PK/CSTD/CB2/II/2023 dan No.SP.DK.0013/KU.11/2023 untuk pembayaran kepada PT Wijaya Karya (Persero) Tbk atas pekerjaan jasa konstruksi gedung terminal dan fasilitas penunjang Bandara Internasional Sultan Hasanuddin, Makassar sebesar Rp265.765.757 (Catatan 22) yang akan jatuh tempo pada 27 Mei 2024 dan tagihan pembangunan infrastruktur di Bandara Internasional Yogyakarta, Kulon Progo kepada PP KSO sebesar Rp385.214.552 yang akan jatuh tempo pada 24 Februari 2025 (Catatan 25). Dalam hal ini, *Vendor* dimungkinkan untuk mengajukan fasilitas pembayaran lebih cepat dari Bank atas utang Perusahaan.

The restricted cash are funds that are placed as collateral for the issuance facility of Domestic Documented Credit Letter (SKBDN) based on the non-cash credit agreement between PT Bank Tabungan Negara (Persero), Tbk. and PT Angkasa Pura I No.01/PK/CSTD/CB2/II/2023 and No.SP.DK.0013/KU.11/2023 for payment to PT Wijaya Karya (Persero) Tbk for construction services of terminal buildings and supporting facilities of Sultan Hasanuddin International Airport, Makassar amounting to Rp265,765,757 (Note 22) due on May 27, 2024, and the infrastructure development bill at Yogyakarta International Airport, Kulon Progo to PP KSO amounting to Rp385,214,552 due on February 24, 2025 (Note 25). In this case, Vendors can apply for a earlier payment from the Bank for the Company's payable.

6. INVESTASI JANGKA PENDEK

a. Investasi Jangka Pendek terdiri dari:

	31 Desember/December 31,		
	2023	2022	
Reksadana	38.904.358	33.492.146	Mutual fund
Deposito berjangka yang dibatasi penggunaannya	35.000.000	35.000.000	Restricted time deposits
Obligasi	10.167.500	5.065.000	Bonds
Deposito berjangka > 3 bulan	-	30.000.000	Time deposits > 3 months
Total	84.071.858	103.557.146	Total

6. SHORT-TERM INVESTMENTS

a. Short-Term Investments consist of:

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6. INVESTASI JANGKA PENDEK (lanjutan)

**a. Investasi Jangka Pendek terdiri dari:
(lanjutan)**

1) Reksadana - Nilai Wajar Diukur Melalui
Laba Rugi

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai nominal/ Nominal Value	Nilai tercatat/ Carrying Value	
Rupiah					Rupiah
<u>Pihak ketiga</u>					<u>Third parties</u>
SAM Indonesian Equity Fund	31.621.703	30.939.200	30.000.000	26.052.084	SAM Indonesian Equity Fund
HPAM Flexi Plus	10.013.471	7.965.158	10.000.000	7.440.062	HPAM Flexi Plus
Total Reksadana	41.635.174	38.904.358	40.000.000	33.492.146	Total Mutual Fund

2) Deposito yang Dibatasi Penggunaannya

	31 Desember/December 31,		
	2023	2022	
Rupiah			Rupiah
<u>Pihak berelasi (Catatan 42)</u>	35.000.000	35.000.000	<u>Related party (Note 42)</u>
Total	35.000.000	35.000.000	Total

3) Obligasi - Nilai Wajar Diukur Melalui
Penghasilan Komprehensif Lain

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Rupiah					Rupiah
<u>Pihak berelasi</u>					<u>Related parties</u>
Obligasi Negara Tahun 2005 Seri FR0028	5.167.500	5.167.500	5.000.000	5.065.000	Government Bond Year 2005 Series FR0028
Obligasi Berkelanjutan Indonesia Eximbank IV Tahap VII Tahun 2019 Seri C	5.000.000	5.000.000	-	-	Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Series C
Total Obligasi	10.167.500	10.167.500	5.000.000	5.065.000	Total bonds

4) Deposito berjangka lebih dari 3 bulan
sampai dengan 1 tahun - biaya perolehan
diamortisasi

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Rupiah					Rupiah
<u>Pihak ketiga</u>					<u>Third party</u>
PT BPD Jabar Banten	-	-	30.000.000	30.000.000	PT BPD Jabar Banten
Total deposito berjangka	-	-	30.000.000	30.000.000	Total time deposits

6. SHORT-TERM INVESTMENTS (continued)

**a. Short-Term Investments consist of:
(continued)**

1) Mutual Fund - Fair Value Through Profit or
Loss (FVTPL)

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai nominal/ Nominal Value	Nilai tercatat/ Carrying Value	
Rupiah					Rupiah
<u>Third parties</u>					<u>Third parties</u>
SAM Indonesian Equity Fund	31.621.703	30.939.200	30.000.000	26.052.084	SAM Indonesian Equity Fund
HPAM Flexi Plus	10.013.471	7.965.158	10.000.000	7.440.062	HPAM Flexi Plus
Total Mutual Fund	41.635.174	38.904.358	40.000.000	33.492.146	Total Mutual Fund

2) Restricted Time Deposit

	31 Desember/December 31,		
	2023	2022	
Rupiah			Rupiah
<u>Related party (Note 42)</u>	35.000.000	35.000.000	<u>Related party (Note 42)</u>
Total	35.000.000	35.000.000	Total

3) Bonds - Fair Value Through Other
Comprehensive Income (FVOCI)

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Rupiah					Rupiah
<u>Related parties</u>					<u>Related parties</u>
Government Bond Year 2005 Series FR0028	5.167.500	5.167.500	5.000.000	5.065.000	Government Bond Year 2005 Series FR0028
Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Series C	5.000.000	5.000.000	-	-	Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Series C
Total bonds	10.167.500	10.167.500	5.000.000	5.065.000	Total bonds

4) Time Deposits above 3 months up to
1 year - amortised cost

	31 Desember/December 31, 2023		31 Desember/December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Rupiah					Rupiah
<u>Third party</u>					<u>Third party</u>
PT BPD Jabar Banten	-	-	30.000.000	30.000.000	PT BPD Jabar Banten
Total time deposits	-	-	30.000.000	30.000.000	Total time deposits

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6. INVESTASI JANGKA PENDEK (lanjutan)

b. Berdasarkan Jatuh Tempo

	31 Desember/December 31,		
	2023	2022	
Kurang dari 1 tahun	78.904.358	98.492.146	Less than 1 year
1 - 5 tahun	5.167.500	5.065.000	1 - 5 years
Total	84.071.858	103.557.146	Total

c. Tingkat Suku Bunga

	31 Desember/December 31,		
	2023	2022	
Rupiah:			Rupiah:
Deposito berjangka	2,25% - 2,50%	2,25% - 2,50%	Time deposits
Obligasi	7,00% - 8,10%	7,00% - 8,10%	Bonds

d. Keuntungan (kerugian) yang Belum Direalisasi dari Aset Keuangan yang Diukur Melalui Penghasilan Komprehensif Lain

	31 Desember/December 31,		
	2023	2022	
Nilai wajar pada awal tahun	5.065.000	10.417.500	Fair value at beginning
Penambahan nilai investasi	102.500	-	Additional investments
Pengurangan nilai investasi	-	(5.352.500)	Disposal investments
Reklasifikasi atas klasifikasi dan pengukuran dari tersedia untuk dijual menjadi nilai wajar diukur melalui laba rugi	5.000.000	-	Reclassification for classification and measurement from available for sale to fair value through profit or loss
Tersedia untuk dijual	10.167.500	5.065.000	Available for sale
Nilai wajar pada akhir periode	10.167.500	5.065.000	Fair value at year end
Diakui sebagai laba tahun berjalan	-	-	Recognized as profit for the year
Keuntungan/(kerugian) belum direalisasi yang diakui sebagai penghasilan komprehensif lain	102.500	(352.500)	Unrealized gain/(loss) are recognized as other comprehensive income

Nilai wajar seluruh aset keuangan tersedia untuk dijual berdasarkan harga penawaran yang berlaku dalam pasar yang aktif dan input selain harga pasar yang dapat diobservasi. Untuk informasi lebih lanjut mengenai metode dan asumsi yang digunakan dalam menentukan nilai wajar pada catatan 2y.

The fair value of all available-for-sale financial assets is based on the current bid price in active markets and observable inputs other than quoted prices. For further information about the methods used and assumptions applied in determining fair value in note 2y.

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7. PIUTANG USAHA, NETO

Rincian piutang usaha adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Bagian lancar		
Pihak berelasi (Catatan 42)	280.365.998	275.411.545
Cadangan penurunan nilai	(142.400.894)	(154.840.544)
Total pihak berelasi, neto	137.965.104	120.571.001
<u>Pihak ketiga</u>		
Perusahaan swasta	580.537.154	603.125.431
Maskapai luar negeri	99.069.580	95.581.711
Maskapai dalam negeri	93.976.383	43.641.854
Total pihak ketiga	773.583.117	742.348.996
Cadangan kerugian penurunan nilai	(404.130.596)	(322.112.108)
Total pihak ketiga, neto	369.452.521	420.236.888
Total piutang usaha bagian lancar, neto	507.417.625	540.807.889
Bagian tidak lancar		
Pihak berelasi (Catatan 42)	216.112.973	215.835.548
Cadangan kerugian penurunan nilai	(161.488.736)	(161.673.115)
Total pihak berelasi, neto	54.624.237	54.162.433
<u>Pihak ketiga</u>		
Sriwijaya Air	20.396.550	-
Cadangan penurunan nilai	(11.383.605)	-
Total pihak ketiga, neto	9.012.945	-
Total piutang usaha - tidak lancar, neto	63.637.182	54.162.433
Total piutang usaha, neto	571.054.807	594.970.322

Rincian piutang usaha sesuai denominasi mata uangnya sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Rupiah	1.256.405.088	1.198.874.045
Dolar AS	34.053.550	34.722.044
Total	1.290.458.638	1.233.596.089
Cadangan penurunan nilai	(719.403.831)	(638.625.767)
Total piutang usaha, neto	571.054.807	594.970.322

7. TRADE RECEIVABLES, NET

The details of trade receivables are as follows:

Current portion
Related parties (Note 42)
Allowance for impairment loss
Total related parties, net
<u>Third parties</u>
Private companies
Foreign airlines
Domestic airlines
Total third parties
Allowance for impairment loss
Total third parties, net
Total trade receivables - current, net
Non-Current portion
Related parties (Note 42)
Allowance for impairment loss
Total related parties, net
<u>Third Parties</u>
Sriwijaya Air
Allowance for impairment loss
Total third parties, net
Total trade receivables - non-current, net
Total trade receivables, net

The details of trade receivables denominated in their currencies are as follows:

Rupiah	
US Dollar	
Total	Total
Allowance for impairment loss	
Total trade receivables, net	

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7. PIUTANG USAHA, NETO (lanjutan)

Mutasi penyisihan kerugian penurunan nilai adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Saldo awal	638.625.767	554.252.116
Penyisihan tahun berjalan	150.609.337	232.061.402
Penghapusan periode berjalan	-	(6.433.874)
Pemulihan tahun berjalan	(69.831.273)	(141.253.877)
Saldo akhir tahun	719.403.831	638.625.767

Rincian piutang usaha berdasarkan umur piutang:

	31 Desember/December 31,	
	2023	2022
0 - 90 hari	488.917.820	475.384.729
91 - 180 hari	27.129.810	36.457.674
181 - 360 hari	29.352.782	87.097.796
> 360 hari	745.058.226	634.655.890
Total	1.290.458.638	1.233.596.089
Cadangan kerugian penurunan nilai	(719.403.831)	(638.625.767)
Total piutang usaha, neto	571.054.807	594.970.322

Piutang kepada PT Merpati Nusantara Airlines sebesar Rp51.475.833 telah dinyatakan macet dan atas semua saldo piutang tersebut telah dilakukan penurunan nilai. PT Merpati Nusantara Airlines telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Surabaya tanggal 14 November 2018. Dalam keputusan tersebut, disebutkan bahwa saldo piutang Perusahaan kepada PT Merpati Nusantara Airlines sebesar Rp50.796.430. Saldo tersebut berdasarkan kurs tanggal 6 Februari 2018.

Piutang kepada PT Garuda Indonesia (Persero) Tbk sebesar Rp156.689.027 telah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke akun piutang usaha tidak lancar. PT Garuda Indonesia (Persero) Tbk telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juni 2022. Pada tanggal 31 Desember 2023 dan 2022 masih terdapat saldo piutang usaha yang merupakan piutang usaha lancar masing-masing sebesar Rp11.408.827 dan Rp22.893.070.

7. TRADE RECEIVABLES, NET (continued)

The movements in the allowance for impairment loss are as follows:

31 Desember/December 31,	
2023	2022
	Beginning balance
	Allowance for the current year
	Write-off for the current year
	Recovery for the current year
	Balance at the end of the year

The details of trade receivables based on aging schedule:

	31 Desember/December 31,	
	2023	2022
0 - 90 days	488.917.820	475.384.729
91 - 180 days	27.129.810	36.457.674
181 - 360 days	29.352.782	87.097.796
> 360 days	745.058.226	634.655.890
Total	1.290.458.638	1.233.596.089
Allowance for impairment loss	(719.403.831)	(638.625.767)
Total trade receivables, net	571.054.807	594.970.322

The receivable to PT Merpati Nusantara Airlines in the amount of Rp51,475,833, has been declared to be uncollectible and all outstanding balances of receivables have been impaired. PT Merpati Nusantara Airlines has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by Business Court on November 14, 2018. According to the sentence, the balance of The Company's receivables from PT Merpati Nusantara Airlines amounting to Rp50,796,430. The amount is based on exchange rate on February 6, 2018.

The receivable to PT Garuda Indonesia (Persero) Tbk in the amount of Rp156,689,027 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current trade receivables account. PT Garuda Indonesia (Persero) Tbk has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Central Jakarta District Court on June 20, 2022. As of December 31, 2023 and 2022, trade receivables amounting to Rp11,408,827 and Rp22,893,070, respectively.

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7. PIUTANG USAHA, NETO (lanjutan)

Piutang kepada PT Aerofood Indonesia sebesar Rp44.909.972 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke akun piutang usaha tidak lancar. PT Aerofood Indonesia telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juli 2022. Pada tanggal 31 Desember 2023 dan 2022, masih terdapat saldo piutang usaha yang merupakan piutang usaha lancar. masing-masing sebesar Rp6.838.769 dan Rp24.684.815.

Piutang kepada PT Sriwijaya Air sebesar Rp20.396.550 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke piutang usaha tidak lancar. PT Sriwijaya Air telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 11 Juli 2023. Pada tanggal 31 Desember 2023 masih terdapat saldo piutang usaha yang merupakan piutang usaha lancar sebesar Rp5.250.326.

Piutang kepada PT Barata Indonesia (Persero) sebesar Rp15.136.574 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke akun piutang usaha tidak lancar. PT Barata Indonesia (Persero) telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Negeri Surabaya tanggal 10 Desember 2021. Pada tanggal 31 Desember 2023 masih terdapat saldo piutang usaha yang merupakan piutang usaha lancar sebesar Rp608.000.

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang usaha di atas cukup untuk menutup kerugian atas penurunan nilai piutang tersebut.

Pada tanggal 31 Desember 2023 dan 2022, piutang usaha sebesar Rp50.000.000 dijaminkan untuk fasilitas pinjaman jangka pendek PT Bank Syariah Indonesia (Persero) Tbk (Catatan 23a).

7. TRADE RECEIVABLES, NET (continued)

The receivable to PT Aerofood Indonesia in the amount of Rp44,909,972 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current trade receivables account. PT Aerofood Indonesia has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Central Jakarta District Court on July 20, 2022. As of December 31, 2023 and 2022, there is still a remaining balance of trade receivables which is considered as current receivable. Amounting to Rp6,838,769 and Rp24,684,815 respectively.

The receivable to PT Sriwijaya Air in the amount of Rp20,396,550 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current trade receivables account. PT Sriwijaya Air has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Central Jakarta District Court on July 11, 2023. As of December 31, 2023, there is still a remaining balance of trade receivables which is considered as current receivable amounting to Rp5,250,326.

The receivable to PT Barata Indonesia (Persero) in the amount of Rp15,136,574 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current accounts receivable account. PT Barata Indonesia (Persero) has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Surabaya District Court on December 10, 2021. As of December 31, 2023, there is still a remaining balance of trade receivables which is considered as current receivable amounting to Rp608,000.

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of trade receivables is sufficient to cover losses from impairment of such receivables.

As of December 31, 2023 and 2022, trade receivables amounting to Rp50,000,000 are used for collateral for short-term loan facility of PT Bank Syariah Indonesia (Persero) Tbk (Note 23a).

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8. PIUTANG LAIN-LAIN, NETO

Piutang lain-lain terdiri dari:

	31 Desember/December 31,	
	2023	2022
Pihak berelasi (Catatan 42)	31.798.682	10.899.092
Pihak ketiga	4.505.115	4.764.397
Subtotal	36.303.797	15.663.489
Cadangan kerugian penurunan nilai	(9.981.809)	(3.698.759)
Total piutang lain-lain, neto	26.321.988	11.964.730

Piutang lain-lain terutama merupakan piutang yang timbul dari pembayaran pada pegawai, jaminan dan talangan.

Mutasi cadangan kerugian penurunan piutang adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Saldo awal	3.698.759	3.485.034
Cadangan tahun berjalan	6.295.430	213.725
Pemulihan tahun berjalan	(12.380)	-
Saldo akhir tahun	9.981.809	3.698.759

Analisis umur piutang lain-lain adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Belum jatuh tempo	-	135.048
0 - 1 tahun	20.984.898	8.888.507
Diatas 1 tahun	15.318.899	6.639.934
Saldo akhir tahun	36.303.797	15.663.489
Penyisihan kerugian penurunan nilai	(9.981.809)	(3.698.759)
Total piutang lain-lain, neto	26.321.988	11.964.730

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang di atas cukup untuk menutup kerugian atas penurunan nilai piutang tersebut.

8. OTHER RECEIVABLES, NET

Other receivables consist of:

	31 Desember/December 31,
	2023
Related parties (Note 42)	10.899.092
Third parties	4.764.397
Subtotal	15.663.489
Allowance for impairment loss	(3.698.759)
Total other receivables, net	11.964.730

Other receivables mainly represents receivables arising from payment to employee, deposits and temporary loan.

The movements in the allowance for impairment loss are as follows:

	31 Desember/December 31,
	2023
Beginning balance	3.485.034
Allowance during the year	6.295.430
Recovery during the year	(12.380)
Balance at the end of the year	9.981.809

The aging analysis of other receivables is as follows:

	31 Desember/December 31,
	2023
Not yet due	-
0 - 1 year	20.984.898
Above 1 year	15.318.899
Balance at the end of the year	36.303.797
Allowance for impairment loss	(9.981.809)
Total other receivables, net	26.321.988

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of receivables is sufficient to cover losses from impairment of such receivables.

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9. PERSEDIAAN, NETO

Persediaan terdiri dari:

	31 Desember/December 31,	
	2023	2022
Persediaan alat kantor dan percetakan	8.371.591	9.599.526
Persediaan barang dagang	8.230.888	9.146.326
Persediaan bahan bakar	4.389.052	3.240.820
Persediaan hotel dan lounge	1.453.145	1.255.051
Suku cadang pemeliharaan	399.668	416.872
Total	22.844.344	23.658.595
Cadangan penurunan nilai	(352.668)	(352.668)
Total persediaan, neto	22.491.676	23.305.927

Pada tanggal 31 Desember 2023 dan 2022, cadangan penyisihan kerugian penurunan nilai persediaan dengan kondisi barang rusak adalah sebesar Rp352.668.

Kelompok Usaha berkeyakinan bahwa nilai tercatat persediaannya tidak melebihi nilai realisasi netonya pada tanggal 31 Desember 2023 dan 2022.

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan penurunan nilai persediaan di atas adalah cukup.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat persediaan yang dijaminan sehubungan dengan liabilitas apapun dan tidak terdapat persediaan yang diasuransikan.

10. UANG MUKA DAN BIAYA DIBAYAR DI MUKA

Uang muka dan biaya dibayar di muka terdiri dari:

	31 Desember/December 31,	
	2023	2022
Asuransi	20.292.023	6.301.364
Pembelian persediaan	15.115.780	11.963.953
Umum	3.287.646	1.821.082
Biaya karyawan dibayar di muka	719.809	832.760
Lain-lain	5.725.929	11.266.444
Total	45.141.187	32.185.603

Pembelian persediaan merupakan uang muka sehubungan dengan pembelian persediaan barang dagang dan pembelian persediaan penunjang kerja.

Asuransi merupakan asuransi dibayar di muka atas aset tetap Kelompok Usaha (Catatan 16).

9. INVENTORIES, NET

Inventories consist of:

31 Desember/December 31,	
2023	2022
Office supplies and equipment	9.599.526
Merchandise inventory	9.146.326
Fuel supplies	3.240.820
Hotel and lounge supplies	1.255.051
Maintenance spare-part	416.872
Total	23.658.595
Allowance for impairment loss	(352.668)
Total inventories, net	23.305.927

As of December 31, 2023 and 2022, allowance for impairment loss of inventories with the condition of damaged goods amounted to Rp352,668.

The Group believes that the carrying values of its inventories do not exceed their net realizable values as of December 31, 2023 and 2022.

Based on the review at the end of the year, the management believes that the above allowance for impairment loss of inventories is sufficient.

As of December 31, 2023 and 2022, there are no guaranteed inventory in respect of any liability and no insured inventory.

10. ADVANCES AND PREPAID EXPENSES

Advances and prepaid expenses consist of:

Insurance	6.301.364
Inventories purchase	11.963.953
General	1.821.082
Employees paid in advanced	832.760
Others	11.266.444
Total	32.185.603

Inventory purchase represents advances of inventory and working equipment.

Insurance represents prepaid expenses insurance for fixed assets of the Group (Note 16).

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**10. UANG MUKA DAN BIAYA DIBAYAR DI MUKA
(lanjutan)**

Beban umum dibayar di muka terdiri dari biaya pemeliharaan, utilitas serta pembelian *low value asset*.

Uang muka dan biaya dibayar di muka lain-lain terutama sehubungan dengan uang muka unit kerja dan sewa.

**11. PENDAPATAN YANG MASIH HARUS DITERIMA,
NETO**

	31 Desember/December 31,	
	2023	2022
Aeronautika	116.565.510	163.898.321
Non-aeronautika	252.713.472	115.725.014
Lainnya	3.048.750	10.817.757
Total	372.327.732	290.441.092
Cadangan kerugian penurunan nilai	(65.418.711)	(74.484.433)
Total pendapatan yang masih harus diterima, neto	306.909.021	215.956.659

Pendapatan yang masih harus diterima untuk aeronautika mencakup pendapatan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Jasa Penumpang Pesawat Udara (PJP2U), Jasa Kargo dan Pos Pesawat Udara (PJKP2U), jasa *aviobridge* dan *extended fee*.

Pendapatan yang masih harus diterima untuk non-aeronautika mencakup pendapatan-pendapatan atas jasa sewa ruang, pemakaian jasa gudang, jasa logistik, sewa tanah, konsesi, parkir, pemakaian listrik/telepon/air, pemakaian *premium lounge* dan jasa lainnya.

Pendapatan yang masih harus diterima lainnya merupakan akrual atas pendapatan bunga deposito dan pendapatan non-usaha.

12. PERPAJAKAN

a. Pajak Dibayar di Muka

Akun ini terdiri dari:

	31 Desember/December 31,	
	2023	2022
<u>Perusahaan</u>		
Pajak lainnya	21.671.275	24.014.620
<u>Entitas anak</u>		
Pajak pertambahan nilai	6.221.028	11.934.656
Total	27.892.303	35.949.276

**10. ADVANCES AND PREPAID EXPENSES
(continued)**

General prepaid expenses consist of maintenance expenses, utility and the purchase of low value assets.

Miscellaneous advances and prepaid expenses mainly consist of advance payments for work units and rent.

11. ACCRUED REVENUES, NET

	31 Desember/December 31,	
	2023	2022
Aeronautical	116.565.510	163.898.321
Non-aeronautical	252.713.472	115.725.014
Others	3.048.750	10.817.757
Total	372.327.732	290.441.092
Allowance for impairment loss	(65.418.711)	(74.484.433)
Total accrued revenues, net	306.909.021	215.956.659

Accrued revenues of aeronautical consist of Aircraft Landing, Placing and Storing Service (PJP4U), Aircraft Passengers Handling Service (PJP2U), Cargo and Post Services (PJKP2U), *aviobridge* services and *extended fee*.

Accrued revenues of non-aeronautical consist of revenues of space rental services, use of warehouse, logistics, land rental, concessions, parking, use of electricity/telephone/water, the use of *premium lounges* and other services.

Other accrued revenues consist of accruals on interest income on deposits and non-operating income.

12. TAXATION

a. Prepaid Taxes

This account consist of:

<u>The Company</u>
Other taxes
<u>Subsidiaries</u>
Value added tax
Total

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12. PERPAJAKAN (lanjutan)

b. Estimasi tagihan pajak

Akun ini terdiri dari:

	31 Desember/December 31,	
	2023	2022
Perusahaan		
Tagihan pengembalian pajak penghasilan badan tahun pajak:		
- Tahun pajak 2023	181.237.947	-
- Tahun pajak 2022	-	43.849.950
Entitas anak		
Tagihan pengembalian pajak penghasilan badan	26.090.186	25.859.107
Pajak pertambahan nilai	12.854.672	23.619.637
Total	220.182.805	93.328.694

Perusahaan

Pengembalian pajak penghasilan badan 2022

Pada tanggal 19 Oktober 2023, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") atas pajak badan tahun 2022 sebesar Rp42.177.208 dari yang dilaporkan pada surat pemberitahuan pajak Rp42.177.208. Atas ketetapan pajak tersebut, terdapat penurunan rugi fiskal yang dapat dikompensasikan dalam lima tahun mendatang sebesar Rp128.793.784.

Pengembalian pajak penghasilan badan 2023

Saldo ini merupakan taksiran pengembalian pajak penghasilan badan tahun 2023 berdasarkan perhitungan Perusahaan yang akan dilaporkan di dalam Surat Pemberitahuan Pajak Penghasilan Badan untuk tahun fiskal 2023.

12. TAXATION (continued)

b. Estimated claims for tax refund

This account consist of:

<u>The Company</u>
Claim for corporate income tax refund fiscal year:
Fiscal year 2023 -
Fiscal year 2022 -
<u>Subsidiaries</u>
Claim for corporate income tax refund fiscal year
Value added tax
Total

The Company

Claim for corporate income tax 2022

On October 19, 2023, the Company received overpayment of tax assessment letter ("SKPLB") for corporate income tax for the fiscal year 2022 amounting to Rp42,177,208 from what was reported in the tax notification letter amounting to Rp42,177,208. Based on the tax assessment, there is a decrease in tax loss that can be compensated in the next five years amounting to Rp128,793,784.

Claim for corporate income tax 2023

This balance represented estimated claim for corporate income tax fiscal year 2023 based on The Company's calculation which will be reported in its corporate income tax returns for fiscal year 2023.

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12. PERPAJAKAN (lanjutan)

b. Estimasi Tagihan Pajak (lanjutan)

Entitas Anak

APS

Pada tanggal 18 Oktober 2023, APS menerima SKPLB atas pengembalian untuk Pajak Penghasilan badan tahun fiskal 2022 sebesar Rp14.128.357 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp14.480.252.

Pada tanggal 16 Januari 2024, APS mengajukan Surat Keberatan atas pemeriksaan SPT PPh Badan tahun pajak 2022. Berdasarkan Laporan SPT Badan tahun 2022, APS mencatat rugi fiskal sebesar Rp141.691.703 dengan nilai lebih bayar sebesar Rp14.480.252. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp1.429.347 dengan nilai lebih bayar sebesar Rp14.128.357. Sampai dengan tanggal penyelesaian laporan keuangan, APS belum menerima putusan atas Surat Keberatan tersebut.

APP

Pada tanggal 13 April 2023, APP menerima SKPLB atas pengembalian untuk pajak penghasilan badan dan pajak pertambahan nilai tahun 2022 sebesar Rp3.896.943 dan Rp23.601.771 dari yang dilaporkan pada surat pemberitahuan pajak sebesar masing-masing Rp3.909.361 dan Rp23.619.636. Atas ketetapan pajak tersebut, terdapat penurunan rugi fiskal yang dapat dikompensasikan dalam lima tahun mendatang sebesar Rp9.395.433.

APR

Pada tanggal 17 Maret 2023, APR menerima SKPLB atas pengembalian Pajak Penghasilan badan tahun 2021 sebesar Rp919.256 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp946.311.

APR menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan sebesar Rp27.055 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2023.

12. TAXATION (continued)

**b. Estimated Claims for Tax Refund
(continued)**

Subsidiaries

APS

On October 18, 2023, APS received SKPLB for corporate income tax for the fiscal year 2022 amounting to Rp14,128,357, from what was reported in the respective tax returns amounting to Rp14,480,252.

On January 16, 2024, APS has filed an Objection Letter regarding the results of the fiscal year 2022. Based on the Corporate Income Tax Report fiscal year 2022, APS recorded a fiscal loss amounting to Rp141,691,703 with an overpayment value of Rp14,480,252. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp1,429,347 with an overpayment value of Rp14,128,357. As of the completion date of the financial statements, APS has not received any decisions yet regarding the Objection Letter.

APP

On April 13, 2023, APP received SKPLB for corporate income tax dan VAT for the fiscal year 2022 amounting to Rp3,896,943 and Rp23,601,771, respectively, from what was reported in the respective tax returns. amounting to Rp3,909,361 and Rp23,619,636. Based on the tax assessment, there is a decrease in tax loss that can be compensated in the next five years amounting to Rp9,395,433.

APR

On March 17, 2023, APR received SKPLB for corporate income tax for fiscal years 2021 amounting to Rp919,256 from what was reported in the respective tax returns amounting to Rp946,311.

APR agreed to the tax overpayment assessment and recognized current year corporate income tax expense amounting Rp27,055, respectively in the consolidated statement of profit or loss and comprehensive income consolidation in the year 2023.

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

c. Utang Pajak

c. Tax Payables

Akun ini terdiri dari:

This account consist of:

	31 Desember/ Year ended December 31,		
	2023	2022	
<u>Perusahaan</u>			<u>The Company</u>
PPN keluaran	46.866.683	37.662.083	VAT out
PPH pasal 21	15.887.054	14.842.618	Income tax article 21
PPN masukan	3.762.000	7.179.613	VAT in
PPH pasal 23	2.658.218	2.200.547	Income tax article 23
PPH pasal 4 (2)	584.534	2.696.288	Income tax article 4 (2)
PPH pasal 22	68.481	33.081	Income tax article 22
<u>Entitas anak</u>			<u>Subsidiaries</u>
Pajak pertambahan nilai	20.528.277	21.069.593	Value added tax
PPH pasal 29	9.110.082	2.745.636	Income tax article 29
PPH pasal 21	3.052.680	3.863.793	Income tax article 21
PPH pasal 4 (2)	697.716	772.974	Income tax article 4 (2)
PPH pasal 23	656.777	791.282	Income tax article 23
Pajak lainnya	2.755.929	2.475.474	Other taxes
Total	106.628.431	96.332.982	Total

d. (Beban) Manfaat Pajak Penghasilan Badan

d. Corporate Income Tax (Expense) Benefit

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
Pajak kini			Current tax
Perusahaan			The Company
Penyesuaian pajak lalu	-	(276.349)	Prior tax adjustment
Entitas anak	(18.830.374)	(14.394.116)	Subsidiaries
Subtotal	(18.830.374)	(14.670.465)	Subtotal
Pajak tangguhan			Deferred tax
Perusahaan	(205.346.760)	36.739.780	The Company
Entitas anak	(2.411.980)	24.648.563	Subsidiaries
Subtotal	(207.758.740)	61.388.343	Subtotal
Total	(226.589.114)	46.717.878	Total

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12. PERPAJAKAN (lanjutan)

e. Taksiran Pajak Penghasilan

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani UU No.7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebagai berikut:

- Sebesar 22% yang mulai berlaku pada tahun pajak 2022.
- Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a di atas.

Rekonsiliasi antara laba (rugi) sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran rugi fiskal Perusahaan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Laba (rugi) sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	1.148.741.159	(791.613.663)
Dikurangi:		
Laba (rugi) entitas anak sebelum beban pajak penghasilan badan dan efek eliminasi	(208.994.171)	66.684.904
Laba (rugi) Perusahaan sebelum pajak penghasilan badan	1.357.735.330	(858.298.567)
Penghasilan dikenakan pajak final	(795.595.477)	(519.094.445)
Laba (rugi) Perusahaan sebelum pajak penghasilan badan setelah beban (penghasilan) yang pajaknya bersifat final	562.139.853	(1.377.393.012)
Ditambah (dikurangi):		
<u>Beda tetap:</u>		
Beban tidak dapat dikurangkan	242.460.697	(32.731.429)
<u>Beda waktu:</u>		
Penyisihan penurunan nilai	(35.476.763)	234.921.374
Penyusutan	(327.978.220)	(649.820.689)
Imbalan kerja karyawan	(266.175.912)	(25.574.646)
Realisasi pembayaran sewa	33.263.782	27.160.018
Subtotal	(353.906.416)	(446.045.372)
Taksiran laba (rugi) penghasilan kena pajak Perusahaan	208.233.437	(1.823.438.384)

12. TAXATION (continued)

e. Provision for Income Tax

On October 29, 2021, the President of the Republic of Indonesia signed UU No.7/2021 regarding "Harmonization of Tax Regulation", which applies, among others, the corporate income tax rate as follows:

- 22% effective starting fiscal year 2022.
- Publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges and meet certain requirements in accordance with the government regulations, can apply tariff of 3% lower than tariff as stated in point a above.

The reconciliation between profit (loss) before corporate income tax, as shown in the consolidated statement profit or loss and comprehensive income, and estimated taxable loss of the Company is as follows:

Profit (loss) before corporate income tax in consolidated statement of profit or loss and other comprehensive income	1.148.741.159	(791.613.663)
Less:		
Profit (loss) of subsidiaries before corporate income tax expense and elimination effect	(208.994.171)	66.684.904
Profit (loss) before corporate income tax attributable to the Company	1.357.735.330	(858.298.567)
Income subject to final tax	(795.595.477)	(519.094.445)
Profit (loss) before corporate income tax after expenses (revenues) subjected to final tax attributable to the Company	562.139.853	(1.377.393.012)
Add (deduct):		
<u>Permanent difference:</u>		
Non-deductible expenses	242.460.697	(32.731.429)
<u>Temporary difference:</u>		
Allowance for impairment losses	(35.476.763)	234.921.374
Depreciation	(327.978.220)	(649.820.689)
Employee benefits	(266.175.912)	(25.574.646)
Actual lease payments	33.263.782	27.160.018
Subtotal	(353.906.416)	(446.045.372)
Estimated taxable income profit (loss) of the Company	208.233.437	(1.823.438.384)

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12. PERPAJAKAN (lanjutan)

e. Taksiran Pajak Penghasilan (lanjutan)

Rekonsiliasi antara laba sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran rugi fiskal Perusahaan adalah sebagai berikut: (lanjutan)

	31 Desember/ Year ended December 31,	
	2023	2022
Taksiran laba (rugi) penghasilan Kena pajak Perusahaan	208.233.437	(1.823.438.384)
<u>Penggunaan rugi pajak tahun sebelumnya</u> Tahun fiskal 2020	208.233.437	-
Beban pajak penghasilan	-	-
Dikurangi:		
Pajak dibayar di muka		
PPH pasal 22	3.026	4.846
PPH pasal 23	181.234.921	43.845.104
Total	181.237.947	43.849.950
Taksiran tagihan pajak penghasilan (Catatan 12b)	181.237.947	43.849.950

SPT pajak penghasilan badan tahun 2023 akan dilaporkan sesuai dengan perhitungan pajak di atas.

Akumulasi rugi pajak:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Tahun pajak 2022	1.694.644.600	1.823.438.384
Tahun pajak 2021	3.437.071.479	3.437.071.479
Tahun pajak 2020	2.246.601.187	2.454.834.624
Total	7.378.317.266	7.715.344.487

12. TAXATION (continued)

e. Provision for Income Tax (continued)

The reconciliation between profit before corporate income tax, as shown in the consolidated statement profit or loss and comprehensive income, and estimated taxable loss of the Company is as follows: (continued)

Estimated taxable income profit (loss) of the Company
<i>Utilization of prior period tax losses</i> Fiscal Year 2020
Income tax expense
<i>Deducted:</i> Prepaid tax Income tax article 22 Income tax article 23
Total
Estimated claim for tax refund (Note 12b)

Corporate income tax for the year 2023 will be reported based on the computation above.

Tax losses carried forward:

Fiscal year 2022
Fiscal year 2021
Fiscal year 2020

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12. PERPAJAKAN (lanjutan)

e. Taksiran Pajak Penghasilan (lanjutan)

Pada tanggal 1 April 2022, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2020. Berdasarkan Laporan SPT Badan tahun 2020, Perusahaan mencatat rugi fiskal sebesar Rp2.770.534.577 dengan nilai lebih bayar sebesar Rp98.365.149. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp2.454.834.624 dengan nilai lebih bayar sebesar Rp98.201.037. Disamping itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2 tahun pajak 2020, sehingga nilai restitusi yang diterima oleh Perusahaan setelah dikurangi oleh penyesuaian denda atau sanksi yang timbul adalah Rp93.261.756 dan telah diterima pada tanggal 9 Mei 2022.

Pada tanggal 24 Oktober 2022, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2021. Berdasarkan Laporan SPT Badan tahun 2021, Perusahaan mencatat rugi fiskal sebesar Rp3.519.369.416 dengan nilai lebih bayar sebesar Rp26.485.664. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp3.437.071.479 dengan nilai lebih bayar sebesar Rp25.397.079. Disamping itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 21, PPh pasal 22, PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2, dan PPN tahun 2021, sehingga nilai restitusi yang diterima oleh Perusahaan adalah Rp25.397.079 dan telah diterima pada tanggal 30 November 2022.

Pada tanggal 13 September 2023, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2022. Berdasarkan Laporan SPT Badan tahun 2022, Perusahaan mencatat rugi fiskal sebesar Rp1.823.438.384 dengan nilai lebih bayar sebesar Rp42.177.208, sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp1.694.644.600 dengan nilai lebih bayar sebesar Rp42.177.208. Disamping itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 21, PPh pasal 22, PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2, dan PPN tahun 2022, sehingga nilai restitusi yang diterima oleh Perusahaan adalah Rp40.508.930 dan telah diterima pada tanggal 19 Oktober 2023.

12. TAXATION (continued)

e. Provision for Income Tax (continued)

On April 1, 2022, the Company received a Notification of Tax Audit Findings Letter regarding the results of the fiscal year 2020. Based on the Corporate Income Tax Report fiscal year 2020, the Company recorded a fiscal loss amounting to Rp2,770,534,577 with an overpayment value of Rp98,365,149. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp2,454,834,624 with an overpayment value of Rp98,201,037. In addition, there were findings of underpayment of tax on objects of income tax article 23, Income tax article 26, Income tax article 4 paragraph 2 of fiscal year 2020, so that the amount of restitution received by the Company after being deducted by adjustments to fines or sanctions arising was Rp93,261,756 and was received in May 9, 2022.

On October 24, 2022, The Company received a Notification of Tax Audit Findings Letter regarding the results of the fiscal year 2021. Based on the Corporate Income Tax Report for fiscal year 2021, The Company recorded a fiscal loss amounting to Rp3,519,369,416 with an overpayment value of Rp26,485,664. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp3,437,071,479 with an overpayment of Rp25,397,079. In addition, there were findings of underpayment of tax on objects of Income tax article 21, Income tax article 22, Income tax article 23, Income tax article 26, Income tax article 4 paragraph 2, and VAT for fiscal year 2021, so that the amount of restitution received by the Company after being deducted by adjustments to fines or sanctions arising was Rp25,397,079 and was received in November 30, 2022.

On September 13, 2023, the Company received a Notification of Tax Audit Findings for the fiscal year 2022. Based on the Corporate Income Tax Report for fiscal year 2022, the Company recorded a fiscal loss of Rp1,823,438,384 with an overpayment amounting to Rp42,177,208, however according to the examination results, the approved fiscal loss amounted to Rp1,694,644,600 with an overpayment of Rp42,177,208. Additionally, there were findings of underpayments taxes related to income tax article 21, income tax article 22, income tax article 23, income tax article 26, income tax article 4 paragraph 2, and Value Added Tax for fiscal year 2022, resulting in a restitution amounting to Rp40,508,930 which received by the Company on October 19, 2023.

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e. Taksiran Pajak Penghasilan (lanjutan)

Pada tanggal 19 Mei 2023 Perusahaan menerima pengembalian pajak senilai Rp29.624.377 (Catatan 36) sebagai dampak persetujuan putusan banding oleh Majelis Hakim Pengadilan Pajak No. PUT-004521.15/2021/PP/M.XIVA Tahun 2023. Putusan banding tersebut dilakukan terhadap hasil pemeriksaan pajak tahun 2016 yang menyatakan bahwa pembebanan biaya konsesi tahun 2015 senilai Rp80.607.640 pada laporan tahun pajak 2016 yang dilakukan oleh Perusahaan selaku wajib pajak tidak berlaku.

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas-entitas di dalam group menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Rekonsiliasi antara hasil perkalian laba akuntansi sebelum pajak penghasilan badan dengan tarif pajak yang berlaku dan manfaat pajak penghasilan sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
Laba (rugi) sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	1.148.741.159	(791.613.663)	<i>Profit (loss) before corporate income tax in consolidated statement of profit or loss and other comprehensive income</i>
Dikurangi:			<i>Less:</i>
Laba (rugi) entitas anak sebelum beban pajak penghasilan badan dan efek eliminasi	(208.994.171)	66.684.904	<i>Profit (loss) of subsidiaries before corporate income tax expense and elimination effect</i>
Laba (rugi) Perusahaan sebelum pajak penghasilan badan	1.357.735.330	(858.298.567)	<i>Profit (loss) before corporate income tax attributable to the Company</i>
Beban (manfaat) pajak penghasilan berdasarkan tarif pajak yang berlaku	298.701.773	(188.825.685)	<i>Income tax expense based on applicable tax rate</i>
Beban (penghasilan) tidak dapat dikurangkan	53.341.360	(7.200.914)	<i>Non-deductible expenses (income)</i>
Hasil ketetapan pajak	-	276.349	<i>Tax assessment letter</i>
Pendapatan yang dikenakan pajak final	(175.031.005)	(114.200.778)	<i>Income subjected to final tax</i>
Penyesuaian	28.334.632	273.487.597	<i>Adjustment</i>
Beban (manfaat) pajak penghasilan	205.346.760	(36.463.431)	<i>Income tax expense (benefit)</i>
Beban pajak penghasilan entitas anak, neto	21.242.354	(10.254.447)	<i>Income tax expense subsidiaries, net</i>
Total beban (manfaat) pajak penghasilan	226.589.114	(46.717.878)	<i>Total income tax expense (benefit)</i>

12. TAXATION (continued)

e. Provision For Income Tax (continued)

On May 19, 2023, the Company received a tax refund amounting to Rp29,624,377 (Note 36) as a result of the appeal decision granted by the Panel of Judges of the Tax Court No. PUT-004521.15/2021/PP/M.XIVA in 2023. The appeal decision was made regarding the tax examination results for the year 2016, which stated that the charging of concession expenses in 2015 amounting to Rp80,607,640 in the 2016 tax report conducted by the Company as the taxpayer was deemed invalid.

Based on Indonesian taxation laws, entities within the group calculate and pay taxes using the basis of self assesment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years since the time the tax becomes due.

The reconciliation between the result of the multiplication of accounting income before corporate income tax with the current tax rate and income tax benefit is as follows:

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

f. Aset Pajak Tangguhan, Neto

f. Deferred Tax Assets, Net

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
Aset pajak tangguhan:			Deferred tax assets:
Perusahaan	1.326.000.464	1.499.232.456	The Company
Entitas anak	136.897.666	137.988.686	Subsidiaries
Total	1.462.898.130	1.637.221.142	Total

Perhitungan beban (manfaat) dan aset pajak tangguhan sebagai berikut:

The calculation of deferred tax expense (benefit) and deferred tax assets is as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2023/ Year ended December 31, 2023					
	1 Januari 2023/ January 1, 2023	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2023/ December 31, 2023	
Aset pajak tangguhan, neto						Deferred tax assets, net
Entitas anak	137.988.686	613.575	1.320.959	(3.025.554)	136.897.666	Subsidiaries
Aset pajak tangguhan, neto						Deferred tax assets, net
<u>Perusahaan:</u>						<u>The Company:</u>
Cadangan penurunan nilai piutang usaha	141.147.204	(9.203.345)	-	-	131.943.859	Allowance for impairment of trade receivable
Cadangan penurunan nilai piutang lain-lain	1.378.067	1.398.457	-	-	2.776.524	Allowance for impairment of other receivable
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset takberwujud	(519.757.858)	(72.155.208)	-	-	(591.913.066)	Accumulated depreciation and amortization of fixed assets, property investment and intangible assets
Imbalan kerja karyawan	167.114.626	(58.558.701)	32.114.768	-	140.670.693	Employee benefits
Rugi fiskal	1.697.375.787	(45.811.363)	-	(28.334.632)	1.623.229.792	Fiscal loss
Dampak PSAK 73	11.974.630	7.318.032	-	-	19.292.662	Effect of PSAK 73
Subtotal	1.499.232.456	(177.012.128)	32.114.768	(28.334.632)	1.326.000.464	Subtotal
Total	1.637.221.142	(176.398.553)	33.435.727	(31.360.186)	1.462.898.130	Total

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

f. Aset Pajak Tangguhan, Neto (lanjutan)

f. Deferred Tax Assets, Net (continued)

Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022						
	1 Januari 2022/ January 1, 2022	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2022/ December 31, 2022	
Aset pajak tanggunghan, neto						Deferred tax assets, net
Entitas anak	113.922.470	(27.675.892)	(581.649)	52.323.757	137.988.686	<i>Subsidiaries</i>
Aset pajak Tanggunghan, Perusahaan:						Deferred tax assets, net The Company:
Cadangan penurunan nilai piutang usaha	124.901.911	51.441.737	-	(35.196.444)	141.147.204	<i>Allowance for impairment of trade receivable</i>
Cadangan penurunan nilai piutang lain-lain	1.139.932	240.965	-	(2.830)	1.378.067	<i>Allowance for impairment of other receivable</i>
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset takberwujud	(376.797.306)	(142.960.552)	-	-	(519.757.858)	<i>Accumulated depreciation and amortization of fixed assets, property investment and intangible assets</i>
Imbalan kerja karyawan	212.428.227	(5.626.422)	(28.066.442)	(11.620.737)	167.114.626	<i>Employee benefits</i>
Rugi fiskal	1.495.205.375	401.156.444	-	(198.986.032)	1.697.375.787	<i>Fiscal loss</i>
Dampak PSAK 73	33.680.979	5.975.204	-	(27.681.553)	11.974.630	<i>Effect of PSAK 73</i>
Subtotal	1.490.559.118	310.227.376	(28.066.442)	(273.487.596)	1.499.232.456	Subtotal
Total	1.604.481.588	282.551.484	(28.648.091)	(221.163.839)	1.637.221.142	Total

13. ASET LANCAR LAINNYA

13. OTHER CURRENT ASSETS

Akun ini terutama merupakan uang muka proyek dan jaminan.

This account mainly represents advance for projects and deposits.

14. INVESTASI JANGKA PANJANG

14. LONG-TERM INVESTMENTS

	31 Desember 2023/ December 31, 2023		31 Desember 2022/ December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Obligasi:					Bonds:
Obligasi Negara Tahun 2018 Seri RI0148	15.206.000	14.344.280	15.206.000	13.630.441	<i>Government Bonds Year 2018 Series RI0148</i>
Obligasi Berkelanjutan Indonesia Eximbank IV Tahap VII Tahun 2019 Seri C	-	-	5.000.000	5.000.000	<i>Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Series C</i>
Penyertaan saham pada entitas asosiasi:					Investments in shares of associates:
PT Gapura Angkasa	21.504.000	17.070.416	21.504.000	8.080.850	<i>PT Gapura Angkasa</i>
PT Jasamarga Bali Tol	59.635.000	6.588.337	59.635.000	11.244.385	<i>PT Jasamarga Bali Tol</i>
PT Bandara Internasional batam	296.523.690	292.775.786	296.523.690	275.033.007	<i>PT Bandara Internasional Batam</i>
Total	392.868.690	330.778.819	397.868.690	312.988.683	Total

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14. INVESTASI JANGKA PANJANG (lanjutan)

a. Obligasi

Rincian nilai wajar obligasi adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Nilai wajar pada awal tahun	13.630.441	17.883.531
Penambahan nilai investasi	713.840	-
Pengurangan nilai investasi	-	(4.253.090)
Tersedia untuk dijual	14.344.281	13.630.441
Nilai wajar pada akhir periode	14.344.281	13.630.441
Diakui sebagai laba tahun berjalan	-	-
Keuntungan/(kerugian) belum direalisasi yang diakui sebagai penghasilan komprehensif lain	713.840	(4.253.090)

b. Penyertaan Saham pada Entitas Asosiasi

PT Gapura Angkasa (“Gapura”)

Gapura bergerak dalam bidang jasa penunjang pengangkutan udara (*ground handling*) dan pengangkutan barang.

Perusahaan memiliki kepemilikan saham di Gapura sebanyak 215.040 saham (nilai penuh) atau sebesar 7,76% kepemilikan pada tahun 2023 dan 2022, masing-masing dicatat dengan menggunakan metode ekuitas karena adanya pengaruh signifikan di *investee* sesuai PSAK 15 paragraf 6 dan 16. Rinciannya adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Biaya perolehan	21.504.000	21.504.000
Akumulasi bagian rugi	(13.757.321)	(23.174.414)
Penghasilan komprehensif lain	734.859	1.162.386
Selisih transaksi kombinasi bisnis entitas sependandi	8.588.878	8.588.878
Total	17.070.416	8.080.850

14. LONG-TERM INVESTMENTS (continued)

a. Bonds

The details of fair value for bonds are as follows:

31 Desember/December 31,	
2023	2022
Nilai wajar pada awal tahun	17.883.531
Penambahan nilai investasi	-
Pengurangan nilai investasi	(4.253.090)
Tersedia untuk dijual	13.630.441
Nilai wajar pada akhir periode	13.630.441
Diakui sebagai laba tahun berjalan	-
Keuntungan/(kerugian) belum direalisasi yang diakui sebagai penghasilan komprehensif lain	(4.253.090)

b. Investment in Shares of Associates

PT Gapura Angkasa (“Gapura”)

Gapura is engaged in ground handling of air freight and freight transport services.

The Company has investment in shares of stock in Gapura amounted to 215,040 shares (full amount) or 7.76% ownership in 2023 and 2022, each recorded using equity method due to significant influence over investee in accordance with PSAK 15 paragraphs 6 and 16. The details are as follows:

31 Desember/December 31,	
2023	2022
Biaya perolehan	21.504.000
Akumulasi bagian rugi	(23.174.414)
Penghasilan komprehensif lain	1.162.386
Selisih transaksi kombinasi bisnis entitas sependandi	8.588.878
Total	8.080.850

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14. INVESTASI JANGKA PANJANG (lanjutan)

**b. Penyertaan Saham pada Entitas Asosiasi
(lanjutan)**

PT Jasamarga Bali Tol (“JBT”)

JBT bergerak dalam bidang pengusahaan jalan tol Nusa Dua - Ngurah Rai - Bena.

Investasi dalam saham pada JBT merupakan konsorsium investasi pembangunan jalan tol Nusa Dua - Ngurah Rai - Bena di daerah Bali oleh beberapa Perusahaan BUMN.

Perusahaan memiliki 59.635 saham (nilai penuh) atau sebesar Rp59.635.000.000 (nilai penuh) dan tambahan modal disetor lainnya sebesar Rp14.908.400.000 (nilai penuh) dengan jumlah kepemilikan sebesar 8%.

Perusahaan mencatat investasi saham pada JBT menggunakan metode ekuitas karena pengaruh signifikan di *investee* sesuai PSAK 15 paragraf 6 dan 16. Rinciannya adalah sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
Biaya perolehan	59.635.000	59.635.000	Carrying value
Akumulasi bagian rugi	(60.863.361)	(56.193.079)	Cumulative share of loss
Rugi komprehensif lain	(19.086)	(33.320)	Other comprehensive loss
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	7.835.784	Difference in the value of business combination under common control
Total	6.588.337	11.244.385	Total

Berdasarkan Akta Keputusan Rapat Nomor 46 tanggal 22 Oktober 2020 yang dibuat dihadapan Leolin Jayayanti, S.H. Notaris di Jakarta. Dalam anggaran dasar, Perusahaan setuju untuk meningkatkan modal disetor dari Rp745.434.000.000 (nilai penuh) menjadi Rp1.440.434.000.000 (nilai penuh). Berdasarkan Akta Keputusan Rapat Nomor 24 tanggal 12 November 2020 yang dibuat dihadapan Leolin Jayayanti, S.H. Notaris di Jakarta, PT Jasa Marga (Persero) Tbk dan PT Wijaya Karya (Persero) Tbk melakukan tambahan modal disetor sebesar Rp200.000.000.000 (nilai penuh), sehingga membuat persentase kepemilikan Perusahaan di JBT terdilusi dari 8% menjadi 6,31%.

PT Bandara Internasional Batam (“BIB”)

BIB didirikan untuk mengelola kegiatan aktivitas bisnis seperti pengembangan, operasi, dan pengelolaan kegiatan bandara yang didalamnya termasuk layanan pesawat dan penumpang, kegiatan atau bisnis dan kegiatan layanan terkait atau bisnis untuk mendukung kegiatan layanan operasi pesawat di Bandara Internasional Hang Nadim, Batam.

14. LONG-TERM INVESTMENTS (continued)

**b. Investment in Shares of Associates
(continued)**

PT Jasamarga Bali Tol (“JBT”)

JBT is engaged in the operation of Nusa Dua - Ngurah Rai - Bena toll road.

Investments in shares in JBT is an investment consortium highway construction Nusa Dua - Ngurah Rai - Bena in Bali by several state-owned companies.

The Company has 59,635 shares (full amount) or Rp59,635,000,000 (full amount) and additional paid-in capital amounting to Rp14,908,400,000 (full amount) with ownership of 8%.

The Company recorded its investments in shares in JBT using the equity method due to significant influence over investee in accordance with PSAK 15, paragraphs 6 and 16. The details are as follows:

	31 Desember/December 31,		
	2023	2022	
Biaya perolehan	59.635.000	59.635.000	Carrying value
Akumulasi bagian rugi	(60.863.361)	(56.193.079)	Cumulative share of loss
Rugi komprehensif lain	(19.086)	(33.320)	Other comprehensive loss
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	7.835.784	Difference in the value of business combination under common control
Total	6.588.337	11.244.385	Total

Based on the Deed of Meeting Resolutions Number 46 dated October 22, 2020 made in the presence of Leolin Jayayanti, S.H. Notary in Jakarta. In its articles of association, the Company agreed to increase the authorized capital from Rp745,434,000,000 (full amount) to Rp1,440,434,000,000 (full amount). Based on the Deed of Meeting Resolutions Number 24 dated November 12, 2020 made in the presence of Leolin Jayayanti, S.H. Notary in Jakarta, PT Jasa Marga (Persero), Tbk. and PT Wijaya Karya (Persero), Tbk. made additional paid-in capital of Rp200,000,000,000 (full amount), which made the percentage of The Company's ownership in JBT diluted from 8% to 6.31%.

PT Bandara Internasional Batam (“BIB”)

BIB was established to manage business activities such as the development, operating and managing airport activities including aircraft and passenger service, activities or businesses and related service activities or businesses to support aircraft operation service activities at Hang Nadim International Airport, Batam.

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14. INVESTASI JANGKA PANJANG (lanjutan)

**b. Penyertaan Saham pada Entitas Asosiasi
(lanjutan)**

**PT Bandara Internasional Batam ("BIB")
(lanjutan)**

Investasi di BIB merupakan penyertaan saham pada Perusahaan ventura bersama yang dibentuk oleh konsorsium PT Angkasa Pura I, Incheon International Airport Corporation, PT Wijaya Karya (Persero), Tbk ("Konsorsium AP1-IIAC-WIKA") dalam Proyek Kerja Sama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Hang Nadim. Perusahaan memiliki 296.523.690 saham (nilai penuh) atau sebesar Rp296.523.690.000 (nilai penuh) dengan jumlah kepemilikan sebesar 51%. Perusahaan mencatat investasi saham pada BIB menggunakan metode ekuitas karena pengaruh signifikan di investee sesuai PSAK 15 paragraf 6 dan 16.

	31 Desember/December 31,		
	2023	2022	
Biaya perolehan	296.523.690	296.523.690	Carrying value
Akumulasi bagian rugi	(3.666.488)	(21.490.683)	Cummulative share of loss
Rugi komprehensif lain	(81.416)	-	Other comprehensive loss
Total	292.775.786	275.033.007	Total

Informasi tambahan pada tanggal 31 Desember 2023 dan untuk tahun yang berakhir pada tanggal tersebut sehubungan dengan entitas asosiasi adalah sebagai berikut:

Additional information as of December 31, 2023 and for the year then ended related to associate entities are as follows:

	Total Aset/ Total Assets	Total Liabilitas/ Total Liabilities	Total Pendapatan/ Total Revenues	Laba (Rugi) Bersih/ Net Income (Loss)	
PT Gapura Angkasa	1.354.211.746	1.126.907.494	1.595.668.065	121.354.299	PT Gapura Angkasa
PT Jasamarga Bali Tol	1.940.424.000	1.801.735.000	145.785.485	(74.013.970)	PT Jasamarga Bali Tol
PT Bandara Internasional Batam	650.782.893	76.712.725	250.152.786	34.937.288	PT Bandara Internasional Batam
KSO PT Wika Realty - PT Angkasa Pura Properti	202.007.056	212.199.903	35.955.559	4.217.361	KSO PT Wika Realty - PT Angkasa Pura Properti

Rincian bagian laba (rugi) entitas asosiasi adalah:

Details of the share in profit (loss) of the associate companies are:

	31 Desember/December 31,		
	2023	2022	
PT Gapura Angkasa	9.417.094	3.423.996	PT Gapura Angkasa
PT Jasamarga Bali Tol	(4.670.282)	(6.500.310)	PT Jasamarga Bali Tol
KSO PT Wika Realty - PT Angkasa Pura Properti	1.897.812	1.095.631	KSO PT Wika Realty - PT Angkasa Pura Properti
PT Bandara Internasional Batam	17.824.193	(21.490.683)	PT Bandara Internasional Batam
Total	24.468.817	(23.471.366)	Total

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15. PROPERTI INVESTASI, NETO

Properti investasi terdiri dari:

Tahun yang berakhir pada tanggal 31 Desember 2023/ Year ended December 31, 2023					
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance
Biaya perolehan					
Bangunan/lapangan	171.358.631	60.774	(896.980)	-	170.522.425
Tanah	25.923.058	-	-	-	25.923.058
Total	197.281.689	60.774	(896.980)	-	196.445.483
Akumulasi penyusutan					
Bangunan/lapangan	56.312.056	4.454.098	(896.980)	-	59.869.174
Penurunan nilai					
Bangunan/lapangan	23.007.461	-	-	-	23.007.461
Nilai buku	117.962.172				113.568.848

Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022					
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance
Biaya perolehan					
Bangunan/lapangan	171.358.631	-	-	-	171.358.631
Tanah	28.303.058	-	(2.380.000)	-	25.923.058
Total	199.661.689	-	(2.380.000)	-	197.281.689
Akumulasi penyusutan					
Bangunan/lapangan	52.156.606	4.155.450	-	-	56.312.056
Penurunan nilai					
Bangunan/lapangan	23.007.461	-	-	-	23.007.461
Nilai buku	124.497.622				117.962.172

Nilai wajar dari properti investasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp1.475.094.889 dan Rp1.403.004.986 yang ditentukan berdasarkan Nilai Jual Objek Pajak (NJOP) atas properti investasi.

Manajemen berkeyakinan bahwa NJOP telah mendekati nilai wajarnya.

Penghasilan sewa dari properti investasi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp24.504.235 dan Rp101.958.007.

Properti investasi dicatat berdasarkan biaya perolehan. Properti investasi tanah tidak disusutkan. Untuk tahun 2023 dan 2022, beban penyusutan masing-masing sebesar Rp4.454.098 dan Rp4.155.450 seluruhnya dibebankan pada "Beban operasional bandara".

15. INVESTMENT PROPERTIES, NET

Investment properties consist of:

Tahun yang berakhir pada tanggal 31 Desember 2023/ Year ended December 31, 2023					
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance
Acquisitions cost					
Buildings/fields	170.522.425	60.774	(896.980)	-	170.186.219
Lands	25.923.058	-	-	-	25.923.058
Total	196.445.483	60.774	(896.980)	-	195.549.271
Accumulated depreciation					
Buildings/fields	59.869.174	4.454.098	(896.980)	-	63.426.292
Impairment value					
Buildings/fields	23.007.461	-	-	-	23.007.461
Book value	113.568.848				109.115.518

Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022					
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance
Acquisitions cost					
Buildings/fields	171.358.631	-	-	-	171.358.631
Lands	28.303.058	-	(2.380.000)	-	25.923.058
Total	199.661.689	-	(2.380.000)	-	197.281.689
Accumulated depreciation					
Buildings/fields	56.312.056	4.155.450	-	-	60.467.506
Impairment value					
Buildings/fields	23.007.461	-	-	-	23.007.461
Book value	117.962.172				113.806.722

The fair value of the investment properties as of December 31, 2023 and 2022 amounted to Rp1,475,094,889 and Rp1,403,004,986, respectively, which were determined based on Sales Value of Tax Object (NJOP) of the investment properties.

Management believes that NJOP approximated its fair value.

Rental income from investment properties for the years ended December 31, 2023 and 2022 amounted to Rp24,504,235 and Rp101,958,007 respectively.

Investments properties are recorded at acquisition cost. Investment property of land is not depreciated. In 2023 and 2022, depreciation expenses amounting to Rp4,454,098 and Rp4,155,450, respectively, were entirely charged to "Airport operation expenses".

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16. ASET TETAP, NETO

Akun ini terdiri dari:

16. FIXED ASSETS, NET

This account consists of the following:

Tahun yang berakhir pada tanggal 31 Desember 2023/ Year ended December 31, 2023						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
Biaya perolehan						Acquisitions cost
Tanah	7.881.249.373	313.343	-	-	7.881.562.716	Lands
Bangunan/lapangan	13.019.426.300	-	(5.556.317)	224.678.996	13.238.548.979	Structure/fields
Gedung-gedung	12.919.762.447	2.567.892	(17.477.676)	76.886.470	12.981.739.133	Buildings
Alat perhubungan udara	16.544.205	-	-	-	16.544.205	Aviation equipment
Kendaraan	829.820.211	-	(28.813.639)	5.522.828	806.529.400	Vehicles
Instalasi	2.891.451.799	-	-	23.483.046	2.914.934.845	Installations
Peralatan	8.523.432.670	18.488.645	(41.510.615)	145.331.275	8.645.741.975	Equipments
Aset dalam konstruksi	2.028.449.935	651.111.199	(53.464.581)	(475.902.615)	2.150.193.938	Assets under construction
Total	48.110.136.940	672.481.079	(146.822.828)	-	48.635.795.191	Total
Akumulasi penyusutan						Accumulated depreciation
Bangunan/lapangan	3.595.276.577	410.654.346	(3.329.212)	-	4.002.601.711	Structure/fields
Gedung-gedung	2.110.493.848	380.364.181	(3.967.045)	-	2.486.890.984	Buildings
Alat perhubungan udara	16.441.610	22.053	-	-	16.463.663	Aviation equipment
Kendaraan	527.888.835	52.007.120	(25.375.913)	-	554.520.042	Vehicles
Instalasi	1.461.811.450	278.565.913	-	-	1.740.377.363	Installations
Peralatan	4.800.380.024	597.419.505	(35.832.494)	-	5.361.967.035	Equipments
Total	12.512.292.344	1.719.033.118	(68.504.664)	-	14.162.820.798	Total
Cadangan penurunan nilai	121.741.892	5.187.496	(21.526.251)	-	105.403.137	Allowance for impairment
Nilai buku	35.476.102.704				34.367.571.256	Book value
Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
Biaya perolehan						Acquisitions cost
Tanah	7.881.249.373	-	-	-	7.881.249.373	Lands
Bangunan/lapangan	12.550.343.854	3.544.315	(11.625.158)	477.163.289	13.019.426.300	Structure/fields
Gedung-gedung	12.419.990.756	23.231.900	(47.252.662)	523.792.453	12.919.762.447	Buildings
Alat perhubungan udara	16.544.205	-	-	-	16.544.205	Aviation equipment
Kendaraan	838.434.678	7.153.616	(15.768.083)	-	829.820.211	Vehicles
Instalasi	2.739.443.855	-	(1.543.561)	153.551.505	2.891.451.799	Installations
Peralatan	8.442.402.682	19.719.710	(24.908.446)	86.218.724	8.523.432.670	Equipments
Aset dalam konstruksi	2.848.764.129	414.485.446	(3.284.555)	(1.231.515.085)	2.028.449.935	Assets under construction
Total	47.737.173.532	468.134.987	(104.382.465)	9.210.886	48.110.136.940	Total
Akumulasi penyusutan						Accumulated depreciation
Bangunan/lapangan	3.120.470.087	580.325.632	(92.919.039)	(12.600.103)	3.595.276.577	Structure/fields
Gedung-gedung	1.840.126.996	493.316.648	(246.384.547)	23.434.751	2.110.493.848	Buildings
Alat perhubungan udara	16.406.050	35.560	-	-	16.441.610	Aviation equipment
Kendaraan	471.751.665	69.646.590	(13.509.420)	-	527.888.835	Vehicles
Instalasi	1.164.417.103	283.339.036	(8.314.367)	22.369.678	1.461.811.450	Installations
Peralatan	4.204.916.768	709.384.961	(86.184.354)	(27.737.351)	4.800.380.024	Equipments
Total	10.818.088.669	2.136.048.427	(447.311.727)	5.466.975	12.512.292.344	Total
Cadangan penurunan nilai	100.678.026	21.063.866	-	-	121.741.892	Allowance for impairment
Nilai buku	36.818.406.837				35.476.102.704	Book value

Efektif 1 Januari 2022, Perusahaan melakukan perubahan umur manfaat 20-60 tahun untuk bangunan lapangan dan 20-50 tahun untuk gedung untuk mencerminkan umur ekonomis pada saat ini. Dampak dari perubahan tersebut adalah pengurangan beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah sebesar Rp126.326.456.

Effective January 1, 2022, the Company changed the useful lives of 20-60 years for structure/fields and 20-50 years for buildings to reflect the current economic life. The impact of such changes is a reduction of depreciation expense by Rp126,326,456 for the year ended December 31, 2022.

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16. ASET TETAP, NETO (lanjutan)

Pada tahun 2022, beberapa aset bangunan, gedung, kendaraan, instalasi, peralatan, dan aset dalam konstruksi dihapus oleh Perusahaan terutama disebabkan aset tetap tidak produktif dan pembongkaran untuk pekerjaan terminal VVIP Bandara I Gusti Ngurah Rai (DPS) - Bali.

Pada tahun 2023, aset tetap Perusahaan berupa gedung terminal penumpang, gedung operasional, fasilitas terminal penumpang dan gedung operasi dan aset lainnya diasuransikan pada PT BRI Asuransi Indonesia dengan nilai pertanggungan *all risk*, gempa bumi, *machinery breakdown*, dan *electronic equipment* masing-masing sebesar Rp15.278.140.935, Rp4.878.407.969, Rp700.171.135, dan Rp804.472.210.

Pada tahun 2022, aset tetap Perusahaan berupa gedung terminal penumpang, gedung operasional, fasilitas terminal penumpang dan gedung operasi dan aset lainnya diasuransikan pada PT Asuransi Jasa Indonesia (Persero) dengan nilai pertanggungan *all risk*, gempa bumi, *machinery breakdown*, dan *electronic equipment* masing-masing sebesar Rp13.869.758.221, Rp4.760.227.191, Rp818.639.566 dan Rp967.296.189.

Manajemen berpendapat bahwa nilai pertanggungan tersebut memadai untuk menutup kerugian atas aset yang dipertanggungjawabkan.

Manajemen berkeyakinan bahwa cadangan penurunan nilai pada tanggal 31 Desember 2023 dan 2022 adalah cukup untuk menutup kerugian penurunan nilai

Beban penyusutan atas aset tetap selama tahun 2023 dan 2022 seluruhnya dibebankan kepada "Beban operasional bandara" (Catatan 34).

Beberapa aset tetap milik APS berupa tanah, gedung, peralatan dan kendaraan digunakan sebagai jaminan atas pinjaman bank dari PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Syariah Indonesia, Tbk.

Pada tahun 2023, Kelompok Usaha melakukan penjualan aset tetap dengan keuntungan senilai Rp6.290.836 (Catatan 36).

16. FIXED ASSETS, NET (continued)

In 2022, several assets such as buildings, vehicles, installations, equipments, and assets under constructions were disposed by the Company mainly due to unproductivity of the fixed assets and demolition for VVIP terminal I Gusti Ngurah Rai Airport (DPS) - Bali.

In 2023, the Company fixed assets in the form of passenger terminal building, operational building, passenger terminal facility and operational building and other assets are insured to PT BRI Asuransi Indonesia with an all risk coverage, earthquake, machinery breakdown and electronic equipment amounting to Rp15,278,140,935, Rp4,878,407,969, Rp700,171,135, and Rp804,472,210, respectively.

In 2022, the Company fixed assets in the form of passenger terminal building, operational building, passenger terminal facility and operational building and other assets are insured to PT Asuransi Jasa Indonesia (Persero) with an all risk coverage, earthquake, machinery breakdown, and electronic equipment amounting to Rp13,869,758,221, Rp4,760,227,191, Rp818,639,566 and Rp967,296,189, respectively.

The management believes that the insurance coverage is adequate to cover possible losses on the fixed assets insured.

Management believes that the allowance for impairment as of December 31, 2023 and 2022 is sufficient to cover impairment losses.

Depreciation expenses of fixed assets during 2023 and 2022, were entirely charged to "Airport operation expenses" (Note 34).

Certain fixed assets owned by APS such as lands, buildings, equipments and vehicles are used as collateral for loan obtained from PT Bank Negara Indonesia (Persero) Tbk and PT Bank Syariah Indonesia, Tbk.

In 2023, the Group sold fixed assets with a profit of Rp6,290,836 (Note 36).

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16. ASET TETAP, NETO (lanjutan)

Aset dalam konstruksi merupakan proyek yang masih belum selesai pada tanggal laporan posisi keuangan konsolidasian dengan rincian sebagai berikut:

31 Desember 2023	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2023
Landasan, apron	69,84%	53.218.257	2024-2025	Runways, apron
Lapangan, jalan dan pagar	85,62%	36.419.360	2024-2025	Field, roads, and fences
Bangunan	87,49%	2.003.287.979	2024-2025	Buildings
Peralatan mekanik	33,14%	36.428.224	2024-2025	Mechanical equipments
Tanah	98,02%	17.210.035	2024-2025	Lands
Sistem pengolahan data berbantuan computer	67,25%	3.630.083	2024-2025	Computer assisted data processing system
Aset dalam konstruksi		2.150.193.938		Assets under construction
31 Desember 2022	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2022
Landasan, apron	82,12%	65.457.404	2023-2024	Runways, apron
Lapangan, jalan dan pagar	99,10%	3.369.712	2023-2024	Field, roads, and fences
Bangunan	71,65%	1.794.249.324	2023-2024	Buildings
Peralatan mekanik	85,62%	70.694.471	2023-2024	Mechanical equipments
Tanah	98,02%	17.210.035	2023-2024	Lands
Sistem pengolahan data berbantuan computer	98,20%	77.468.989	2023-2024	Computer assisted data processing system
Aset dalam konstruksi		2.028.449.935		Assets under construction

Untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, Kelompok Usaha mengkapitalisasi biaya bunga pinjaman sebagai bagian dari biaya perolehan aset dalam konstruksi masing-masing sebesar Rp73.944 dan Rp12.212.640. Perusahaan mengkapitalisasi biaya pinjaman sesuai dengan ketentuan di PSAK No. 26, "Kapitalisasi Biaya Pinjaman".

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat aset tetap yang tidak dipakai sementara.

Pada tanggal 31 Desember 2023 dan 2022, jumlah tercatat bruto aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sebesar Rp3.946.913.437 dan Rp3.034.803.906.

Pada tanggal 8 September 2023, terdapat aset tetap APS yang diklasifikasikan sebagai aset tidak lancar yang dimiliki untuk dijual sebesar Rp8.254.443.

16. FIXED ASSETS, NET (continued)

Assets under construction represents projects that have not been completed at the date of the consolidated statements of financial position with the details as follows:

For the years then ended December 31, 2023 and 2022, the Group capitalized borrowing costs as part of the acquisition cost of assets under construction amounting to Rp73,944 and Rp12,212,640, respectively. The Company capitalized borrowing costs, in accordance with PSAK No. 26, "Capitalization of Borrowing Costs".

As of December 31, 2023 and 2022, there are no fixed assets temporarily not in use.

As of December 31, 2023 and 2022, the gross carrying amounts of fixed assets which have been fully depreciated and are still in use amounted to Rp3,946,913,437 and Rp3,034,803,906, respectively.

On September 8, 2023, there are fixed assets of APS classified as non-current asset held for sale amounted to Rp8,254,443.

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16. ASET TETAP, NETO (lanjutan)

Pada tahun 2022, Perusahaan melakukan pengakuan penurunan nilai atas aset *Rapid Exit Taxiway N5* di Bandara Udara Juanda Surabaya karena terjadi penurunan tanah yang menyebabkan aset yang tidak dapat digunakan (*unserviceable*) sebesar Rp14.394.212.

Pada tahun 2023, telah dilaksanakan pekerjaan perbaikan perkerasan *runway* dan *overlay runway* 10-28, sehingga *Taxiway N5* dapat berfungsi kembali. Perusahaan melakukan pemulihan nilai aset tersebut sebesar Rp14.332.781.

17. ASET TAKBERWUJUD, NETO

Akun ini terdiri dari:

	31 Desember/December 31,	
	2023	2022
Biaya perolehan		
Perangkat lunak		
Perusahaan	162.131.356	153.532.915
Entitas anak	19.981.810	18.444.532
Subtotal	182.113.166	171.977.447
Aset takberwujud dalam penyelesaian	4.983.406	4.113.750
Subtotal	187.096.572	176.091.197
Akumulasi amortisasi dan penurunan nilai		
Perangkat lunak		
Perusahaan	138.763.196	116.673.121
Entitas anak	15.376.715	12.969.971
Subtotal	154.139.911	129.643.092
Aset takberwujud, neto	32.956.661	46.448.105

Aset takberwujud - perangkat lunak terutama merupakan biaya instalasi, implementasi dan jasa konsultasi pendukung perangkat lunak ERP.

Beban amortisasi atas aset takberwujud selama tahun 2023 dan 2022 seluruhnya dibebankan kepada "Beban operasional bandara". (Catatan 34)

16. FIXED ASSETS, NET (continued)

In 2022, the Company recognized an impairment loss on the *Rapid Exit Taxiway N5* asset at Juanda Surabaya Airport due to subsidence of land rendering the asset *unserviceable* amounting to Rp14,394,212.

In 2023, repair work on the runway pavement and overlay of runway 10-28 were carried out, enabling taxiway N5 to be operational again on November 18, 2023. Consequently, the Company recovery on the asset amounting to Rp14,332,781.

17. INTANGIBLE ASSETS, NET

This account consists of the following:

Acquisition cost
Software
The Company
Subsidiaries
Subtotal
Intangible assets under construction
Subtotal
Accumulation of amortization and impairment value
Software
The Company
Subsidiaries
Subtotal
Intangible assets, net

Intangible assets - software mainly represents the cost of installation, implementation and consultation support service of ERP software.

Amortization expenses of intangible assets during 2023 and 2022, were entirely charged to "Airport operation expenses". (Note 34)

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18. ASET HAK-GUNA, NETO DAN LIABILITAS SEWA

Di bawah ini adalah jumlah tercatat aset hak-guna yang diakui dan pergerakannya selama periode tersebut:

18. RIGHT-OF-USE ASSETS, NET AND LEASE LIABILITIES

Set out below are the carrying amounts of right-of use assets recognized and the movements during the period:

Tahun yang berakhir pada tanggal 31 Desember 2023/
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	Saldo awal/ Beginning balance	Penambahan/ Addition	Pengurangan/ Deduction	Saldo akhir/ Ending balance	
<u>Harga perolehan</u>					<u>Acquisition cost</u>
Tanah	168.345.108	-	(7.912.928)	160.432.180	Land
Bangunan	21.886.565	6.736.195	(5.005.494)	23.617.266	Building
Kendaraan	5.800.945	5.567.444	(3.728.881)	7.639.508	Vehicles
Peralatan	23.891.777	99.784	(1.643.056)	22.348.505	Equipment
Total	219.924.395	12.403.423	(18.290.359)	214.037.459	Total
<u>Akumulasi penyusutan</u>					<u>Accumulated depreciation</u>
Tanah	17.246.396	5.748.799	-	22.995.195	Land
Bangunan	14.926.641	9.740.998	(6.244.885)	18.422.754	Building
Kendaraan	3.758.153	3.309.265	(3.701.147)	3.366.271	Vehicles
Peralatan	9.517.695	2.999.194	(533.440)	11.983.449	Equipment
Total	45.448.885	21.798.256	(10.479.472)	56.767.669	Total
Nilai buku	174.475.510			157.269.790	Book value

Tahun yang berakhir pada tanggal 31 Desember 2022/
Year ended December 31, 2022

	Saldo awal/ Beginning balance	Penambahan/ Addition	Pengurangan/ Deduction	Saldo akhir/ Ending balance	
<u>Harga perolehan</u>					<u>Acquisition cost</u>
Tanah	185.133.490	-	(16.788.382)	168.345.108	Land
Bangunan	17.425.873	8.397.129	(3.936.437)	21.886.565	Building
Kendaraan	8.717.367	3.651.852	(6.568.274)	5.800.945	Vehicles
Peralatan	22.621.811	1.269.966	-	23.891.777	Equipment
Total	233.898.541	13.318.947	(27.293.093)	219.924.395	Total
<u>Akumulasi penyusutan</u>					<u>Accumulated depreciation</u>
Tanah	12.712.282	5.748.799	(1.214.685)	17.246.396	Land
Bangunan	11.497.161	7.399.528	(3.970.048)	14.926.641	Building
Kendaraan	6.682.845	3.359.188	(6.283.880)	3.758.153	Vehicles
Peralatan	5.148.199	4.369.496	-	9.517.695	Equipment
Total	36.040.487	20.877.011	(11.468.613)	45.448.885	Total
Nilai buku	197.858.054			174.475.510	Book value

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**18. ASET HAK-GUNA, NETO DAN LIABILITAS
SEWA (lanjutan)**

Ringkasan komponen perubahan liabilitas yang
timbul dari sewa adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Liabilitas sewa		
Saldo awal	202.905.881	220.213.830
Penambahan selama tahun berjalan	12.403.423	5.737.713
Pengurangan selama tahun berjalan	(7.940.822)	-
Pembayaran	(22.997.423)	(39.330.702)
Penambahan bunga	17.248.306	16.285.040
Total	201.619.365	202.905.881

Rincian liabilitas sewa adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Liabilitas sewa		
Bagian jangka pendek	20.572.765	14.447.941
Bagian jangka panjang	181.046.600	188.457.940
Total	201.619.365	202.905.881

Jumlah yang diakui dalam laporan laba rugi adalah
sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Bunga atas liabilitas sewa (Catatan 39)	17.248.306	16.285.040
Beban penyusutan aset hak-guna	21.251.183	9.315.487

Jumlah yang diakui dalam laporan arus kas adalah
sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Jumlah kas keluar untuk: Pembayaran	22.997.423	39.330.702
Total	22.997.423	39.330.702

**18. RIGHT-OF-USE ASSETS, NET AND LEASE
LIABILITIES (continued)**

Summary of component of changes in the liabilities
arising from leases is as follow:

Lease liabilities
Beggining balance
Addition during the year
Deductions during the year
Payments
Accretion of interest

Total

The detail of lease liabilities is as follows:

Lease liabilities
Current portion
Non-current portion

Total

Amounts recognized in statement of profit or loss
are as follows:

Interest on lease liabilities (Note 39)
Depreciation of right-of-use assets

Amount recognized in statement of cash flow is as
follows:

Total cash outflow for:
Payment

Total

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**18. ASET HAK-GUNA, NETO DAN LIABILITAS
SEWA (lanjutan)**

Beberapa transaksi sewa mengandung opsi perpanjangan yang dapat diambil oleh Kelompok Usaha sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Kelompok Usaha. Kelompok Usaha mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Kelompok Usaha mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Kelompok Usaha.

19. BEBAN AKRUAL

Akun ini terdiri dari:

	31 Desember/December 31,		
	2023	2022	
Beban konsesi kepada DJPU	405.211.431	209.295.910	Concession fee to DJPU
Pelayanan bandara	169.812.046	178.149.199	Passenger services
Pegawai	127.081.900	22.087.871	Employees
Umum	89.771.554	158.217.532	General
Pemeliharaan	67.764.095	3.475.019	Maintenance
Bunga	35.303.510	38.552.981	Interest
Utilitas	35.301.917	34.594.218	Utilities
Sewa	23.536.088	6.250.345	Rental
Pajak	22.929.131	9.269.602	Taxes
Persediaan	9.690.372	36.592.449	Inventories
Lain-lain	46.387.197	84.054.609	Others
Total	1.032.789.241	780.539.735	Total

Beban akrual - pelayanan bandara terutama merupakan biaya konsesi kepada Direktorat Jenderal Perhubungan Udara (DJPU). Pada tanggal 15 Desember 2015, Perusahaan mengadakan Perjanjian dengan DJPU mengenai pemberian konsesi untuk melakukan kegiatan pelayanan jasa kebandarudaraan sebagaimana yang dituangkan dalam perjanjian No. HK.201/2/8/DRJU.kum 2015 dan SP.333/HK.06.03/2015/DU. Berdasarkan perjanjian tersebut, Perusahaan dikenakan biaya konsesi (Catatan 44a).

Beban akrual umum terutama merupakan *management fee* atas kerjasama pengelolaan *tenant* dengan PT GVK Services Indonesia, beban penyediaan *x-ray*, jaringan telekomunikasi dan jasa tenaga kerja.

Beban akrual - pegawai mencakup beban manfaat pegawai diantaranya beban bonus, beban cuti, beban kelebihan jam kerja, dan beban uang makan harian yang akan dibayarkan Kelompok Usaha kepada pegawai.

**18. RIGHT-OF-USE ASSETS, NET AND LEASE
LIABILITIES (continued)**

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. The extension options held are exercisable only by the Group. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses this assessment if there is a significant event or significant change in circumstances within its control.

19. ACCRUED EXPENSES

This account consists of the following:

Accrued expenses - airport services mainly represents of concession charge to the Direktorat Jenderal Perhubungan Udara (DJPU). On December 15, 2015, the Company entered into Agreement with DJPU regarding the concession provided to the Company to conduct airport services as stated in agreement No. HK.201/2/8/DRJU.kum 2015 and SP.333/HK.06.03/2015/DU. Based on that agreement, the Company is charged with concession fees (Note 44a).

General accrued expenses consist of management fee on collaborative tenants management with PT GVK Services Indonesia, x-ray providing expense, telecommunication network and outsourcing services.

Accrued expenses - employees consist of employee benefits expenses including bonus expenses, leave expenses, overtime expenses, and daily meal allowances which will be paid by the Group to employees.

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19. BEBAN AKRUAL (lanjutan)

Terkait dengan akrual *management fee*, Perusahaan mengadakan Perjanjian Jasa Manajemen untuk Pengembangan Komersial dan Operasional pada Bandar Udara Internasional Ngurah Rai dengan PT GVK Services Indonesia per tanggal 1 November 2012, dengan amandemen pada tanggal 2 Juli 2013. Sehubungan dengan hal tersebut, Perusahaan telah mencadangkan kewajiban sebesar AS\$14.259.917 (dalam nilai penuh) dan telah membayarkan *Offshore Marketing & Business Development (OMBD)* sebesar AS\$6.886.926 dalam nilai penuh). Pada tahun 2022, perusahaan mengkaji kembali nilai pencadangan GVK sesuai dengan Berita Acara Nomor: BA.452/HK.01/2019-DU tanggal 16 Juli 2019 terkait Kesepakatan Penyelesaian Pembayaran *Offshore Marketing & Business Development* dan Memorandum Hukum Perihal Pelepasan Dana Provisi dalam Laporan Keuangan tahun 2022. Berdasarkan hal tersebut, Perusahaan melepas sebagian cadangan sehingga sisa cadangan GVK adalah sebesar AS\$1.424.724 dalam nilai penuh) (terdiri dari biaya OMBD, biaya *Capacity Study* dan biaya bunga).

20. UTANG USAHA

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
<u>Pihak berelasi (Catatan 42)</u>			<u>Related parties (Note 42)</u>
Rupiah	43.878.199	317.678.670	Rupiah
Dolar AS	22.253	-	US Dollar
Subtotal	43.900.452	317.678.670	Subtotal
<u>Pihak ketiga</u>			<u>Third parties</u>
Rupiah	220.189.691	210.312.577	Rupiah
Dolar AS	31.506.820	32.607.860	US Dollar
Subtotal	251.696.511	242.920.437	Subtotal
Total	295.596.963	560.599.107	Total

Rincian utang usaha berdasarkan umur adalah sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
0 - 1 tahun	226.862.362	510.580.373	0 - 1 years
1 - 2 tahun	36.089.559	14.655.198	1 - 2 years
2 - 3 tahun	915.412	33.119.910	2 - 3 years
>3 tahun	31.729.630	2.243.626	>3 years
Total	295.596.963	560.599.107	Total

19. ACCRUED EXPENSES (continued)

In relation to management fee accruals, the Company entered into a Management Services Agreement for Commercial and Operational Development at Ngurah Rai International Airport with PT GVK Services Indonesia as of November 1, 2012, with amendments on July 2, 2013. In this regard, the Company has reserved liabilities of US\$14,259,917 (full amount) and has paid Offshore Marketing & Business Development (OMBD) of US\$6,886,926 (full amount). In 2022, the Company will review the GVK reserve value in accordance with Minutes No: BA.452/HK.01/2019-DU dated July, 16 2019 regarding the Offshore Marketing & Business Development Payment Settlement Agreement and Legal Memorandum Regarding Release of Provision Funds in Financial Statements in 2022. Based on this, the Company released some of its reserves so that the remaining GVK reserves amounted to US\$1,424,724 (full amount) (consisting of OMBD fees, Capacity Study fees and interest expenses).

20. TRADE PAYABLES

The details of trade payables based on vendors are as follows:

The details of trade payables based on aging are as follows:

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21. PENDAPATAN DITERIMA DI MUKA

Akun ini terdiri dari:

	31 Desember/December 31,		
	2023	2022	
Pendapatan domestik	101.326.785	105.055.901	<i>Domestic revenues</i>
Total	101.326.785	105.055.901	Total

Pendapatan diterima di muka terdiri dari penerimaan uang dari pelanggan sehubungan dengan sewa tanah, sewa ruang, tempat reklame dan lainnya, akan tetapi jasa tersebut belum diberikan ke pelanggan.

21. UNEARNED REVENUES

This account consists of the following:

Unearned revenues consist of cash received from customers in related to land rental income, space rental, billboards and others, when services have not been delivered to the customers.

22. UTANG LAIN-LAIN

	31 Desember/December 31,		
	2023	2022	
Perolehan aset tetap			Acquisition of fixed assets
Total pihak berelasi (Catatan 42)	188.186.903	274.744.195	<i>Total related parties (Note 42)</i>
Total pihak ketiga	81.925.890	244.110.263	<i>Total third parties</i>
Total perolehan aset tetap	270.112.793	518.854.458	Total acquisition of fixed assets
Utang SKBDN	265.765.757	-	<i>SKBDN debt</i>
Jaminan pelanggan	134.360.421	139.462.496	<i>Customer deposit</i>
Titipan pembayaran	100.609.006	76.217.576	<i>Payment deposit</i>
Utang iuran	16.988.242	13.160.694	<i>Contribution</i>
Titipan BMKG dan DJU	13.936.996	14.208.484	<i>BMKG and DJU deposit</i>
Jaminan vendor	3.737.357	5.365.835	<i>Vendor deposit</i>
Titipan pengelola	1.688.744	7.448.265	<i>Management deposit</i>
Lain-lain	-	8.428.333	<i>Others</i>
Total	807.199.316	783.146.141	Total

Perolehan aset tetap merupakan utang kepada kontraktor sehubungan proyek-proyek aset tetap Perusahaan yang dibangun oleh kontraktor (Catatan 16).

Acquisition of fixed assets represents payable to the contractors in relation with the Company's fixed asset projects which are constructed by the contractors (Note 16).

Jaminan pelanggan merupakan uang jaminan yang diberikan oleh pelanggan sehubungan dengan sewa ruangan, tanah, listrik, air dan telepon di awal perjanjian.

Customer deposit represents cash deposit given by customers that consists of deposits for space rental, land rental, electrical, water, and telephone installation at the beginning of the contract.

Titipan pembayaran terutama merupakan penerimaan pembayaran dari DJPU sehubungan dengan stimulus subsidi tarif penerbangan PJP2U.

Payment deposit mainly represents receipt from DJPU in relation to PJP2U airline fare subsidy stimulus.

Titipan pengelola merupakan utang kepada pihak ketiga atas kerja sama pengelolaan lounge dan jasa terkait kargo.

Management deposits represent payables from third parties for cooperation of lounge management and cargo related services.

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23. UTANG BANK

a. Utang Bank Jangka Pendek

Utang bank jangka pendek terdiri dari:

	31 Desember/December 31,	
	2023	2022
<u>Entitas Anak</u>		
Pihak berelasi (Catatan 42)	93.446.344	107.285.344
Pihak ketiga	2.105.263	-
Total	95.551.607	107.285.344

23. BANK LOAN

a. Short-Term Bank Loans

Short-term bank loans consist of:

	31 Desember/December 31,		
	2023	2022	
<u>Entitas Anak</u>			<u>Subsidiaries</u>
Pihak berelasi (Catatan 42)	93.446.344	107.285.344	Related parties (Note 42)
Pihak ketiga	2.105.263	-	Third party
Total	95.551.607	107.285.344	Total

Kreditor/ Creditors	Jumlah Batas Pinjaman Maksimum/ Total Maximum Credit Limit	Batas Jangka Waktu Fasilitas/ End of Availability Period	Jumlah/Amount	
			2023	2022
PT Bank Negara Indonesia (Persero) Tbk	52.650.000	Desember 2023 dan 2024/ December 2023 and 2024	38.946.344	38.946.344
PT Bank Syariah Indonesia Tbk	39.560.000	Juni 2023 dan Juni 2024/ June 2023 and June 2024	20.000.000	33.839.000
PT Bank Mandiri (Persero) Tbk	35.000.000	Februari 2024/ February 2024	34.500.000	34.500.000
PT Bank Jabar Banten	100.000.000	Agustus 2024/August 2024	2.105.263	-
Total			95.551.607	107.285.344

Tujuan dari pinjaman-pinjaman di atas adalah untuk modal kerja entitas anak terkait.

The purpose of the above loans is for working capitals of related subsidiaries.

Seluruh fasilitas pinjaman pada PT Bank Syariah Indonesia, Tbk. yang diperoleh pada tahun 2023 dan 2022 dijamin dengan piutang usaha senilai Rp50.000.000.

All loan facilities at PT Bank Syariah Indonesia, Tbk. obtained in 2023 and 2022 are secured by trade receivable amounting to Rp50,000,000.

Suku Bunga

Fasilitas pinjaman dalam mata uang Rupiah dikenakan tingkat suku bunga tahunan masing-masing berkisar antara 3% sampai dengan 9,25% dan 3% sampai dengan 10,50% untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Interest Rate

The credit facilities denominated in Rupiah bear interest at annual rates ranging from 3% to 9.25% and 3% to 10.50% for the year ended December 31, 2023 and 2022, respectively.

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23. UTANG BANK (lanjutan)

b. Utang Bank Jangka Panjang

Utang bank jangka panjang terdiri dari:

	31 Desember/December 31,	
	2023	2022
Perusahaan		
<u>Pihak berelasi (Catatan 42)</u>	15.910.673.301	15.918.624.465
Pihak ketiga		
PT Bank Central Asia Tbk ("BCA")	2.757.184.544	2.758.562.519
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")	1.698.382.280	1.699.231.090
PT Bank Danamon Tbk	1.248.810.500	1.249.434.625
PT Bank Pembangunan Daerah Jawa Timur Tbk ("Bank Jatim")	999.048.400	999.547.700
PT Bank Papua ("Bank Papua")	499.524.200	499.773.850
PT Bank Pembangunan Daerah DIY ("Bank DIY")	199.809.680	199.909.540
PT Bank Pembangunan Daerah Bali ("Bank Bali")	99.904.840	99.954.770
Subtotal	7.502.664.444	7.506.414.094
Total	23.413.337.745	23.425.038.559
Entitas anak		
<u>Pihak berelasi (Catatan 42)</u>	139.906.321	169.748.766
Subtotal	139.906.321	169.748.766
Total	23.553.244.066	23.594.787.325
Biaya pinjaman yang belum Diamortisasi	(293.929.854)	(340.730.560)
Neto	23.259.314.212	23.254.056.765
Dikurangi: bagian lancar	(42.359.712)	(36.235.992)
Bagian jangka panjang	23.216.954.500	23.217.820.773

Sehubungan dengan kondisi operasi dan keuangan Perusahaan, pada tanggal 30 Juni 2022, Perusahaan telah menandatangani Perjanjian Restrukturisasi Induk dengan PT Bank Mandiri (Persero) Tbk ("Bank Mandiri"), PT Bank Negara Indonesia (Persero) Tbk ("Bank BNI"), PT Bank Syariah Indonesia Tbk ("Bank BSI"), PT Bank Tabungan Negara (Persero) Tbk ("Bank BTN"), Bank Jatim, Bank DKI, Bank Papua, Bank DIY, Bank Bali, PT Bank Danamon, Tbk. ("Bank Danamon"), untuk seluruh saldo pinjaman yang masih terutang. Pada tanggal 15 Juli 2022, BCA, PT Indonesia Infrastructure Finance ("IIF"), PT Bank Rakyat Indonesia (Persero) Tbk ("Bank BRI"), dan PT Sarana Multi Infrastruktur (Persero) ("SMI") telah menandatangani dokumen aksesi yang menyatakan penundukan diri terhadap perjanjian restrukturisasi pinjaman tersebut di atas.

23. BANK LOAN (continued)

b. Long-Term Bank Loans

Long-term bank loans consist of:

	The Company Related parties (Note 42)
	<i>Third parties</i>
	<i>PT Bank Central Asia Tbk ("BCA")</i>
	<i>PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")</i>
	<i>PT Bank Danamon Tbk</i>
	<i>PT Bank Pembangunan Daerah Jawa Timur Tbk ("Bank Jatim")</i>
	<i>PT Bank Papua ("Bank Papua")</i>
	<i>PT Bank Pembangunan Daerah DIY ("Bank DIY")</i>
	<i>PT Bank Pembangunan Daerah Bali ("Bank Bali")</i>
	<i>Subtotal</i>
	Total
	Subsidiaries
	<i>Related parties (Note 42)</i>
	<i>Subtotal</i>
	Total
	<i>Unamortized cost of loans</i>
	Net
	<i>Less: Current portion</i>
	Long-term portion

In connection with The Company's operational and financial condition, on June 30, 2022, the Company signed an Agreement for Restructuring with PT Bank Mandiri (Persero) Tbk ("Bank Mandiri"), PT Bank Negara Indonesia (Persero) Tbk ("Bank BNI"), PT Bank Syariah Indonesia Tbk ("Bank BSI"), PT Bank Tabungan Negara (Persero) Tbk ("Bank BTN"), Bank Jatim, Bank DKI, Bank Papua, Bank DIY, Bank Bali, PT Bank Danamon Tbk ("Bank Danamon"), for all its existing outstanding loans. In July 15, 2022, BCA, PT Indonesia Infrastructure Finance ("IIF"), PT Bank Rakyat Indonesia (Persero) Tbk ("Bank BRI"), and PT Sarana Multi Infrastruktur (Persero) ("SMI") have signed accession document which acts as a proof of submission to the above loan restructuring agreement.

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23. UTANG BANK (lanjutan)

b. Utang Bank Jangka Panjang (lanjutan)

Perusahaan

Restrukturisasi pinjaman

Perjanjian restrukturisasi pinjaman ini mengubah beberapa ketentuan-ketentuan dari perjanjian pinjaman sebelumnya dari masing masing kreditur yaitu perubahan jangka waktu pinjaman, suku bunga dan jadwal pembayaran pokok pinjaman dan bunga. Dalam perjanjian ini, Bank Mandiri bertindak sebagai agen fasilitas, agen jaminan dan agen penampungan.

Berdasarkan perjanjian restrukturisasi pinjaman ini, seluruh pinjaman dikenakan suku bunga dan indikasi bagi hasil sebesar 5% untuk tahun 2022 - 2023, LPS + margin 2% untuk tahun 2024 - 2028, dan LPS + margin 2,5% untuk tahun 2029 - 2031. Tingkat suku bunga yang dibayarkan selama tahun 2022 dan 2023 adalah sebesar 2%, dimana sisanya akan ditangguhkan dan dibayarkan pada tahun 2025-2026 (Catatan 25).

Selain itu, apabila selama tahun 2022 dan 2023 terdapat kenaikan tingkat suku bunga LPS dari yang berlaku pada 1 Juni 2022, maka Perusahaan akan membayarkan selisih tingkat suku bunga tersebut setelah seluruh bunga yang tertunggak telah dilunasi atau paling lambat pada 2027 dan 2028.

Setelah tanggal efektif, Perusahaan wajib untuk membayar angsuran pokok pinjaman secara triwulanan dengan tanggal jatuh tempo terakhir adalah pada tanggal 23 Desember 2031.

Terkait dengan perjanjian di atas, Perusahaan juga telah menandatangani perjanjian gadai rekening dan pengelolaan rekening dengan Bank Mandiri. Rekening ini digunakan untuk pembayaran pinjaman dan dikelola penuh oleh Bank Mandiri.

23. BANK LOAN (continued)

b. Long-Term Bank Loans (continued)

The Company

Loan restructuring

This loan restructuring agreement has changed several terms from previous loan agreements with its creditors such as changes in maturity date of loans, interest rates and payment schedules of loan principal and interests. Under this agreement, Bank Mandiri acts as a facility agent, guarantee agent and collecting agent.

Based on this loan restructuring agreement, all loans bear interest at 5% for 2022 - 2023, LPS + 2% margin for 2024 - 2028, and LPS + 2.5% margin for 2029 - 2031. Interest rate paid during 2022 and 2023 is 2%, of which the remaining will be deferred and paid in 2025 - 2026 (Note 25).

In addition, if during 2022 and 2023 there is an increase in interest rate from the LPS interest rate applicable on June 1, 2022, the Company will pay the difference in interest rates after all outstanding interest has been paid or in 2027 and 2028 at the latest.

After the effective date, the Company is required to pay the principal installments on a quarterly basis with the latest due date on December 23, 2031.

Related to the above agreement, the Company has also signed an account pawn agreement and account management with Bank Mandiri. These accounts will be used to pay the loans and are fully managed by Bank Mandiri.

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23. UTANG BANK (lanjutan)

b. Utang Bank Jangka Panjang (lanjutan)

Perusahaan (lanjutan)

Restrukturisasi pinjaman (lanjutan)

Pinjaman ini dijamin dengan setiap rekening pembayaran utang, rekening cadangan pembayaran utang dan rekening penerimaan program *deleveraging* kepada para pemberi fasilitas. Khusus sehubungan dengan gadai atas rekening penerimaan program *deleveraging*, jaminan gadai tersebut akan dilepaskan setelah nasabah telah menggunakan dana hasil program *deleveraging* tersebut sampai dengan jumlah kumulatif sebesar Rp10.500.000.000 untuk pelunasan dipercepat dan belanja modal sesuai ketentuan perjanjian.

Utang bank jangka panjang yang direstrukturisasi terdiri dari:

	Jumlah utang direstrukturisasi/ Amount of debt restructured	Saldo pinjaman per 31 Desember 2022/ Outstanding balance as of December 31, 2022
Sindikasi 2019 - BCA Mandiri	4.000.000.000	3.998.190.800
Sindikasi Mandiri, BRI, BCA, SMI, IIF	3.799.053.899	3.797.335.586
Bilateral 2019 - Mandiri	3.000.000.000	2.998.643.100
Sindikasi 2019 - BPD	2.500.000.000	2.498.869.250
Bilateral 2018 - SMI	2.000.000.000	1.999.095.400
Bilateral 2018 - BTN	2.000.000.000	1.999.095.400
Bilateral 2020 - Danamon	1.250.000.000	1.249.434.625
Bilateral 2020 - DKI (KMK)	1.000.000.000	999.547.700
Bilateral 2019 - BTN	1.000.000.000	999.547.700
Bilateral 2019 - BSI	1.000.000.000	999.547.500
Bilateral 2018 - BSI	1.000.000.000	999.547.500
Bilateral 2021 - BNI	886.585.000	886.183.998
Total	23.435.638.899	23.425.038.559

Selama tahun 2023, Perusahaan membayar pinjaman pokok utang bank jangka panjang sebesar Rp11.700.815 (2022: Rp10.600.339).

23. BANK LOAN (continued)

b. Long-Term Bank Loans (continued)

The Company (continued)

Loan restructuring (continued)

This loan is guaranteed by each debt payment account, debt payment reserve account and *deleveraging* program receipt account to the facility providers. Particularly in relation to the pawning of *deleveraging* program receipt account, the collateral will be released after the customer has used the *deleveraging* program proceeds up to a cumulative amount of Rp10,500,000,000 for early repayment and capital expenditures in accordance with the provisions of the agreement.

Restructured long-term bank loans consist of:

	Saldo pinjaman per 31 Desember 2022/ Outstanding balance as of December 31, 2022
Sindikasi 2019 - BCA Mandiri	3.998.190.800
Sindikasi Mandiri, BRI, BCA, SMI, IIF	3.797.335.586
Bilateral 2019 - Mandiri	2.998.643.100
Sindikasi 2019 - BPD	2.498.869.250
Bilateral 2018 - SMI	1.999.095.400
Bilateral 2018 - BTN	1.999.095.400
Bilateral 2020 - Danamon	1.249.434.625
Bilateral 2020 - DKI (KMK)	999.547.700
Bilateral 2019 - BTN	999.547.700
Bilateral 2019 - BSI	999.547.500
Bilateral 2018 - BSI	999.547.500
Bilateral 2021 - BNI	886.183.998
Total	23.425.038.559

During 2023, the Company made loan principal payment of long-term bank loans totaling Rp11,700,815 (2022: Rp10,600,339).

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23. UTANG BANK (lanjutan)

b. Utang Bank Jangka Panjang (lanjutan)

Perusahaan (lanjutan)

Restrukturisasi pinjaman (lanjutan)

Perusahaan diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimal sebesar 1 kali sejak tahun 2023;
- *Debt to Equity Ratio (DER)* maksimum sebesar 5 kali untuk tahun 2022-2024 dan maksimum sebesar 3 kali sejak tahun 2025;
- *Current Ratio* minimal sebesar 1 kali berlaku sejak tahun 2024.

Pada tanggal 31 Desember 2023 dan 2022, Perusahaan telah memenuhi seluruh persyaratan pinjaman tersebut di atas seperti disebutkan dalam perjanjian kredit.

Entitas Anak

23. BANK LOAN (continued)

b. Long-Term Bank Loans (continued)

The Company (continued)

Loan restructuring (continued)

The Company is required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time since 2023;
- *Debt Equity Ratio (DER)* maximum of 5 times for the year 2022-2024 and maximum of 3 times since 2025;
- *Current Ratio* minimum of 1 time since 2024.

As of December 31, 2023 and 2022, the Company has complied with all of the covenants of the above-mentioned as stipulated in the respective loan agreements.

Subsidiaries

Kreditur/ Lenders	Fasilitas/ Facility	Tanggal efektif pinjaman/ Effective loan date	Jadwal pelunasan/ Repayment schedule	Jaminan/ Security	Tingkat bunga/ Interest rate
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Pinjaman kredit fasilitas sebesar Rp185.000.000/ <i>credit term loan amounting to Rp185,000,000.</i>	11 Desember 2014/ <i>December 11, 2014</i>	28 Mei 2024/ <i>May 28, 2024</i>	Beberapa aset tetap berupa peralatan/ <i>Secured by several fixed assets, such as equipment</i>	10% per tahun/ <i>10% per annum</i>
PT Bank Syariah Indonesia Tbk ("BSI")	Pembiayaan musyarakah/ <i>Musyarakah financing</i>	7 November 2014/ <i>November 7, 2014</i>	20 Juni 2026/ <i>June 20, 2026</i>	Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000/ <i>The entire financing facilities are guaranteed by all investment objects financed by the bank and APS trade receivables to the Bank amounting to Rp50,000,000</i>	7,50% - 13% per tahun/ <i>7.50% - 13% per annum</i>

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23. UTANG BANK (lanjutan)

23. BANK LOAN (continued)

b. Utang Bank Jangka Panjang (lanjutan)

b. Long-term Bank Loans (continued)

Entitas Anak (lanjutan)

Subsidiaries (continued)

Kreditur/ Lenders	Persyaratan rasio keuangan/ Financial ratio covenant	Status per 31 Desember 2023/ Status as of December 31, 2023
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	<ul style="list-style-type: none"> - Rasio lancar minimal sebesar 1 kali/ <i>current ratio minimum of 1 time.</i> - <i>Debt Service Coverage Ratio</i> minimal 1 kali dihitung mulai 1 Januari 2023/ <i>Debt Service Coverage ratio at minimum 1 times applies from January 1, 2023.</i> - <i>Debt to Equity</i> rasio maksimal 2,5 kali/ <i>Debt to Equity ratio maximum 2.5 times.</i> 	Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ <i>the Company has complied with all covenant stated in all of its long-term bank loan agreements.</i>
PT Bank Syariah Indonesia Tbk ("BSI")	<ul style="list-style-type: none"> - Rasio lancar minimal sebesar 1 kali/ <i>current ratio minimum of 1 time.</i> - <i>Debt Service Coverage Ratio</i> minimal 1 kali dihitung mulai 1 Januari 2023/ <i>Debt Service Coverage ratio at minimum 1 times applies from January 1, 2023.</i> - <i>Debt to Equity Ratio</i> maksimum 3 kali/ <i>Debt to Equity ratio maximum 3 times.</i> 	Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ <i>the Company has complied with all covenant stated in all of its long-term bank loan agreements.</i>

Tujuan dari pinjaman-pinjaman di atas adalah untuk modal kerja Perusahaan dan entitas anak terkait.

The purpose of the above loans is for working capitals of the Company and subsidiaries.

BNI

BNI

Penarikan fasilitas pinjaman ini telah dilakukan beberapa kali oleh APS, antara lain sebagai berikut:

Withdrawal of this loan facility has been made several times by APS, which are as follows:

Kreditur/ Lenders	Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit	Jadwal Pelunasan/ Schedule of Repayments	Pembayaran Tahun Berjalan/ Repayments for the Current Year	Jumlah/ Amount	
				2023	2022
<i>Pinjaman untuk Modal Kerja/ Loans for Working Capital</i>					
BNI V	35.800.000	April 2023/ April 2023	-	-	4.287.131
BNI VI	29.431.000	Agustus 2023/ August 2023	-	-	2.799.590

APS telah melunasi fasilitas pinjaman kepada BNI pada 31 Agustus 2022.

APS has fully paid the loan facility to BNI on August 31, 2022.

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**b. Utang Bank Jangka Panjang (lanjutan)
Entitas Anak (lanjutan)**

BSI

<u>Kreditur/ Lenders</u>	<u>Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit</u>	<u>Jadwal Pelunasan/ Schedule of Repayments</u>
<u>Fasilitas pembiayaan Murabahah / Financing facility of the Murabahah</u>		
BSI I	3.575.200	November 2024/ November 2024
BSI II	3.650.000	November 2025/ November 2025
BSI III	1.800.000	Agustus 2026/ August 2026
BSI IV	112.512.000	Mei 2024/ May 2024
BSI V	15.949.000	Mei 2024/ May 2024
BNI VI	7.762.000	Mei 2024/ May 2024

Fasilitas pembiayaan Musyarakah Mutanaqishah /
Financing facility of the Musyarakah Mutanaqishah

BSI VII	2.109.000	Mei 2024/ May 2024
BSI VIII	3.708.000	Juli 2024/ July 2024
BSI X	23.551.000	Juli 2024/ July 2024
BSI XI	5.283.000	Oktober 2024/ October 2024
BSI XII	8.944.000	Januari 2025/ January 2025
BSI XIV	27.807.000	Juli 2024/ July 2024
BSI XV	1.115.000	April 2023/ April 2023
BSI XVI	2.775.000	Januari 2025/ January 2025
BSI XVII	19.267.000	Februari 2025/ February 2025
BSI XVIII	14.602.000	April 2025/ April 2025
BSI XIX	9.775.000	Oktober 2024/ October 2024
BSI XX	1.358.000	April 2025/ April 2025
BSI XXI	2.152.000	Februari 2025/ February 2025
BSI XXII	2.361.000	Juni 2024/ June 2024

Jaminan

Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000.

23. BANK LOAN (continued)

**b. Long-term Bank Loans (continued)
Subsidiaries (continued)**

BSI

<u>Pembayaran Tahun Berjalan/ Repayments for the Current Year</u>	<u>Jumlah/ Amount</u>	
	<u>2023</u>	<u>2022</u>

530.861	550.755	1.081.616
468.828	1.071.208	1.540.036
210.468	694.594	905.062
5.893.011	51.858.501	57.751.512
1.215.969	10.700.532	11.916.501
32.245	283.761	316.006
57.596	506.843	564.439
290.022	2.552.191	2.842.213
1.866.340	16.423.787	18.290.127
327.875	2.885.299	3.213.174
5.910.366	-	5.910.366
2.194.015	19.307.331	21.501.346
4.491	39.520	44.011
187.120	1.646.653	1.833.773
1.334.345	11.742.239	13.076.584
1.064.368	9.366.436	10.430.804
725.484	6.384.257	7.109.741
106.066	933.379	1.039.445
165.544	1.456.785	1.622.329
170.710	1.502.249	1.672.959

Collateral

This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50,000,000.

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24. UTANG OBLIGASI DAN SUKUK

Rincian jumlah utang obligasi dan sukuk adalah sebagai berikut:

24. BONDS PAYABLE AND SUKUK

The details of the bonds payable and sukuk are as follows:

		31 Desember/December 31,		
		2023	2022	
Utang obligasi		2.604.900.000	2.993.900.000	Bonds payable
Utang sukuk		2.133.000.000	728.000.000	Sukuk payable
Biaya pinjaman yang belum diamortisasi		(8.415.668)	(7.276.987)	Unamortized cost of loans
Total		4.729.484.332	3.714.623.013	Total
		31 Desember/December 31,		
		2023	2022	
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun		487.500.000	444.000.000	Current maturities of long-term liabilities
Liabilitas jangka panjang setelah dikurangi bagian jatuh tempo dalam waktu satu tahun		4.241.984.332	3.270.623.013	Long term liabilities - net of current maturities
Total		4.729.484.332	3.714.623.013	Total
		31 Desember/December 31,		
		2023	2022	
Mutasi biaya pinjaman yang belum diamortisasi:				The movements in the unamortized cost of loans:
Saldo awal		7.276.987	9.219.812	Beginning balance
Penambahan		3.122.504	-	Additions
Biaya amortisasi tahun berjalan				Current year amortized cost
Obligasi		(1.354.722)	(1.284.216)	Bonds
Sukuk		(629.101)	(658.609)	Sukuk
Saldo akhir		8.415.668	7.276.987	Ending balance

a. Obligasi dan Sukuk Ijarah 2016

Pada tanggal 10 November 2016, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Angkasa Pura I Tahun 2016 dengan rincian sebagai berikut:

a. Bonds Payable and Sukuk Ijarah 2016

On November 10, 2016, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2016 with detail as follows:

Obligasi/Bonds				
	Nominal/ Amount	Bunga per Tahun/ Interest per Annum	Jangka Waktu / Periods	
Seri A	622.000.000	8,10 %	5 tahun/years	Seri A
Seri B	389.000.000	8,40 %	7 tahun/years	Seri B
Seri C	1.489.000.000	8,55 %	10 tahun/years	Seri C
Total	2.500.000.000			Total

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(lanjutan)**

**24. BONDS PAYABLE AND SUKUK IJARAH
(continued)**

a. Obligasi dan Sukuk Ijarah 2016 (lanjutan)

**a. Bonds Payable and Sukuk Ijarah 2016
(continued)**

Sukuk Ijarah/Sukuk ijarah

	Nominal/ Amount	Imbalan per Tahun/ Benefit per Annum	Jangka Waktu/ Periods	
Seri A	268.000.000	21.708.000	5 tahun/years	Seri A
Seri B	55.000.000	4.620.000	7 tahun/years	Seri B
Seri C	177.000.000	15.133.500	10 tahun/years	Seri C
Total	500.000.000	41.461.500		Total

Berdasarkan perjanjian dengan PT Bank Mega Tbk. selaku Wali Amanat utang obligasi dan utang sukuk ijarah, 75% dana yang diperoleh akan digunakan untuk pengembangan 5 (lima) bandara yaitu bandara baru Yogyakarta, Ahmad Yani - Semarang, Syamsudin Noor - Banjarmasin, Juanda - Surabaya dan Sultan Hasanuddin - Makassar.

Based on the agreement with PT Bank Mega Tbk. as Trustee for bonds payable and sukuk ijarah, 75% of fund received will be used for the development of 5 (five) new airports in Yogyakarta, Ahmad Yani - Semarang, Syamsudin Noor - Banjarmasin, Juanda - Surabaya and Sultan Hasanuddin - Makassar.

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan Perusahaan, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of the Company wealth, goods moveable or immovable, either existing or that will exist in the future.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

The Company is also required to maintain certain financial ratios during the bonds payable ratio as follows:

- Perbandingan aset lancar terhadap kewajiban lancar tidak kurang dari 1 kali.
- Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 3 kali.
- Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali.

- Ratio of current assets to current liabilities not less than 1 time.
- Ratio of total debt to total equity not more than 3 times.
- Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time.

Perusahaan tidak dapat memenuhi persyaratan tersebut pada tanggal 31 Desember 2022. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (a) dan (c) untuk periode tahun 2022 dan 2023, serta poin (b) untuk periode tahun 2022 sampai 2024.

The Company was unable to meet these requirements on December 31, 2022. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfillment of the financial covenants in 2022 and 2023 for point (a) and (c), and in 2022 until 2024 for point (b).

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(lanjutan)**

a. Obligasi dan Sukuk Ijarah 2016 (lanjutan)

Pada tanggal 31 Desember 2023, Perusahaan telah memenuhi seluruh persyaratan pinjaman tersebut di atas seperti disebutkan dalam perjanjian kredit.

Pada tanggal 20 November 2023, Perusahaan melakukan pembayaran obligasi dan sukuk seri B, masing-masing sebesar Rp389.000.000 dan Rp55.000.000.

Pada tanggal 20 Maret 2023, peringkat obligasi Perusahaan yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah.

b. Obligasi dan Sukuk Ijarah 2021

Pada tanggal 8 September 2021, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahun 2021 dengan rincian sebagai berikut:

Obligasi/Bonds

	Nominal/ Amount	Bunga per Tahun/ Interest per Annum	Jangka Waktu/ Periods	
Seri A	272.500.000	6,70 %	3 tahun/years	Seri A
Seri B	66.000.000	7,10 %	5 tahun/years	Seri B
Seri C	280.400.000	8,00 %	7 tahun/years	Seri C
Seri D	497.000.000	8,60 %	10 tahun/years	Seri D
Total	1.115.900.000			Total

Sukuk Ijarah/Sukuk ijarah

	Nominal/ Amount	Imbalan per Tahun/ Benefit per Annum	Jangka Waktu/ Periods	
Seri A	215.000.000	14.405.000	3 tahun/years	Seri A
Seri B	215.000.000	15.265.000	5 tahun/years	Seri B
Seri C	52.000.000	4.160.000	7 tahun/years	Seri C
Seri D	14.000.000	1.204.000	10 tahun/years	Seri D
Total	496.000.000	35.034.000		Total

**24. BONDS PAYABLE AND SUKUK IJARAH
(continued)**

**a. Bonds Payable and Sukuk Ijarah 2016
(continued)**

As of December 31, 2023, the Company has complied with all of the covenants of the above-mentioned as stipulated in the respective loan agreements.

On November 20, 2023, the Company has paid the bonds and sukuk series B of Rp389,000,000 and Rp55,000,000, respectively.

On March 20, 2023, the Company's bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

b. Bonds Payable and Sukuk Ijarah 2021

On September 8, 2021, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2021 with detail as follows:

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(lanjutan)**

b. Obligasi dan Sukuk Ijarah 2021 (lanjutan)

Berdasarkan perjanjian dengan PT Bank Mega Tbk. selaku Wali Amanat utang obligasi dan sukuk ijarah, bahwa dana sebesar Rp622.000.000 dan Rp199.900.205 akan digunakan untuk melunasi surat utang Obligasi Seri A 2016, dana sisa hasil penawaran umum obligasi sebanyak 73% akan digunakan untuk investasi antara lain *overlay* landasan pacu, penggantian peralatan, renovasi terminal beserta fasilitas penunjang, dan lain-lain. Sedangkan sebanyak 27% digunakan untuk modal kerja.

Berdasarkan perjanjian dengan PT Bank Mega Tbk. selaku Wali Amanat utang obligasi dana sebesar Rp199.950.205 akan digunakan untuk melunasi sebagian pokok utang Pinjaman Kredit Sindikasi 2016.

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan Perusahaan, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- a) Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 5 kali.
- b) Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali yang dimulai pada tahun 2022.

Pada tanggal 31 Desember 2023, Perusahaan telah memenuhi seluruh persyaratan pinjaman tersebut di atas seperti disebutkan dalam perjanjian kredit.

Perusahaan tidak dapat memenuhi persyaratan poin (b) pada tanggal 31 Desember 2022. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (b) untuk periode tahun 2022 dan 2023.

**24. BONDS PAYABLE AND SUKUK IJARAH
(continued)**

**b. Bonds Payable and Sukuk Ijarah 2021
(continued)**

Based on the agreement with PT Bank Mega Tbk. as Trustee for bonds payable and sukuk ijarah, Rp622,000,000 and Rp199,900,205 of funds will be used to pay off the 2016 Series A Bonds, the remaining 73% proceeds from the public offering of bonds will be used for investments including runway overlay, equipment replacement, terminal renovation and supporting facilities, and others. Meanwhile, 27% is used for working capital.

Based on the agreement with PT Bank Mega Tbk. as Trustee for bonds payable, Rp199,950,205 of funds will be used to pay off part of the principal debt of the 2016 Syndicated Credit Loans.

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of the Company wealth, goods moveable or immovable, either existing or that will exist in the future.

The Company is also required to maintain certain financial ratios during the bonds payable ratio as follows:

- a) *Ratio of total debt to total equity not more than 5 times.*
- b) *Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time starting from 2022.*

As of December 31, 2023, the Company has complied with all of the covenants of the above-mentioned as stipulated in the respective loan agreements.

The Company was unable to meet requirement for point (b) on December 31, 2022. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenants in 2022 and 2023 for point (b).

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(lanjutan)**

c. Sukuk Wakalah 2023

Pada tanggal 20 Maret 2023, peringkat obligasi Perusahaan yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah.

Pada tanggal 27 Desember 2023, Perusahaan telah melakukan Penandatanganan Perjanjian Penerbitan dan Agen Pemantau Sukuk Wakalah Bi Al-Istitsmar Jangka Panjang yang dilakukan tanpa melalui Penawaran Umum Angkasa Pura I Tahun 2023 dengan Dana Modal Investasi Sukuk Wakalah sebesar Rp1.460.000.000 (berjangka waktu 9 tahun 10 bulan sejak tanggal penerbitan).

Pembayaran kembali Dana Modal Investasi Sukuk Wakalah dan Imbal Hasil Wakalah Terakhir akan dilakukan pada tanggal pembayaran kembali Dana Modal Investasi Sukuk Wakalah, sedangkan pembayaran Imbal Hasil Wakalah akan dibayarkan setiap tahunnya sampai dengan tanggal jatuh tempo.

Pemegang Sukuk Wakalah yang diwakili oleh Agen Pemantau memberikan kuasa dan menunjuk Perusahaan sebagai kuasa dari Pemegang Sukuk Wakalah untuk mengelola dana yang diperoleh dari hasil penerbitan Sukuk Wakalah dengan melakukan kegiatan investasi yang akan dilakukan dengan akad Ijarah.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- a) Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 5 kali.
- b) Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali yang dimulai pada tahun 2023.

Pada tanggal 31 Desember 2023, Perusahaan telah memenuhi seluruh persyaratan pinjaman tersebut di atas seperti disebutkan dalam perjanjian kredit.

**24. BONDS PAYABLE AND SUKUK IJARAH
(continued)**

c. Sukuk Wakalah 2023

On March 20, 2023, The Company's bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

On December 27, 2023, the Company has signed a Long-Term Wakalah Bi Al-Istitsmar Sukuk Issuance and Monitoring Agent Agreement, carried out without going through the Public Offering of Angkasa Pura I in 2023, with an Investment Capital Sukuk Wakalah amounting to Rp1,460,000,000 (with a maturity period of 9 years and 10 months from the issuance date).

The repayment of the Investment Capital of the Sukuk Wakalah and the final Wakalah Profit Share will be made on the date of the Investment Capital repayment of the Sukuk Wakalah, while the Wakalah Profit Share will be paid annually until the maturity date.

The Sukuk Wakalah holders, represented by the Monitoring Agent, authorize and appoint the Company as the agent of the Wakalah Sukuk holders to manage the funds obtained from the issuance of the Wakalah Sukuk through engaging in investment activities conducted under the Ijarah contract.

The Company is also required to maintain certain financial ratios during the bonds payable ratio as follows:

- a) Ratio of total debt to total equity not more than 5 times.
- b) Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time starting from 2023.

As of December 31, 2023, the Company has complied with all of the covenants of the above-mentioned as stipulated in the respective loan agreements.

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25. UTANG JANGKA PANJANG LAINNYA

	31 Desember/December 31,	
	2023	2022
Utang jangka panjang lainnya:		
Utang bunga ditangguhkan (Catatan 23)	1.361.420.961	649.002.768
Utang SKBDN	385.214.552	-
Utang konstruksi (Catatan 44h)	-	265.765.757
Jaminan pelanggan	316.519.743	258.901.225
Pendapatan diterima di muka	131.463.397	151.504.319
Jaminan usaha pemasok	974.300	1.465.396
Lainnya	-	11.377.488
Total	2.195.592.953	1.338.016.953

Utang jaminan pelanggan terutama merupakan jaminan yang diterima Perusahaan dari para penyewa atas fasilitas pendukung bandara. Utang jaminan tersebut akan dibayar kembali kepada penyewa apabila hubungan sewa menyewa dan pemakaian fasilitas berakhir.

Utang jangka panjang lainnya - pendapatan diterima di muka merupakan pendapatan yang diterima di muka Perusahaan dari PT Duta Paramindo Sejahtera (DPS) atas penyerahan penggunaan tanah dengan hak pengelolaan seluas 129.216 m² milik Perusahaan yang terletak di Jalan Pramukasari, Kelurahan Rawasari, Kecamatan Cempaka Putih - Jakarta Pusat. Tanah tersebut akan digunakan untuk pembangunan rumah susun sederhana milik (rusunami) berdasarkan perjanjian antara Perusahaan dan DPS tanggal 21 Oktober 2009 dengan jangka waktu perjanjian 30 tahun dan dapat diperpanjang untuk jangka waktu tambahan selama 20 tahun. Atas penyerahan penggunaan tanah dengan hak pengelolaan tersebut, Perusahaan menerima uang penggantian dari DPS sebesar Rp173.407.872 (termasuk PPN).

26. LIABILITAS IMBALAN KERJA KARYAWAN

Liabilitas imbalan kerja jangka pendek

Rincian liabilitas imbalan kerja jangka pendek terdiri dari:

	31 Desember/December 31,	
	2023	2022
Entitas anak		
Liabilitas imbalan kerja		
Jangka pendek (PP35/2021)	28.850.944	17.722.473
Total	28.850.944	17.722.473

25. OTHER LONG-TERM LIABILITIES

*Other long-term liabilities:
Deferred interest expense (Note 23)
SKBDN debt
Construction debt (Note 44h)
Customer deposit
Unearned revenue
Vendor deposit
Others*

Customer deposit mainly represents deposit received from the tenant on the airport support facilities. Customer deposit will be paid back to the tenant when the lease relationship and the use of the facility expires.

Other long-term liabilities - unearned revenue represents unearned revenue of the Company from PT Duta Paramindo Sejahtera (DPS) due to handover of land with use management rights of 129,216 m² owned by the Company located on Jalan Pramukasari, Rawasari Village, Cempaka Putih District - Central Jakarta. The land will be used for the construction of simple flats belonging (rusunami) based on the agreement between the Company and DPS on October 21, 2009 with term of the agreement being 30 years and can be extended for an additional period of 20 years. For the handover of land with use management rights, the Company received compensation from DPS amounting to Rp173,407,872 (including VAT).

26. EMPLOYEE BENEFITS LIABILITIES

Short-term employee benefit liabilities

The detail of short-term employee benefit liabilities consist of:

*Subsidiaries
Short term employee benefits liability (PP35/2021)*

Total

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

Liabilitas imbalan kerja jangka panjang

Perusahaan menunjuk aktuaris independen, untuk melakukan perhitungan aktuarial liabilitas imbalan kerja karyawan yang terdiri dari program tunjangan hari tua, tunjangan perumahan, penghargaan pengabdian, kesehatan pensiun, dana pensiun, masa persiapan pensiun, dan uang pesangon.

Liabilitas imbalan kerja karyawan pada tanggal 31 Desember 2023 dan 2022 dihitung dengan menggunakan metode *projected-unit-credit* oleh aktuaris independen masing-masing Kantor Konsultan PT Milliman Indonesia dan Enny Diah Awal, berdasarkan laporannya masing-masing pada tanggal 22 Maret 2024 dan 29 Maret 2023.

	31 Desember/December 31,	
	2023	2022
<u>Perusahaan</u>		
Dana pensiun	334.881.145	439.826.497
Tunjangan hari tua	149.947.816	135.723.357
Penghargaan pengabdian	63.304.647	56.107.104
Uang pesangon	55.526.524	95.876.398
Tunjangan perumahan	32.726.339	30.923.321
Masa persiapan pensiun	3.025.766	1.155.252
Kesehatan pensiun	-	-
Subtotal	639.412.237	759.611.929
Entitas anak	80.196.603	52.381.567
Total	719.608.840	811.993.496

a. Tunjangan Hari Tua

Tunjangan hari tua diberikan kepada karyawan yang diberhentikan dan janda/duda dari karyawan yang meninggal dunia. Program tunjangan hari tua ini dikelola oleh Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I).

Asumsi-asumsi signifikan yang digunakan dalam perhitungan tersebut adalah sebagai berikut:

	2023	2022
Tabel mortalitas	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019	Mortality table
Tingkat diskonto	6,60% per tahun/year	7,20% per tahun/year
Tingkat kenaikan Penghasilan Dasar Tunjangan Hari Tua (PhDTHT)	3,00% per tahun/ year	Basic Income Retirement Allowance (PhDTHT) increase
Tingkat kecacatan	10% dari tabel mortalitas	Percentage of disability
Usia pensiun maksimum	56 tahun/years	Maximum pension age
Tingkat pengunduran diri	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5.00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years	Resignation rate

26. EMPLOYEE BENEFITS LIABILITIES (continued)

Long-term employee benefit liabilities

The Company has appointed an independent actuary, to conduct the actuarial calculation of employee benefits liabilities consisting of retirement allowance, housing allowance, employee appreciation, retirement health, pension fund, retirement preparation and severance pay.

The employee benefits liabilities as of December 31, 2023 and 2022 were calculated using the projected-unit-credit method by each independent actuaries PT Milliman Indonesia and Enny Diah Awal, based on its reports dated March 22, 2024 and March 29, 2023, respectively.

	The Company
	Pension fund
	Retirement allowance
	Employee appreciation
	Severance pay
	Housing allowance
	Retirement preparation
	Retirement health
Subtotal	Subtotal
Entitas anak	Subsidiaries
Total	Total

a. Retirement Allowance

Retirement allowance are given to employees who are dismissed and to widows/widowers of employees who passed away. Retirement allowance is managed by the Angkasa Pura I Employee Welfare Foundation (YAKKAP I).

The significant assumptions used in calculations are as follows:

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

a. Tunjangan Hari Tua (lanjutan)

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2023 dan 2022 adalah:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas	614.385.659	575.379.801	Present value of liabilities
Nilai wajar aset program	(464.437.843)	(439.656.444)	Fair value of plan assets
Defisit	149.947.816	135.723.357	Deficit
Liabilitas yang diakui	149.947.816	135.723.357	Recognized liabilities

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas awal tahun	575.379.801	535.365.730	Present value of liabilities beginning of year
Biaya jasa kini	34.378.889	27.282.708	Current service cost
Biaya bunga	38.285.006	36.646.509	Interest cost
Keuntungan aktuarial	46.736.031	21.487.470	Actuarial gain
Iuran peserta program	7.214.866	7.370.269	Plan participant's contributions
Pembayaran imbalan	(87.608.934)	(52.772.885)	Benefits paid
Nilai kini liabilitas akhir tahun	614.385.659	575.379.801	Present value of liabilities end of year

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
Nilai wajar aset program awal tahun	439.656.444	441.532.990	Fair value of plan assets beginning of year
Iuran pemberi kerja	82.384.217	39.683.009	Employer's contributions
Imbal hasil aset program	31.726.909	31.584.469	Return on plan assets
Iuran peserta program	7.214.866	7.370.269	Plan participant's contributions
Keuntungan aktuarial	(8.935.659)	(27.741.408)	Actuarial gain
Pembayaran imbalan	(87.608.934)	(52.772.885)	Benefit paid
Nilai wajar aset program akhir tahun	464.437.843	439.656.444	Fair value of plan assets end of year

26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Retirement Allowance (continued)

The present value of liabilities and fair value of plan assets as of December 31, 2023 and 2022 are as follows:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

a. Tunjangan Hari Tua (lanjutan)

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2023	2022
Biaya bunga	38.285.006	36.646.509
Biaya jasa kini	34.378.889	27.282.708
Ekspektasi hasil program	(31.726.909)	(31.584.469)
Total	40.936.986	32.344.748

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Kerugian aktuarial	55.671.690	49.228.878
Jumlah pengukuran kembali awal tahun	31.099.914	(18.128.964)
Akumulasi jumlah pengukuran kembali	86.771.604	31.099.914

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Liabilitas awal tahun	135.723.357	93.832.740
Beban yang diakui dalam penghasilan komprehensif lain	55.671.690	49.228.878
Beban yang diakui dalam laba rugi	40.936.986	32.344.748
Pembayaran	(82.384.217)	(39.683.009)
Liabilitas akhir tahun	149.947.816	135.723.357

26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Retirement Allowance (continued)

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

Interest cost
Current service cost
Expectations plan assets
Total

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

Actuarial loss
Re-measurement amount beginning of year
Accumulated amount of re-measurements

The movements of the liabilities in the consolidated statement of financial position are as follows:

Liabilities beginning of year
Expense recognized in the other comprehensive income
Expense recognized in profit or loss
Contribution
Liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

a. Tunjangan Hari Tua (lanjutan)

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

Analisis sensitivitas

Nilai kini kewajiban imbalan pasti

Asumsi Tingkat Diskonto	
+ 1,00%	569.457.906
- 1,00%	665.964.615
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	675.726.484
- 1,00%	560.321.626

Komposisi pengelolaan dana atas aset ditempatkan adalah pada deposito berjangka, piutang pinjaman, reksadana, obligasi dan aset lainnya.

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

31 Desember/December 31,

	2023	2022
Dalam 12 bulan mendatang	54.812.451	61.675.575
Antara 1 - 2 tahun	40.269.529	66.864.527
Antara 2 - 5 tahun	171.498.048	186.813.763
Diatas 5 tahun	2.451.430.822	2.349.537.071
Total	2.718.010.850	2.664.890.936

b. Tunjangan Perumahan

Sesuai ketentuan Perusahaan, karyawan yang telah bekerja secara terus menerus di Perusahaan selama 20 tahun diberikan tunjangan perumahan.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas tunjangan perumahan adalah sebagai berikut:

	2023	2022
Tabel mortalitas	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019	
Tingkat diskonto	6,50% per tahun/year	6,70% per tahun/year
Tingkat kecacatan	10% dari tabel mortalitas	
Usia pensiun maksimum	56 tahun/years	
Tingkat pengunduran diri	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5,00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years	

26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Retirement Allowance (continued)

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

**Sensitivity analysis
PV defined benefits obligations**

Discount Rate Assumptions	+ 1.00%
	- 1.00%
Salary Increment Assumptions	+ 1.00%
	-1.00%

The composition of management of planned asset are on time deposits, loan receivables, mutual funds, bonds and other assets.

The following payments are expected contributions to the benefit obligation in future years:

Within the next 12 months
Between 1 - 2 years
Between 2 - 5 years
Beyond 5 years

b. Housing Allowance

Based on The Company's provisions, employees who have worked continuously for 20 years are given a housing allowance.

The actuarial assumptions used to determine housing allowance expenses and liabilities are as follows:

Mortality table

Discount rate

Percentage of disability

Maximum pension age

Resignation rate

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

26. EMPLOYEE BENEFITS LIABILITIES (continued)

b. Tunjangan Perumahan (lanjutan)

b. Housing Allowance (continued)

Nilai kini liabilitas pada tanggal 31 Desember
2023 dan 2022 adalah:

The present value of liabilities as of
December 31, 2023 and 2022 are as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas	32.726.339	30.923.321	Present value of liabilities
Liabilitas yang diakui	32.726.339	30.923.321	Recognized liabilities

Rekonsiliasi saldo awal dan akhir dari nilai kini
liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending
balance of present value of liabilities is as
follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas awal tahun	30.923.321	16.134.616	Present value of liabilities beginning of year
Kerugian aktuarial	3.420.769	13.413.534	Actuarial loss
Biaya jasa kini	3.686.567	3.528.451	Current service cost
Biaya bunga	2.148.332	947.960	Interest cost
Pembayaran imbalan	(7.452.650)	(3.101.240)	Benefits paid
Nilai kini liabilitas akhir tahun	32.726.339	30.923.321	Present value of liabilities end of year

Rincian beban yang diakui dalam laporan laba
rugi dan penghasilan komprehensif lain
konsolidasian adalah sebagai berikut:

The details of expenses recognized in the
consolidated statements of profit or loss and
other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya jasa kini	3.686.567	3.528.451	Current service cost
Biaya bunga	2.148.332	947.960	Interest cost
Kerugian aktuarial	3.420.769	13.413.534	Actuarial loss
Total	9.255.668	17.889.945	Total

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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b. Tunjangan Perumahan (lanjutan)

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31,	
	2023	2022
Liabilitas awal tahun	30.923.321	16.134.616
Beban yang diakui dalam laba rugi (Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	9.255.668	17.889.945
Pembayaran	(7.452.650)	(3.101.240)
Liabilitas akhir tahun	32.726.339	30.923.321

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

Analisis sensitivitas

Nilai kini kewajiban imbalan pasti
Asumsi Tingkat Diskonto
+ 1,00%
- 1,00%
Asumsi Tingkat Kenaikan Gaji
+ 1,00%
- 1,00%

31.465.397
34.070.992

-
-

26. EMPLOYEE BENEFITS LIABILITIES (continued)

b. Housing Allowance (continued)

The movements of the liabilities in the consolidated statement of financial position are as follows:

*Liabilities beginning of year
Expense recognized in profit or loss
(Gain) expense recognized in
the other comprehensive income
Contribution

Liabilities end of year*

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

Sensitivity analysis

*PV defined benefits obligations
Discount Rate Assumptions
+ 1.00%
- 1.00%
Salary Increment Assumptions
+ 1.00%
- 1.00%*

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefit obligation in future years:

	31 Desember/December 31,		
	2023	2022	
Dalam 12 bulan mendatang	2.698.373	8.426.852	<i>Within the next 12 months</i>
Antara 1 - 2 tahun	2.497.537	2.272.592	<i>Between 1 - 2 years</i>
Antara 2 - 5 tahun	21.324.392	13.177.392	<i>Between 2 - 5 years</i>
Diatas 5 tahun	43.765.559	41.740.784	<i>Beyond 5 years</i>
Total	70.285.861	65.617.620	Total

c. Penghargaan Pengabdian

Penghargaan pengabdian diberikan kepada pegawai yang mengabdikan terus menerus selama sekurang-kurangnya 25 tahun di Perusahaan termasuk masa kerja pada masa penugasan di luar Perusahaan yang diakui sebagai bagian dari pola karir serta pegawai yang mengakhiri masa tugas dan diberhentikan dengan hormat karena mencapai batas usia pensiun normal atau meninggal dunia.

c. Employee Appreciation

Employee appreciation are given to employees who serve continuously for at least 25 years in the Company including the service period during outside assignments that are recognized as part of the career pattern and employees who end their term of service and are honorably terminated because they reach the normal retirement age or passed away.

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Penghargaan Pengabdian (lanjutan)

c. Employee Appreciation (continued)

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas penghargaan pengabdian adalah sebagai berikut:

The actuarial assumptions used to determine employee appreciation expenses and liabilities are as follows:

	2023	2022	
Tabel mortalitas	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019		Mortality table
Tingkat diskonto	6,60% per tahun/year	7,40% per tahun/year	Discount rate
Tingkat kenaikan emas	6,00% per tahun/year	10,00% per tahun/year	Gold increase rate
Tingkat kenaikan gaji	8,00% per tahun/ year		Salary increase rate
Tingkat kecacatan	10% dari tabel mortalitas		Percentage of disability
Usia pensiun maksimum	56 tahun/years		Maximum pension age
Tingkat pengunduran diri	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5.00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years		Resignation rate

Nilai kini liabilitas pada tanggal 31 Desember 2023 dan 2022 adalah:

The present value of liabilities as of December 31, 2023 and 2022 are as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas	63.304.647	56.107.104	Present value of liabilities
Liabilitas yang diakui	63.304.647	56.107.104	Recognized liabilities

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas awal tahun	56.107.104	71.953.008	Present value of liabilities beginning of year
Biaya jasa kini	5.663.279	5.243.584	Current service cost
Biaya jasa lalu	3.492.175	-	Past service cost
Biaya bunga	4.881.858	4.927.744	Interest cost
Pembayaran imbalan	(2.481.870)	(7.024.243)	Benefits paid
Keuntungan aktuarial	(4.357.899)	(18.992.989)	Actuarial gain
Nilai kini liabilitas akhir tahun	63.304.647	56.107.104	Present value of liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

26. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Penghargaan Pengabdian (lanjutan)

c. Employee Appreciation (continued)

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya jasa kini	5.663.279	5.243.584	Current service cost
Biaya jasa lalu	3.492.175	-	Past service cost
Biaya bunga	4.881.858	4.927.744	Interest cost
Keuntungan aktuarial	(4.357.899)	(18.992.989)	Actuarial gain
Total	9.679.413	(8.821.661)	Total

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,		
	2023	2022	
Liabilitas awal tahun	56.107.104	71.953.008	Liabilities beginning of year
Beban yang diakui dalam laba rugi	14.037.312	10.171.328	Expense recognized in profit or loss
Pembayaran	(2.481.870)	(7.024.243)	Contribution
Penghasilan yang diakui dalam penghasilan komprehensif lain	(4.357.899)	(18.992.989)	Income recognized in the other comprehensive income
Liabilitas akhir tahun	63.304.647	56.107.104	Liabilities end of year

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

Analisis sensitivitas		Sensitivity analysis	
Nilai kini kewajiban imbalan pasti		PV defined benefits obligations	
Asumsi tingkat diskonto			Discount rate assumptions
+ 1,00%	57.464.833		+ 1.00%
- 1,00%	70.105.826		- 1.00%
Asumsi tingkat kenaikan gaji			Salary increment assumptions
+ 1,00%	70.400.349		+ 1.00%
- 1,00%	57.085.519		-1.00%

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Penghargaan Pengabdian (lanjutan)

c. Employee Appreciation (continued)

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefit obligation in future years:

31 Desember/December 31,

	2023	2022	
Dalam 12 bulan mendatang	4.707.357	3.094.835	Within the next 12 months
Antara 1 - 2 tahun	1.414.017	4.626.786	Between 1 - 2 years
Antara 2 - 5 tahun	8.590.614	7.107.424	Between 2 - 5 years
Diatas 5 tahun	322.152.005	515.761.595	Beyond 5 years
Total	336.863.993	530.590.640	Total

d. Kesehatan Pensiun

d. Pension Health

Kesehatan pensiun diberikan kepada pegawai pada masa pensiun meliputi pegawai yang bersangkutan bersama istri/suami dan anak yang sah yang tercantum dalam Surat Keputusan Pensiun. Manfaat yang diterima peserta berupa premi BPJS dan bantuan penggantian rawat inap dalam jumlah tertentu. Program kesehatan pensiun ini dikelola oleh Yayasan Kesejahteraan karyawan Angkasa Pura I (YAKKAP I).

Pension health is given to employees in retirement including the employee concerned with his/her wife/husband and legitimate children listed in the Pension Decree. The benefits received by participants were in the form of BPJS premiums and assistance in hospitalization reimbursement at certain amount. This pension health program is managed by the Angkasa Pura I Employee Welfare Foundation (YAKKAP I).

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas kesehatan pensiun adalah sebagai berikut:

The actuarial assumptions used to determine pension health expenses and liabilities are as follows:

	2023	2022	
Tabel mortalitas	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019		Mortality table
Tingkat diskonto	6,80% per tahun/year	7,40% per tahun/year	Discount rate
Tingkat kenaikan gaji	8,00% per tahun/year		Salary increase rate
Tingkat kecacatan	10% dari tabel mortalitas		Percentage of disability
Usia pensiun maksimum	56 tahun/years		Maximum pension age
Tingkat pengunduran diri	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5,00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years		Resignation rate

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2023 dan 2022 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2023 and 2022 are as follows:

	2023	2022	
Nilai kini liabilitas	374.967.404	345.635.844	Present value of liabilities
Nilai wajar aset program	(412.010.927)	(392.205.561)	Fair value of plan assets
Defisit	(37.043.523)	(46.569.717)	Deficit
Batas atas aset	37.043.523	46.569.717	Limit over asset
Liabilitas yang diakui	-	-	Recognized liabilities

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

d. Kesehatan Pensiun (lanjutan)

d. Pension Health (continued)

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas awal tahun	345.635.844	541.623.320	Present value of liabilities beginning of year
Biaya bunga	25.278.690	40.914.636	Interest cost
Biaya jasa kini	8.603.404	8.709.376	Current service cost
Iuran peserta program	3.583.768	4.102.000	Plan participant's contributions
Pembayaran imbalan	(8.063.856)	(6.545.699)	Benefits paid
Keuntungan aktuarial	(70.446)	(243.167.789)	Actuarial gain
Nilai kini liabilitas akhir tahun	374.967.404	345.635.844	Present value of liabilities end of year

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai wajar aset program awal tahun	392.205.561	388.766.400	Fair value of plan assets beginning of year
Imbal hasil aset program	28.857.448	29.453.386	Return on plan assets
Iuran peserta program	3.583.768	4.102.000	Plan participant's contributions
Pembayaran imbalan	(8.063.856)	(6.545.700)	Benefit paid
Keuntungan aktuarial	(4.571.994)	(23.570.525)	Actuarial gain
Nilai wajar aset program akhir tahun	412.010.927	392.205.561	Fair value of plan assets end of year

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya bunga	25.278.690	40.914.636	Interest cost
Biaya jasa kini	8.603.404	8.709.376	Current service cost
Bunga atas dampak batas atas aset Ekspektasi hasil program	3.446.159 (28.857.448)	- (29.453.386)	Interest on the upper limit impact of assets Expectations plan assets
Total	8.470.805	20.170.626	Total

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

d. Kesehatan Pensiun (lanjutan)

d. Pension Health (continued)

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	31 Desember/December 31,		
	2023	2022	
Jumlah pengukuran kembali awal tahun	(73.950.410)	99.077.136	Re-measurement amount beginning of year
Kerugian aktuarial	(8.470.805)	(173.027.546)	Actuarial loss
Akumulasi jumlah pengukuran kembali	(82.421.215)	(73.950.410)	Accumulated amount of re-measurements

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,		
	2023	2022	
Liabilitas awal tahun	-	152.856.920	Liabilities beginning of year
Beban yang diakui dalam laba rugi	8.470.805	20.170.626	Expense recognized in profit or loss
Beban yang diakui dalam penghasilan komprehensif lain	(8.470.805)	(173.027.546)	Expense recognized in the other comprehensive income
Liabilitas akhir tahun	-	-	Liabilities end of year

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

Analisis sensitivitas Nilai kini kewajiban imbalan pasti		Sensitivity analysis PV defined benefits obligations	
		Discount rate assumptions	
Asumsi tingkat diskonto			
+ 1,00%	316.577.350	+ 1.00%	
- 1,00%	452.484.261	- 1.00%	
Asumsi tingkat kenaikan gaji			Salary increment assumptions
+ 1,00%	395.548.427	+ 1.00%	
- 1,00%	357.330.665	- 1.00%	

Komposisi penempatan aset program adalah sebagai berikut:

The composition of placement of plan assets is as follows:

	31 Desember 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022	
Instrumen Obligasi	35,1%	20,5%	Bond Instrument
Deposito	42,2%	58,2%	Deposits
Reksadana	2,2%	3,5%	Mutual Fund
Properti	6,1%	4,2%	Property
Lain-lain	14,4%	13,6%	Others
Jumlah	100,00%	100,00%	Total

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

e. Program Dana Pensiun

e. Pension Fund Program

Program dana pensiun ini dikelola oleh Dana Pensiun Angkasa Pura I.

The pension fund program is managed by Dana Pensiun Angkasa Pura I.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas dana pensiun adalah sebagai berikut:

The actuarial assumptions used to determine pension fund expenses and liabilities are as follows:

	<u>2023</u>	<u>2022</u>	
Tabel mortalitas :	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019	:	Mortality table
Tingkat diskonto :	6,60% per tahun/year	7,20% per tahun/year	Discount rate
Tingkat kenaikan Penghasilan Dasar Tunjangan Hari Tua (PhDTHT) :	3,00% per tahun/ year	:	Basic Income Retirement Allowance (PhDTHT) increase
Tingkat kecacatan :	10% dari tabel mortalitas	:	Percentage of disability
Usia pensiun maksimum :	56 tahun/years	:	Maximum pension age
Tingkat pengunduran diri :	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5.00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years	:	Resignation rate

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2023 dan 2022 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2023 and 2022 are as follows:

	<u>31 Desember/December 31,</u>		
	<u>2023</u>	<u>2022</u>	
Nilai kini liabilitas	1.505.530.117	1.409.870.234	Present value of liabilities
Nilai wajar aset program	(1.170.648.972)	(970.043.737)	Fair value of plan assets
Liabilitas yang diakui	334.881.145	439.826.497	Recognized liabilities

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	<u>31 Desember/December 31,</u>		
	<u>2023</u>	<u>2022</u>	
Nilai kini liabilitas awal tahun	1.409.870.234	1.357.278.979	Present value of liabilities beginning of year
Biaya bunga	97.641.417	97.811.709	Interest cost
Kerugian aktuarial	92.002.145	49.850.655	Actuarial loss
Biaya jasa kini	11.485.496	9.051.666	Current service cost
Iuran peserta program	2.009.704	2.122.955	Plan participant's contributions
Pembayaran imbalan	(107.478.879)	(106.245.730)	Benefits paid
Nilai kini liabilitas akhir tahun	1.505.530.117	1.409.870.234	Present value of liabilities end of year

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

e. Program Dana Pensiun (lanjutan)

e. Pension Fund Program (continued)

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai wajar aset program awal tahun	970.043.737	824.276.570	Fair value of plan assets beginning of year
luran pemberi kerja	257.364.399	131.620.438	Employer's contributions
Imbal hasil aset program	75.311.377	62.851.905	Return on plan assets
Kerugian aktuarial	(26.601.366)	55.417.598	Actuarial loss
luran peserta program	2.009.704	2.122.956	Plan participant's contributions
Pembayaran imbalan	(107.478.879)	(106.245.730)	Benefit paid
Nilai wajar aset program akhir tahun	1.170.648.972	970.043.737	Fair value of plan assets end of year

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya bunga	97.641.417	97.811.709	Interest cost
Biaya jasa kini	11.485.496	9.051.666	Current service cost
Ekspektasi hasil program	(75.311.377)	(62.851.905)	Expectations plan assets
Total	33.815.536	44.011.470	Total

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	31 Desember/December 31,		
	2023	2022	
Jumlah pengukuran kembali awal tahun	608.202.340	613.769.284	Re-measurement amount beginning of year
Kerugian aktuarial	118.603.511	(5.566.944)	Actuarial loss
Akumulasi jumlah pengukuran kembali	726.805.851	608.202.340	Accumulated amount of re-measurements

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

e. Program Dana Pensiun (lanjutan)

e. Pension Fund Program (continued)

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,		
	2023	2022	
Liabilitas awal tahun	439.826.497	533.002.409	Liabilities beginning of year
Beban yang diakui dalam laba rugi	33.815.536	44.011.470	Expense recognized in profit or loss
Beban yang diakui dalam penghasilan komprehensif lain	118.603.511	(5.566.944)	Expense recognized in the other comprehensive income
pemberi kerja	(257.364.399)	(131.620.438)	Employer's contributions
Liabilitas akhir tahun	334.881.145	439.826.497	Liabilities end of year

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

Analisis sensitivitas		Sensitivity analysis	
Nilai kini kewajiban imbalan pasti		PV defined benefits obligations	
Asumsi tingkat diskonto		Discount rate assumptions	
+ 1,00%	1.366.730.932	+ 1.00%	
- 1,00%	1.671.707.287	- 1.00%	
Asumsi tingkat kenaikan PhDP		PhDP increment assumptions	
+ 1,00%	1.531.045.310	+ 1.00%	
- 1,00%	1.479.272.739	- 1.00%	

Komposisi penempatan aset program adalah sebagai berikut:

The composition of placement of plan assets is as follows:

	31 Desember 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022	
Instrumen Obligasi	23,5%	24,5%	Bond Instrument
Instrumen Surat Berharga Negara	35,0%	25,9%	Government Bond Instrument
Instrumen Ekuitas	20,8%	29,1%	Equity Instrument
Properti	6,8%	10,5%	Property
Lain-lain	13,9%	10,0%	Others
Jumlah	100,00%	100,00%	Total

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefit obligation in future years:

	31 Desember/December 31,		
	2023	2022	
Dalam 12 bulan mendatang	110.523.536	104.385.512	Within the next 12 months
Antara 1 - 2 tahun	112.543.328	99.271.765	Between 1 - 2 years
Antara 2 - 5 tahun	343.109.643	266.558.985	Between 2 - 5 years
Diatas 5 tahun	3.688.202.868	914.385.628	Beyond 5 years
Total	4.254.379.375	1.384.601.890	Total

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

f. Program Masa Persiapan Pensiun

f. Retirement Preparation Pension Program

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas masa persiapan pensiun adalah sebagai berikut:

The actuarial assumptions used to determine retirement preparation pension program expenses and liabilities are as follows:

	<u>2023</u>	<u>2022</u>			
Tabel mortalitas	:	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019	:	Mortality table	
Tingkat diskonto	:	6,60% per tahun/year	:	7,20% per tahun/year	Discount rate
Tingkat probabilitas klaim	:	4,00% per tahun/year	:	1,69% per tahun/year	Probability claim rate
Tingkat kenaikan gaji dasar	:	3,00% per tahun/ year	:		Salary increase rate
Tingkat kecacatan	:	10% dari tabel mortalitas	:		Percentage of disability
Usia pensiun maksimum	:	56 tahun/years	:		Maximum pension age
Tingkat pengunduran diri	:	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5.00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years	:		Resignation rate

Nilai kini liabilitas pada tanggal 31 Desember 2023 dan 2022 adalah:

The present value of liabilities as of December 31, 2023 and 2022 are as follows:

	<u>31 Desember/December 31,</u>		
	<u>2023</u>	<u>2022</u>	
Nilai kini liabilitas	3.025.766	1.155.252	Fair value of plan assets
Liabilitas yang diakui	3.025.766	1.155.252	Recognized liabilities

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	<u>31 Desember/December 31,</u>		
	<u>2023</u>	<u>2022</u>	
Nilai kini liabilitas awal tahun	1.155.252	1.146.653	Present value of liabilities beginning of year
Biaya jasa kini	71.056	116.749	Current service cost
Biaya bunga	81.977	81.239	Interest cost
Pembayaran imbalan Kerugian	(145.039)	(155.441)	Benefits paid
(keuntungan) aktuarial	1.862.520	(33.948)	Actuarial loss (gain)
Nilai kini liabilitas akhir tahun	3.025.766	1.155.252	Present value of liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

f. Program Masa Persiapan Pensiun (lanjutan)

**f. Retirement Preparation Pension Program
(continued)**

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya jasa kini	71.056	116.749	Current service cost
Biaya bunga	81.977	81.239	Interest cost
Kerugian (keuntungan) aktuarial	1.862.520	(33.948)	Actuarial loss (gain)
Total	2.015.553	164.040	Total

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Liabilitas awal tahun	1.155.252	1.146.653	Liabilities beginning of year
Beban yang diakui dalam laba rugi (Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	2.015.553	164.040	Expense recognized in profit or loss (Gain) expense recognized in the other comprehensive income
Pembayaran	(145.039)	(155.441)	Contribution
Liabilitas akhir tahun	3.025.766	1.155.252	Liabilities end of year

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

Analisis sensitivitas		Sensitivity analysis	
Nilai kini kewajiban imbalan pasti		PV defined benefits obligations	
Asumsi tingkat diskonto		Discount rate assumptions	
+ 1,00%	2.800.770		+ 1.00%
- 1,00%	3.284.922		- 1.00%
Asumsi tingkat kenaikan gaji		Salary increment assumptions	
+ 1,00%	3.202.265		+ 1.00%
- 1,00%	2.874.618		- 1.00%

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

f. Program Masa Persiapan Pensiun (lanjutan)

**f. Retirement Preparation Pension Program
(continued)**

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefit obligation in future years:

	31 Desember/December 31,		
	2023	2022	
Dalam 12 bulan mendatang	284.347	123.201	Within the next 12 months
Antara 1 - 2 tahun	160.026	122.979	Between 1 - 2 years
Antara 2 - 5 tahun	818.382	331.588	Between 2 - 5 years
Diatas 5 tahun	10.508.216	6.169.026	Beyond 5 years
Total	11.770.971	6.746.794	Total

g. Program Uang Pesangon

g. Severance Pay Program

Perusahaan membukukan liabilitas imbalan pasca kerja yang terdiri dari manfaat untuk pengunduran diri secara sukarela, manfaat meninggal dunia, manfaat cacat dan manfaat pensiun.

The Company recorded liabilities for post-employment benefit program which comprises of benefits for voluntary resignation, benefit for death, benefit for disability and benefit for pension.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas dana pensiun adalah sebagai berikut:

The actuarial assumptions used to determine pension fund expenses and liabilities are as follows:

	2023	2022	
Tabel mortalitas	Tabel Mortalitas Indonesia IV 2019/ Indonesian Mortality Table IV 2019		Mortality table
Tingkat diskonto	6,60% per tahun/year	7,20% per tahun/year	Discount rate
Tingkat kenaikan Penghasilan Dasar Pensiun (PhDP)	8,00% per tahun/ year		Basic Income Pension Allowance (PhdDP) increase
Tingkat kenaikan gaji dasar	3,00% per tahun/ year		Salary increase rate
Tingkat kecacatan	10% dari tabel mortalitas		Percentage of disability
Usia pensiun maksimum	56 tahun/years		Maximum pension age
Tingkat pengunduran diri	5,00% pada usia 25 tahun dan menurun linier sampai dengan 0,00% pada usia 56 tahun/ 5.00% for employees with ages 25 years and will linearly decrease until 0.00% at age 56 years		Resignation rate

Nilai kini liabilitas pada tanggal 31 Desember 2023 dan 2022 adalah:

The present value of liabilities as of December 31, 2023 and 2022 are as follows:

	31 Desember/December 31,		
	2023	2022	
Nilai kini liabilitas	55.526.524	95.876.398	Fair value of plan assets
Liabilitas yang diakui	55.526.524	95.876.398	Recognized liabilities

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

g. Program Uang Pesangon (lanjutan)

g. Severance Pay Program (continued)

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Nilai kini liabilitas awal tahun	95.876.398	43.834.966	Present value of liabilities beginning of year
Dampak atas perubahan metode atribusi	-	-	Impact of changes in attribution method
Penyesuaian	(37.849.053)	-	Adjustment
Biaya jasa kini	4.850.378	46.508.149	Current service cost
Biaya bunga	3.627.122	3.235.882	Interest cost
Biaya lalu	(27.232)	720.201	Experience cost
Pembayaran imbalan (Keuntungan) kerugian aktuarial	(44.551)	(213.673)	Benefits paid
	(10.906.538)	1.790.873	Actuarial (gain) loss
Liabilitas akhir tahun	55.526.524	95.876.398	Liabilities end of year

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Biaya jasa kini	4.850.378	46.508.149	Current service cost
Biaya bunga	3.627.122	3.235.882	Interest cost
Biaya lalu	(27.232)	720.201	Experience cost
Penyesuaian	(37.849.053)	-	Adjustment
Total	(29.398.785)	50.464.232	Total

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Jumlah pengukuran kembali awal tahun (Keuntungan) kerugian aktuarial	(17.451.392)	(19.242.265)	Re-measurement amount beginning of year
	(10.906.538)	1.790.873	Actuarial (gain) loss
Akumulasi jumlah pengukuran kembali	(28.357.930)	(17.451.392)	Accumulated amount of re-measurements

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

g. Program Uang Pesangon (lanjutan)

g. Severance Pay Program (continued)

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Liabilitas awal tahun (Penghasilan) beban yang diakui	95.876.398	43.834.966	Liabilities beginning of year
dalam laba rugi	(29.398.785)	50.464.232	Expense recognized in profit or loss
(Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	(10.906.538)	1.790.873	(Gain) expense recognized in the other comprehensive income
Pembayaran	(44.551)	(213.673)	Contribution
Akumulasi jumlah pengukuran kembali	55.526.524	95.876.398	Accumulated amount of re-measurements

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2023 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2023 are as follows:

		Sensitivity analysis	
		PV defined benefits obligations	Discount rate assumptions
Analisis sensitivitas			
Nilai kini kewajiban imbalan pasti			
Asumsi tingkat diskonto			
+ 1,00%	51.264.266		+ 1.00%
- 1,00%	60.353.150		- 1.00%
Asumsi tingkat kenaikan gaji			Salary increment assumptions
+ 1,00%	75.749.341		+ 1.00%
- 1,00%	40.218.927		- 1.00%

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada tahun mendatang adalah sebagai berikut:

The following payments are expected contributions to the benefit obligation in future years:

	31 Desember/December 31,		
	2023	2022	
Dalam 12 bulan mendatang	2.065.081	6.751.369	Within the next 12 months
Antara 1 - 2 tahun	1.312.577	12.268.538	Between 1 - 2 years
Antara 2 - 5 tahun	7.288.877	21.416.441	Between 2 - 5 years
Diatas 5 tahun	225.915.529	456.249.122	Beyond 5 years
Total	236.582.064	496.685.470	Total

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27. MODAL SAHAM

Modal saham dan kepemilikannya pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Pemegang saham/Shareholders	Jenis saham/ Type of shares	31 Desember 2023 dan 2022/December 31, 2023 and 2022		
		Jumlah saham ditempatkan dan disetor penuh/ Number of share issued and fully paid	% Kepemilikan/ % Ownership	Jumlah/Total
Pemerintah Indonesia/ Government of The Republic of Indonesia	Seri A Dwiwarna	1	1%	1.000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	6.414.411	99%	6.414.411.000
		6.414.412	100%	6.414.412.000

Pada tanggal 15 Desember 2021, terjadi perubahan Anggaran Dasar Perusahaan yang dinyatakan dalam Akta Notaris yang dibuat dihadapan Desman, SH, M.Hum., M.M No. 66 mengenai Pernyataan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Angkasa Pura I. Akta perubahan anggaran dasar tersebut telah mendapatkan persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-AH.01.03-0028335 pada tanggal 13 Januari 2022. Saham Perusahaan terbagi menjadi Saham Seri A Dwiwarna yang dimiliki Negara Republik Indonesia dan Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat. Modal dasar Perusahaan sebesar Rp12.000.000.000 terbagi menjadi sebagai berikut:

- 1 Saham Seri A Dwiwarna dengan nominal sebesar Rp1.000.000 (nilai penuh).
- 11.999.999 Saham Seri B masing-masing dengan nominal sebesar Rp1.000.000 (nilai penuh) atau seluruh nya dengan nilai saham Rp11.999.999.000.

28. PENYERTAAN MODAL PEMERINTAH

	31 Desember/December 31,	
	2023	2022
Penyertaan modal negara	22.963.207	22.963.207

Penambahan penyertaan pada tahun 2016 sebesar Rp255.096.706 adalah penambahan Penyertaan Modal Negara yang berasal dari Bantuan Pemerintah Yang Belum Ditentukan Statusnya (BPYBDS) sesuai Peraturan Pemerintah No. 25 Tahun 2016 tanggal 27 Juni 2016.

27. SHARES CAPITAL

The composition of The Company's shareholders as of December 31, 2023 and 2022 is as follows:

On December 15, 2021, there were amendments made to the Articles of Association of the Company stated in Notarial Deed made in the presence of Desman, SH, M.Hum., M.M No. 66 regarding Statement of Ministry of State Owned Company of General Meeting of Shareholders of PT Angkasa Pura I. This amendment was approved by the Ministry of Law and Human Rights Republic of Indonesia No. AHU-AH.01.03-0028335 dated January 13, 2022. The Company shares are divided into 2 series, Series A Dwiwarna that specially owned by Government of Republic of Indonesia and Series B that can be owned by Government of Republic of Indonesia and/or by public. The Company capital of Rp12,000,000,000 divided into:

- 1 Seri A Dwiwarna shares with a nominal value of Rp1,000,000 (full amount).
- 11,999,999 Seri B shares with nominal value each Rp1,000,000 (full amount) or full value off share Rp11,999,999,000.

28. GOVERNMENT CAPITAL INVESTMENT

Additional investment in 2016 amounted to Rp255,096,706 is the addition of the Government Capital Participation derived from "Bantuan Pemerintah Yang Belum Ditentukan Statusnya" (BPYBDS) as the Government Regulation No. 25 of 2016 dated June 27, 2016.

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28. PENYERTAAN MODAL PEMERINTAH (lanjutan)

Berdasarkan Peraturan Pemerintah (“PP”) No. 46 Tahun 2018 tanggal 27 September 2018, Perusahaan menerima pengurangan Penyertaan Modal Negara (PMN) Republik Indonesia dengan nilai buku sebesar Rp232.133.499 untuk dijadikan penambahan Penyertaan Modal Negara (PMN) Republik Indonesia kedalam modal Perusahaan Umum LPPNPI.

29. PENGALIHAN ASET TETAP KENAVIGASIAN

	31 Desember/December 31,		
	2023	2022	
Nilai buku aset tetap kenavigasian	(37.004.793)	(37.004.793)	Book value of navigation fixed assets
Akumulasi penyusutan aset tetap kenavigasian	408.393.524	408.393.524	Accumulated depreciations of navigation fixed assets

Pengurangan modal Pemerintah melalui pengalihan aset kenavigasian ke LPPNPI berdasarkan surat dari Menteri BUMN No.S-46/MBU/2014 tanggal 30 Januari 2014 tentang persetujuan pengalihan aset tetap kenavigasian kepada Perum LPPNPI dengan nilai buku sebesar Rp270.831.524.

Pengaruh atas pengalihan aset tetap kenavigasian kepada Perum LPPNPI, sebagai berikut:

- a. Aset tetap kenavigasian yang telah dijadikan PMN pada Perusahaan diserahkan kembali sebesar nilai bukunya yaitu Rp270.831.524, sesuai dengan surat Perusahaan No.AP.1.6724/PL.07/2013/PD-B tanggal 28 November 2013 perihal revisi usulan pengalihan aset tetap kenavigasian kepada Perum LPPNPI, serta berdasarkan Berita Acara Perubahan Nilai Aset yang diserahkan No. BA.656/KU.21/2013/PD-B tanggal 30 Desember 2013.
- b. BPYBDS berupa aset tetap kenavigasian yang diserahkan kembali kepada pemerintah adalah sebesar nilai perolehan Rp731.281.272 yang terdiri dari Bandara Juanda Surabaya sebesar Rp69.306.329, Bandara Hasanuddin Makassar Rp26.009.312, Bandara Adi Sutjipto Yogya Rp17.826 dan MATSC Makassar Rp635.947.805 dengan akumulasi penyusutan sebesar Rp408.393.524.

28. GOVERNMENT CAPITAL INVESTMENT (continued)

Based on the Government Regulation (“PP”) No. 46 of 2018 dated September 27, 2018, the Company received deduction in capital investment from the Republic of Indonesia amounting to Rp232,133,499 to be made into addition of capital investment to LPPNPI.

29. THE TRANSFER OF NAVIGATION FIXED ASSETS

Deduction of Government capital by transfer of navigation fixed assets to LPPNPI based on a letter from the Minister of BUMN No.S-46/MBU/2014 dated January 30, 2014 regarding the approval of the transfer of navigation fixed assets to Perum LPPNPI with the book value of Rp270,831,524.

The effect of the transfer of fixed assets to the Perum LPPNPI as follows:

- a. Navigation fixed assets that have been used as PMN in the Company are handed back at book value of Rp270,831,524, in accordance with The Company’s letter No.AP.1.6724/PL.07/2013/PD-B dated November 28, 2013 regarding the proposed revisions to the transfer of navigation fixed assets to Perum LPPNPI, and based on the Minutes of the Asset Value Change No. BA.656/KU.21/2013/PD-B dated December 30, 2013.
- b. BPYBDS in the form of navigation fixed assets that are handed back to the government is at cost of Rp731,281,272 consisting of Juanda Airport in Surabaya at Rp69,306,329, Hasanuddin Airport Makassar at Rp26,009,312, Adi Sutjipto Airport Yogya at Rp17,826 and MATSC Makassar at Rp635,947,805 with accumulated depreciation of Rp408,393,524.

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**29. PENGALIHAN ASET TETAP KENAVIGASIAN
(lanjutan)**

Pengaruh atas pengalihan aset tetap kenavigasian kepada Perum LPPNPI, sebagai berikut:

- c. Penyesuaian atas aset kenavigasian yang diserahkan adalah hasil rapat klarifikasi terkait daftar aset hasil penilaian Direktorat Jenderal Kekayaan Negara yang diselenggarakan pada tanggal 17 Oktober 2014. Adapun aset yang dikoreksi dari daftar penyerahan adalah tanah di Surabaya sebesar Rp93.955, tanah di Kupang Rp377.625 dan MATSC Makassar sebesar Rp1.221.652.

30. PENGGUNAAN SALDO LABA

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: AP.I.3694/RT.01/2022/DU-B tanggal 29 Juni 2022, pemegang saham Perusahaan setuju untuk tidak membagikan dividen.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: AP.I.3894/RT.02/2023/PGS.DU-B tanggal 23 Juni 2023, pemegang saham Perusahaan setuju untuk tidak membagikan dividen.

31. KEPENTINGAN NON-PENGENDALI

Rincian kepentingan non-pengendali atas ekuitas dan bagian atas hasil bersih entitas anak yang dikonsolidasi sebagai berikut:

	Kepemilikan (%)/ Ownership (%)	Nilai Tercatat/Carrying Amounts	
		2023	2022
PT Angkasa Pura Logistik	0,28	2.096.660	1.981.458
PT Angkasa Pura Suport	0,19	1.902.942	1.622.119
PT Angkasa Pura Properti	0,04	232.455	233.043
PT Angkasa Pura Hotel	0,01	80.900	74.962
PT Angkasa Pura Retail	0	-	-
Total		4.312.957	3.911.582

Pada tahun 2023 dan 2022, Perusahaan mempunyai 5 (lima) entitas anak yang dikonsolidasi. Seluruh entitas anak berkedudukan di Jakarta sebagai kantor pusatnya.

**29. THE TRANSFER OF NAVIGATION FIXED
ASSETS (continued)**

The effect of the transfer of fixed assets to the Perum LPPNPI as follows:

- c. Adjustment for transferred navigation assets is the result of a clarification meeting regarding assets assessment results list Directorate General of State Assets held on October 17, 2014. The assets corrected from the list submission are Surabaya Land amounting to Rp93,955, land in Kupang amounting to Rp377,625 and Makassar MATSC amounting to Rp1,221,652.

30. USAGE OF RETAINED EARNINGS

Based on minutes of General Meeting of shareholders No. AP.I.3694/RT.01/2022/DU-B dated June 29, 2022, The Company's shareholders agreed to not declare any dividend.

Based on minutes of General Meeting of shareholders No. AP.I.3894/RT.02/2023/PGS.DU-B dated June 23, 2023, The Company's shareholders agreed to not declare any dividend.

31. NON-CONTROLLING INTEREST

Details of non-controlling interests in the equity and net results of consolidated subsidiaries are as follows:

PT Angkasa Pura Logistik
PT Angkasa Pura Suport
PT Angkasa Pura Properti
PT Angkasa Pura Hotel
PT Angkasa Pura Retail

In 2023 and 2022, the Company has 5 (five) consolidated subsidiaries. All subsidiaries are domiciled in Jakarta as their head office.

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32. PENDAPATAN USAHA

Rincian pendapatan usaha adalah sebagai berikut:

32. OPERATING REVENUES

The details of operating revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
Aeronautika			<i>Aeronautical</i>
PJP4U (Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara)			<i>PJP4U (Aircraft Landing, Placing and Storing Services)</i>
Domestik	172.407.964	161.871.964	<i>Domestic</i>
Internasional	753.423.001	310.073.679	<i>International</i>
Subtotal	925.830.965	471.945.643	<i>Subtotal</i>
PJP2U (Pelayanan Jasa Penumpang Pesawat Udara)			<i>PJP2U (Aircraft Passenger Services)</i>
Domestik	2.371.950.090	1.826.857.628	<i>Domestic</i>
Internasional	1.570.863.370	602.583.538	<i>International</i>
Subtotal	3.942.813.460	2.429.441.166	<i>Subtotal</i>
Aviobridge			<i>Aviobridge</i>
Domestik	107.498.109	89.596.321	<i>Domestic</i>
Internasional	125.990.015	54.378.096	<i>International</i>
Subtotal	233.488.124	143.974.417	<i>Subtotal</i>
Pemakaian counter dan conveyor			<i>Use of counters and conveyor</i>
Domestik	105.325.247	82.349.138	<i>Domestic</i>
Internasional	83.795.138	31.601.727	<i>International</i>
Subtotal	189.120.385	113.950.865	<i>Subtotal</i>
PJKP2U (Pelayanan Jasa Kargo dan Pos Pesawat Udara)			<i>PJKP2U (Cargo Services and Aircraft Postal Services)</i>
Domestik	115.939.832	105.452.953	<i>Domestic</i>
Internasional	29.054.932	23.471.031	<i>International</i>
Subtotal	144.994.764	128.923.984	<i>Subtotal</i>
Total pendapatan aeronautika	5.436.247.698	3.288.236.075	<i>Total aeronautical revenue</i>

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32. PENDAPATAN USAHA (lanjutan)

Rincian pendapatan usaha adalah sebagai berikut:
(lanjutan)

32. OPERATING REVENUES (continued)

The details of operating revenues are as follows:
(continued)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
<u>Non-aeronautika</u>			<u>Non-aeronautical</u>
Pemakaian sarana non-aeronautika			Use of non-aeronautical facilities
Parkir kendaraan	466.986.980	361.734.621	Parking lots
Listrik	62.028.309	43.451.735	Electricity
Reklame	15.661.424	8.174.744	Advertising
Layanan data	7.244.339	4.431.843	Data services
Air	6.439.859	4.011.058	Water
Pas bandara	4.878.777	5.506.639	Airport pass
Telepon	1.887.984	2.085.724	Telephone
Subtotal	565.127.672	429.396.364	Subtotal
Pendapatan sewa			Rentals revenues
Sewa ruang	572.383.959	403.015.102	Rent of room
Sewa tanah	82.412.595	72.888.780	Rent of lands
Sewa peralatan	67.033.639	65.677.342	Rent of equipments
Sewa kendaraan	7.849.623	9.300.614	Rent of vehicles
Sewa tempat	7.479.190	984.148	Rent of spaces
Sewa penggunaan hak atas tanah	5.318.299	6.284.534	Rent of use of land rights
Sewa antena	1.995.542	2.227.260	Rent of antena
Lain-lain	2.750.161	2.140.280	Others
Subtotal	747.223.008	562.518.060	Subtotal
Pergudangan & logistik			Warehousing & logistics
Jasa logistik	444.079.665	448.738.789	Logistic services
Domestik	182.959.080	124.324.714	Domestic
Jasa <i>regulated agent</i>	54.935.954	47.005.931	Regulated agent services
Internasional	30.144.100	26.786.082	International
Subtotal	712.118.799	646.855.516	Subtotal
Pendapatan konsesi	1.298.481.822	540.144.135	Concessions revenues
Pemakaian ruang tunggu	323.068.659	124.204.179	Use of lounge
Jasa pemeliharaan dan perbaikan	149.709.727	103.855.520	Maintenance and services
Event dan promosi	29.942.569	18.073.521	Event and promotion
Upfront fee (Catatan 44g)	1.978.639	86.351.720	Upfront fee (Notes 44g)
Jasa penjualan komoditas	-	58.047.279	Commodities trading
Jasa lainnya	74.116.128	105.172.055	Other services
Total pendapatan non-aeronautika	3.901.767.023	2.674.618.349	Total non-aeronautical revenues
Total	9.338.014.721	5.962.854.424	Total

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32. PENDAPATAN USAHA (lanjutan)

Jumlah pendapatan usaha yang berasal dari pihak berelasi dan pihak ketiga sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
Pihak berelasi (Catatan 42)	1.087.112.338	616.374.373	Related parties (Note 42)
Pihak ketiga	8.250.902.383	5.346.480.051	Third Parties
Total	9.338.014.721	5.962.854.424	Total

Rincian penjualan kepada pelanggan dengan jumlah lebih besar dari 10% pendapatan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31				
	Pendapatan/Revenue		Persentase dari total pendapatan/Percentage of total revenue		
	2023	2022	2023	2022	
PT Batik Air Indonesia	1.624.867.316	1.560.182.584	17,40%	26,16%	PT Batik Air Indonesia

33. BEBAN PEGAWAI

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2023	2022	
Tunjangan operasional	956.687.253	821.000.565	Operational allowance
Gaji dan upah	291.308.924	234.777.638	Wages & salaries
Bonus	211.976.908	-	Bonus
Pengobatan	80.907.788	72.503.579	Medicals
Pakaian seragam	23.358.564	344.342	Employee uniform
Lembur	10.511.452	5.909.159	Overtime
Lain-lain	54.824.666	25.389.305	Others
Total	1.629.575.555	1.159.924.588	Total

32. OPERATING REVENUES (continued)

The amounts of operating revenues with details above consists of related parties and third parties as follows:

Details of sales to customers that make up more than 10% of revenues are as follows:

33. EMPLOYEE EXPENSES

This account consists of the following:

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34. BEBAN OPERASIONAL BANDARA

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Penyusutan dan amortisasi	1.771.879.840	1.801.856.689
Jasa alih daya	545.450.353	425.895.412
Utilitas	340.384.605	257.862.861
Logistik	264.639.721	321.124.987
Pemeliharaan	234.382.546	178.307.067
Penerimaan negara bukan pajak	203.976.112	50.697.638
Jasa kebersihan bandara	142.232.864	101.626.663
Jasa pelayanan penumpang	140.322.043	51.955.514
Sewa	106.202.090	94.402.912
Pembelian dan pemakaian persediaan Management Fee	101.812.981	41.237.433
	75.545.920	24.311.285
Konstruksi	50.845.187	32.339.752
Pembelian tiket dan hotel	34.180.149	97.472.246
Pembelian komoditi	-	14.309.401
Lainnya	46.826.812	47.362.909
Total	4.058.681.223	3.540.762.769

34. AIRPORT OPERATION EXPENSES

This account consists of the following:

Depreciation and amortization
Outsourcing
Utilities
Logistic
Maintenance
Non-tax state revenues
Airport cleaning services
Passenger services
Rent
Purchase and usage of inventories
Management Fee
Construction
Purchase of ticket and hotel
Purchase of commodities
Others
Total

35. BEBAN UMUM DAN ADMINISTRASI

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Pajak	246.600.423	229.614.866
Jasa profesional dan konsultan	166.218.990	140.877.302
Pejabat nonpegawai	152.536.441	129.595.572
Imbalan pasca kerja	124.845.558	198.776.679
Penurunan nilai piutang, neto	81.267.156	64.603.112
Pemakaian persediaan	48.737.474	33.248.390
Asuransi	19.624.413	24.582.831
Perjalanan dinas	19.545.271	13.505.645
Aset dibiayakan	16.814.423	12.776.710
Makanan dan minuman	16.137.484	9.363.867
Rapat dinas	11.853.146	5.324.367
Pendidikan dan pelatihan	11.126.580	6.322.770
Tenaga pendukung administrasi	2.622.578	4.248.786
Olahraga	1.475.685	516.357
Lainnya	89.729.368	76.519.647
Total	1.009.134.990	949.876.901

35. GENERAL AND ADMINISTRATIVE EXPENSES

This account consists of the following:

Taxes
Professional service and consultant
Non-employee officer expense
Post employee benefits
Impairment of receivable, net
Usage of inventories
Insurance
Business travel
Low value asset
Food and beverage
Meeting expense
Education and training
Outsourcing administration
Sport
Others
Total

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36. PENGHASILAN LAIN-LAIN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Pengembalian pajak	29.624.377	-
Pembalikan beban akrual	26.521.146	11.104.701
Pemulihan atas penyisihan penurunan nilai aset tetap	19.707.343	-
Penggantian biaya PBB	13.877.838	-
Laba penjualan aset tetap	6.290.836	17.190.611
Denda	4.429.690	2.409.574
Lelang	1.534.803	1.571.677
Laba selisih kurs, neto	1.251.147	-
Rumah peristirahatan	130.470	101.505
Pembalikan akrual GVK	-	108.668.748
Pembalikan akrual bonus	-	89.387.171
Penghapusan PPN Keluaran	-	48.175.800
Pembalikan akrual PKWT	-	43.307.113
Lainnya	70.357.371	59.124.669
Total	173.725.021	381.041.569

36. OTHER INCOME

This account consists of the following:

Tax refund
Reversal of accrued expense
Recovery of allowance for impairment fixed assets
Reimbursement of property tax
Gain on sale of fixed asset
Penalty
Auction
Gain on foreign exchange, net
Rest house
Reversal of accrual GVK
Reversal of accrual bonus
Reversal of VAT out
Reversal of accrual PKWT
Others
Total

37. BEBAN LAIN-LAIN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Beban TJSL	19.140.532	15.513.026
Penyisihan penurunan nilai aset tetap	5.187.496	19.687.874
Kerugian penghapusan aset tetap	1.152.477	19.213.336
Sumbangan	675.225	477.628
Lelang	132.681	310.364
Rugi selisih kurs, neto	-	6.700.187
Lain-lain	15.216.741	34.042.982
Total	41.505.152	95.945.397

TJSL expenses
Allowance for Impairment of fixed assets
Loss on retirement of fixed assets
Donation
Auction
Loss on foreign exchange, net
Other
Total

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38. PENGHASILAN KEUANGAN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Jasa giro	63.775.522	40.083.480
Bunga deposito	9.459.302	2.157.927
Bunga obligasi dan reksadana	2.141.900	3.278.264
Keuntungan restrukturisasi pinjaman	-	311.588.936
Total	75.376.724	357.108.607

38. FINANCE INCOME

This account consists of the following:

Current account
Deposit of interest
Bond and mutual fund interest
Gain on loan restructuring
Total

39. BEBAN KEUANGAN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2023	2022
Bunga pinjaman bank dan obligasi	1.490.433.833	1.539.325.644
Imbal hasil sukuk	54.513.959	54.775.473
Beban pendanaan	34.884.388	22.285.102
Beban bunga sewa	17.248.306	16.285.040
Beban administrasi bank	5.274.658	4.860.815
Total	1.602.355.144	1.637.532.074

39. FINANCE COSTS

This account consists of the following:

Bank loans and bonds interest
Sukuk profit sharing
Financing expenses
Lease interest expense
Bank administration charges
Total

40. ASET KEUANGAN DALAM MATA UANG ASING

	31 Desember 2023/December 31, 2023		
	Mata uang asing/foreign currency USD	Mata uang asing/foreign currency SGD	Setara dalam rupiah/In rupiah Rp
ASET			
Kas dan setara kas	11.083	43	171.357.121
Piutang usaha	2.209	-	34.053.550
Total	13.292	43	205.410.671
LIABILITAS			
Utang usaha	2.045	-	31.529.073
Aset keuangan, neto	15.337	43	236.939.744

40. FINANCIAL ASSETS DENOMINATED IN FOREIGN CURRENCY

	31 Desember 2023/December 31, 2022		
	Mata uang asing/foreign currency USD	Mata uang asing/foreign currency SGD	Setara dalam rupiah/In rupiah Rp
ASET			
Kas dan setara kas	10.725	-	168.717.216
Piutang usaha	2.207	-	34.722.044
Total	12.932	-	203.439.260
LIABILITAS			
Utang usaha	2.073	-	32.607.860
Aset keuangan, neto	15.005	-	236.047.120

ASSETS
Cash & cash equivalents
Trade Receivables
Total
LIABILITY
Trade Payables
Financial assets, net

Aset dan liabilitas keuangan di atas dijabarkan menggunakan kurs tengah Bank Indonesia tanggal 29 Desember 2023 dan 30 Desember 2022.

Financial assets and liabilities mentioned above are revaluated using the Bank Indonesia middle rate as at December 29, 2023 and December 30, 2022.

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41. TRANSAKSI NON-KAS

Informasi pendukung laporan arus kas konsolidasian sehubungan dengan aktivitas non-kas sebagai berikut:

41. NON-CASH TRANSACTIONS

Supplementary information to the consolidated statements of cash flow relating to non-cash activities is as follows:

	31 Desember/December 31,		
	2023	2022	
Kapitalisasi biaya pinjaman ke aset tetap	73.944	12.212.640	Capitalization of borrowing costs
Penambahan aset hak-guna melalui liabilitas sewa	12.403.423	45.960.074	Addition of right-of-use assets through lease liabilities

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut :

Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:

	Non-arus kas/Non-cash flow					
	1 Januari 2023/ January 1, 2023	Arus kas/ Cash flow	Lainnya/ Other	Amortisasi biaya pinjaman/ Amortization cost of loans	31 Desember 2023/ December 31, 2023	
Pinjaman bank jangka panjang	23.254.056.765	(41.543.260)	-	46.800.707	23.259.314.212	Long-term bank loans
Obligasi dan sukuk	3.714.623.013	1.016.000.000	-	(1.138.681)	4.729.484.332	Bonds payable and sukuk
Pinjaman bank jangka pendek	107.285.344	(11.733.737)	-	-	95.551.607	Short-term bank loans
Liabilitas sewa	202.905.881	(22.997.423)	21.710.907	-	201.619.365	Lease liabilities
Total	27.278.871.003	939.725.580	21.710.907	45.662.026	28.285.969.516	Total

	Non-arus kas/Non-cash flow					
	1 Januari 2022/ January 1, 2022	Arus kas/ Cash flow	Lainnya/ Other	Amortisasi biaya pinjaman/ Amortization cost of loans	31 Desember 2022/ December 31, 2022	
Pinjaman bank jangka panjang	23.588.168.784	(57.696.569)	-	(276.415.450)	23.254.056.765	Long-term bank loans
Obligasi dan sukuk	3.712.680.188	-	-	1.942.825	3.714.623.013	Bonds payable and sukuk
Pinjaman bank jangka pendek	114.656.344	(7.371.000)	-	-	107.285.344	Short-term bank loans
Liabilitas sewa	220.213.830	(39.330.702)	22.022.753	-	202.905.881	Lease liabilities
Total	27.635.719.146	(104.398.271)	22.022.753	(274.472.625)	27.278.871.003	Total

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42. TRANSAKSI DENGAN PIHAK BERELASI

Sifat hubungan dan jenis transaksi dengan pihak berelasi adalah sebagai berikut:

a. Sifat Hubungan Berelasi

**Sifat relasi/
Nature of relationship**

Pemegang saham/*shareholder*

Entitas yang berelasi dengan pemerintah/
government related entities

Entitas asosiasi/*associated entities*

Imbalan kerja/*employee benefits plan*

b. Saldo dengan Pihak Berelasi

Dalam kegiatan usahanya, Perusahaan dan entitas anak melakukan transaksi tertentu dengan pihak berelasi.

42. TRANSACTION WITH RELATED PARTIES

The nature of relationships and transactions with related parties are as follows:

a. Nature of Relationship

**Nama pihak berelasi/
Name of related parties**

Pemerintah Republik Indonesia/
*The Government of The
Republic of Indonesia*

PT Aviawi Pariwisata
Indonesia (Persero)

PT Bank Mandiri (Persero) Tbk

PT Bank Rakyat Indonesia
(Persero) Tbk

PT Bank Negara Indonesia
(Persero) Tbk

PT Bank Tabungan Negara Tbk

PT Bank Syariah Indonesia Tbk

PT Garuda Indonesia (Persero) Tbk

PT Pertamina (Persero)

PT Perusahaan Listrik Negara
(Persero)

PT Telekomunikasi Indonesia
(Persero) Tbk

PT Asuransi Jasa Indonesia (Persero)

PT Perusahaan Umum (Perum)

Lembaga Penyelenggara
Pelayanan Navigasi
Penerbangan Indonesia
(LPPNPI)

Perusahaan Badan Usaha Milik
Negara (BUMN) lainnya/
*Other Stated Owners
Enterprise (BUMN)*

PT Gapura Angkasa

PT Jasa Marga Bali Tol

PT Bandara Internasional Batam

Dana Pensiun Angkasa Pura

**Jenis transaksi/
Nature of transaction**

Setoran saham/*Share capital
Dividen/Dividend*

Jasa konsesi/*Concession service
Setoran saham/Share capital*

Jasa perbankan/*Banking services*

Jasa perbankan/*Banking services*

Jasa perbankan/*Banking services*

Jasa perbankan/*Banking services*

Jasa perbankan/*Banking services*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa dan jasa
pembangunan/
*Sales and
construction services*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Penjualan jasa/*Sales*

Jasa pensiun/*Pension services*

b. Balance with Related Parties

In the normal course of business, the Company and its subsidiaries entered into transactions with related parties.

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**42. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows:

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2023	2022	2023	2022	
Aset					Assets
Kas dan setara kas (Catatan 4)					Cash and cash equivalents (Note 4)
Bank					Bank
Rupiah					Rupiah
PT Bank Mandiri (Persero) Tbk	1.457.416.947	670.556.433	3,33%	1,63%	PT Bank Mandiri (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk	1.328.744.148	347.494.660	3,04%	0,84%	PT Bank Negara Tabungan (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	210.889.556	26.592.513	0,48%	0,06%	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	203.067.120	129.936.801	0,46%	0,32%	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Syariah Indonesia Tbk	26.453.133	185.084.377	0,06%	0,45%	PT Bank Syariah Indonesia Tbk
Subtotal	3.226.570.904	1.359.664.784	7,38%	3,31%	Subtotal
Dolar AS					US Dollar
PT Bank Negara Indonesia (Persero) Tbk	151.303.705	148.030.033	0,35%	0,36%	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	18.433.202	19.275.434	0,04%	0,05%	PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	860.019	880.309	0,00%	0,00%	PT Bank Rakyat Indonesia (Persero) Tbk
Subtotal	170.596.926	168.185.776	0,39%	0,41%	Subtotal
Dolar Singapura					Singapore Dollar
PT Bank Negara Indonesia (Persero) Tbk	507.629	-	0,00%	-	PT Bank Negara Indonesia (Persero) Tbk
Subtotal	507.629	-	0,00%	-	Subtotal
Total bank	3.397.675.459	1.527.850.560	7,77%	3,71%	Total bank

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**42. TRANSAKSI DENGAN PIHAK BERELASI
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**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2023	2022	2023	2022	
Deposito Rupiah					Time deposits Rupiah
PT Bank					PT Bank
Rakyat Indonesia (Persero) Tbk	260.000.000	-	0,59%	-	Rakyat Indonesia (Persero) Tbk
PT Bank Syariah Indonesia Tbk	62.000.000	10.000.000	0,14%	0,02%	PT Bank Syariah Indonesia Tbk
PT Bank					PT Bank
Tabungan Negara (Persero) Tbk	795.000.000	-	1,82%	-	Tabungan Negara (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	12.000.000	35.000.000	0,03%	0,09%	PT Bank Negara Indonesia (Persero) Tbk
Total deposito	1.129.000.000	45.000.000	2,58%	0,11%	Total time deposits
Total	4.526.675.459	1.572.850.560	10,35%	3,82%	Total
Kas yang dibatasi Penggunaannya (Catatan 5)					Restricted cash (Note 5)
Lancar Rupiah					Current Rupiah
PT Bank					PT Bank
Tabungan Negara (Persero) Tbk	265.765.757	-	0,61%	-	Tabungan Negara (Persero) Tbk
Subtotal	265.765.757	-	0,61%	-	Subtotal
Tidak Lancar Rupiah					Non-Current Rupiah
PT Bank					PT Bank
Tabungan Negara (Persero) Tbk	385.214.552	-	0,88%	-	Tabungan Negara (Persero) Tbk
Subtotal	385.214.552	-	0,88%	-	Subtotal
Total	650.980.309	-	1,49%	-	Total

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**42. TRANSAKSI DENGAN PIHAK BERELASI
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**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2023	2022	2023	2022	
Investasi jangka pendek (Catatan 6)					Short-term investment (Note 6)
Obligasi Rupiah					Bonds Rupiah
Obligasi Negara Tahun 2005 Seri FR0028	5.167.500	5.065.000	0,01%	0,01%	Government Bond Year 2005 Series FR0028
Obligasi Berkelanjutan Indonesia Eximbank IV Tahap VII Tahun 2019 Seri C	5.000.000	-	0,01%	-	Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Seri C
Subtotal	10.167.500	5.065.000	0,02%	0,01%	Subtotal
Deposito yang dibatasi Penggunaannya					Restricted time deposits
PT Bank Mandiri (Persero) Tbk	35.000.000	35.000.000	0,08%	0,09%	PT Bank Mandiri (Persero) Tbk
Subtotal	35.000.000	35.000.000	0,08%	0,09%	Subtotal
Total	45.167.500	40.065.000	0,10%	0,10%	Total

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**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Asset/ Percentage to Total Assets		
	2023	2022	2023	2022	
Piutang usaha (Catatan 7)					Trade receivables (Note 7)
Lancar					Current
PT Gapura Angkasa	79.510.846	90.657.355	0,18%	0,22%	PT Gapura Angkasa
PT Merpati Nusantara Airlines (Persero)	51.301.783	47.812.949	0,12%	0,12%	PT Merpati Nusantara Airlines (Persero)
PT Pertamina Patra Niaga	19.614.707	20.186.882	0,04%	0,05%	PT Pertamina Patra Niaga
PT MGPA Nusantara Jaya	15.003.326	-	0,03%	-	PT MGPA Nusantara Jaya
PT Garuda Maintenance Facility Aero Asia Tbk	14.494.911	16.312.305	0,03%	0,04%	PT Garuda Maintenance Facility Aero Asia Tbk
PT Garuda Indonesia (Persero) Tbk	11.408.827	22.893.070	0,03%	0,06%	PT Garuda Indonesia (Persero) Tbk
PT Citilink Indonesia	8.266.484	12.158.232	0,02%	0,03%	PT Citilink Indonesia
PT Aviassi Pariwisata Indonesia (Persero)	7.224.927	-	0,02%	-	PT Aviassi Pariwisata Indonesia (Persero)
PT Waskita Beton Precast Tbk	6.926.054	-	0,02%	-	PT Waskita Beton Precast Tbk
PT Aerofood Indonesia	6.838.769	24.684.815	0,02%	0,06%	PT Aerofood Indonesia
PT Merpati Maintenance Facility	5.882.570	3.883.664	0,01%	0,01%	PT Merpati Maintenance Facility
PT Bank Rakyat Indonesia (Persero) Tbk	4.473.507	2.526.646	0,01%	0,01%	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	4.430.575	5.261.365	0,01%	0,01%	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	3.606.020	1.824.769	0,01%	0,00%	PT Bank Negara Indonesia (Persero) Tbk
PT Waskita Karya (Persero) Tbk	3.555.444	1.537.825	0,01%	0,00%	PT Waskita Karya (Persero) Tbk
PT Bandara Internasional Batam	3.443.841	23.085	0,01%	0,00%	PT Bandara Internasional Batam
PT Wijaya Karya (Persero) Tbk	3.367.336	3.039.000	0,01%	0,01%	PT Wijaya Karya (Persero) Tbk
PP KSO	1.763.657	3.449.291	0,00%	0,01%	PP KSO
PT Telekomunikasi Seluler	1.390.218	5.844.383	0,00%	0,01%	PT Telekomunikasi Seluler
Lain-lain (dibawah Rp3 miliar)	27.862.196	13.315.909	0,06%	0,03%	Others (below Rp3 billion)
Subtotal	280.365.998	275.411.545	0,64%	0,67%	Subtotal

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**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2023	2022	2023	2022	
Piutang usaha (Catatan 7)					Trade receivables (Note 7)
Tidak lancar					Non-current
PT Garuda Indonesia (Persero) Tbk	156.674.120	156.689.027	0,36%	0,38%	PT Garuda Indonesia (Persero) Tbk
PT Aerofood Indonesia	44.910.278	44.909.972	0,10%	0,11%	PT Aerofood Indonesia
PT Barata Indonesia (Persero)	14.528.575	14.236.549	0,03%	0,03%	PT Barata Indonesia (Persero)
Subtotal	216.112.973	215.835.548	0,49%	0,52%	Subtotal
Total	496.478.971	491.247.093	1,13%	1,19%	Total
Piutang lain-lain (Catatan 8)					Other receivables (Note 8)
Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI)	14.306.439	428.602	0,03%	0,00%	Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI)
PT Aviastri Pariwisata Indonesia (Persero)	9.864.012	9.387.328	0,02%	0,02%	PT Aviastri Pariwisata Indonesia (Persero)
PT Wijaya Karya Bangunan Gedung Tbk	6.344.858	200.000	0,01%	0,00%	PT Wijaya Karya Bangunan Gedung Tbk
PT Pembangunan Perumahan (Persero) Tbk	532.219	532.219	0,00%	0,00%	PT Pembangunan Perumahan (Persero), Tbk
Primkopad S-16	355.050	-	0,00%	0,00%	Primkopad S-16
PT Hutama Karya (Persero)	158.103	158.103	0,00%	0,00%	PT Hutama Karya (Persero)
PT Bandara Internasional Batam	126.944	126.944	0,00%	0,00%	PT Bandara Internasional Batam
PT Angkasa Pura II	65.896	65.896	0,00%	0,00%	PT Angkasa Pura II
PT Dana Pensiun Angkasa Pura I (DAPENRA)	42.411	-	0,00%	-	PT Dana Pensiun Angkasa Pura I (DAPENRA)
PT Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)	2.750	-	0,00%	-	PT Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)
Total	31.798.682	10.899.092	0,07%	0,03%	Total

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**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Saldo dengan Pihak Berelasi (lanjutan)

b. Balance with Related Parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Liabilitas/ Percentage to Total Liabilities		
	2023	2022	2023	2022	
Utang usaha (Catatan 20)					Trade payables (Note 20)
PT Waskita Karya (Persero) Tbk	12.830.000	100.609.479	0,04%	0,32%	PT Waskita Karya (Persero) Tbk
PT Mandiri Sekuritas	8.295.000	-	0,02%	-	PT Mandiri Sekuritas
PT Telekomunikasi Indonesia (Persero) Tbk	4.634.430	395.197	0,01%	0,00%	PT Telekomunikasi Indonesia (Persero) Tbk
PT Bahana Sekuritas	3.860.483	-	0,01%	-	PT Bahana Sekuritas
PT Varuna Tirta Prakasya (Persero)	1.741.899	12.052.563	0,01%	0,04%	PT Varuna Tirta Prakasya (Persero)
PT Pembangunan Perumahan (Persero) Tbk	17.144	89.206.307	0,00%	0,28%	PT Pembangunan Perumahan (Persero) Tbk
PT Adhi Karya (Persero) Tbk	-	75.290.581	-	0,24%	PT Adhi Karya (Persero) Tbk
PT Nindya Karya (Persero)	-	23.994.024	-	0,08%	PT Nindya Karya (Persero)
PT Berdikari Meubel Nusantara	-	3.647.876	-	0,01%	PT Berdikari Meubel Nusantara
PT Pelita Air Service	-	3.274.804	-	0,01%	PT Pelita Air Service
Lain-lain (dibawah Rp3 miliar)	12.521.496	9.207.839	0,04%	0,03%	Others (below Rp3 billion)
Total	43.900.452	317.678.670	0,13%	1,00%	Total

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**42. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

b. Saldo dengan Pihak Berelasi (lanjutan)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Balance with Related Parties (continued)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Liabilitas/ Percentage to Total Liabilities		
	2023	2022	2023	2022	
Utang lain-lain (Catatan 22)					Other payables (Note 22)
PT Wijaya Karya (Persero) Tbk	146.460.439	48.364.579	0,44%	0,15%	PT Wijaya Karya (Persero) Tbk
PT Nindya Karya (Persero)	11.639.577	14.324.710	0,03%	0,05%	PT Nindya Karya (Persero)
PT Pembangunan Perumahan (Persero) Tbk	10.026.613	22.940.306	0,03%	0,07%	PT Pembangunan perumahan (Persero) Tbk
PT Waskita Karya (Persero) Tbk	9.942.849	58.785.518	0,03%	0,19%	PT Waskita Karya (Persero) Tbk
PT Amarta Karya (Persero) Tbk	4.031.129	8.980.953	0,01%	0,03%	PT Amarta Karya (Persero) Tbk
PT Istaka Karya (Persero) Tbk	3.534.388	3.672.439	0,01%	0,01%	PT Istaka Karya (Persero) Tbk
PT Hutama Karya (Persero)	1.318.905	84.404.032	0,00%	0,27%	PT Hutama Karya (Persero)
PT Adhi Karya (Persero) Tbk	5.667	14.400.430	0,00%	0,05%	PT Adhi Karya (Persero) Tbk
PT Asuransi Jasa Indonesia (Persero)	-	3.554.007	-	0,01%	PT Asuransi Jasa Indonesia (Persero)
PT Telekomunikasi Indonesia (Persero) Tbk	-	3.963.618	-	0,01%	PT Telekomunikasi Indonesia (Persero) Tbk
PT Mandiri Sekuritas	-	3.322.948	-	0,01%	PT Mandiri Sekuritas
Lain-lain (dibawah Rp3 miliar)	1.227.336	8.030.655	0,00%	0,03%	Others (below Rp3 billion)
Total	188.186.903	274.744.195	0,56%	0,86%	Total
Utang bank jangka pendek (Catatan 23)					Short-term bank loans (Note 23)
PT Bank Negara Indonesia Indonesia (Persero) Tbk	38.946.344	38.946.344	0,12%	0,12%	PT Bank Negara Indonesia Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	34.500.000	34.500.000	0,10%	0,11%	PT Bank Mandiri (Persero) Tbk
PT Bank Syariah Indonesia Tbk	20.000.000	33.839.000	0,06%	0,11%	PT Bank Syariah Indonesia Tbk
Total	93.446.344	107.285.344	0,28%	0,34%	Total

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**42. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

b. Saldo dengan Pihak Berelasi (lanjutan)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

**42. TRANSACTION WITH RELATED PARTIES
(continued)**

b. Balance with Related Parties (continued)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Liabilitas/ Percentage to Total Liabilities		
	2023	2022	2023	2022	
Utang bank jangka panjang (Catatan 23)					Long-term bank loans (Note 23)
Perusahaan					The Company
PT Bank Mandiri (Persero) Tbk	5.944.101.680	5.947.072.397	17,70%	18,72%	PT Bank Mandiri (Persero) Tbk
PT Sarana Multi Infrastruktur (Persero)	3.279.057.368	3.280.696.161	9,77%	10,33%	PT Sarana Multi Infrastruktur (Persero)
PT Bank Tabungan Negara (Persero) Tbk	2.997.145.200	2.998.643.100	8,93%	9,44%	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Syariah Indonesia Tbk	1.998.097.000	1.999.094.997	5,95%	6,29%	PT Bank Syariah Indonesia Tbk
PT Bank Negara Indonesia (Persero) Tbk	885.741.326	886.183.998	2,64%	2,79%	PT Bank Negara Indonesia (Persero) Tbk
PT Indonesia Infrastructure Finance	474.429.840	474.666.948	1,41%	1,49%	PT Indonesia Infrastructure Finance
PT Bank Rakyat Indonesia (Persero) Tbk	332.100.887	332.266.864	0,99%	1,05%	PT Bank Rakyat Indonesia (Persero) Tbk
Total	15.910.673.301	15.918.624.465	47,39%	50,10%	Total
Utang bank jangka panjang (Catatan 23)					Long-term bank loans (Note 23)
Entitas Anak					Subsidiaries
PT Bank Syariah Indonesia Tbk	139.906.321	162.662.045	0,42%	0,51%	PT Bank Syariah Indonesia Tbk
PT Bank Negara Indonesia (Persero) Tbk	-	7.086.721	-	0,02%	PT Bank Negara Indonesia (Persero) Tbk
Total	139.906.321	169.748.766	0,42%	0,53%	Total

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**42. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

c. Transaksi dengan Pihak Berelasi (lanjutan)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

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	Pendapatan/Revenue		Persentase dari total pendapatan/Percentage of total revenue	
	2023	2022	2023	2022
Pendapatan (Catatan 32)				
PT Garuda Indonesia (Persero) Tbk	453.646.724	228.644.440	4,86%	3,83%
PT Pertamina Patra Niaga	129.827.752	80.831.620	1,39%	1,36%
PT Citilink Indonesia	76.323.746	68.091.983	0,82%	1,14%
PT Bank Negara Indonesia (Persero) Tbk	64.389.710	23.796.294	0,69%	0,40%
PT Bank Mandiri (Persero) Tbk	53.526.487	25.286.057	0,57%	0,42%
PT Bank Rakyat Indonesia (Persero) Tbk	49.211.054	23.733.115	0,53%	0,40%
PT Aerofood Indonesia	46.166.064	26.930.438	0,49%	0,45%
PT MGPA Nusantara Jaya	17.532.546	-	0,19%	-
PT Telekomunikasi Selular	17.031.052	2.240.845	0,18%	0,04%
Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum LPPNPI)	11.915.507	32.200	0,13%	0,00%
PT Waskita Beton Precast (Persero) Tbk	10.307.662	-	0,11%	-
Koperasi Karyawan PT Angkasa Pura I	10.231.227	5.368.563	0,11%	0,09%
PT Pelita Air Service	9.036.497	23.835.360	0,10%	0,40%
PT Gapura Angkasa	2.085.023	56.461.995	0,02%	0,95%
Lain-lain (dibawah 10 miliar)	135.881.287	51.121.463	1,46%	0,86%
Total	1.087.112.338	616.374.373	11,64%	10,34%

Revenues (Note 32)
PT Garuda Indonesia (Persero) Tbk
PT Pertamina Patra Niaga
PT Citilink Indonesia
PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk
PT Aerofood Indonesia
PT MGPA Nusantara Jaya
PT Telekomunikasi Selular
Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum LPPNPI)
PT Waskita Beton Precast (Persero) Tbk
Koperasi Karyawan PT Angkasa Pura I
PT Pelita Air Service
PT Gapura Angkasa
Others (below 10 billion)

Total

Kompensasi personil manajemen kunci

Total manfaat yang dibayarkan oleh Kelompok Usaha untuk Dewan Komisaris dan Direksi sebesar Rp130.452.645 dan Rp119.185.377 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 (tidak diaudit).

Key management personnel compensation

Total benefits paid by the Group for the Board of Commissioners and Directors amounted to Rp130,452,645 and Rp119,185,377 for the years ended December 31, 2023 and 2022, respectively (unaudited).

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43. INFORMASI SEGMENT OPERASI

Informasi segmen operasi sebagai berikut :

43. OPERATION SEGMENT INFORMATION

Operation segment information is as follows:

	31 Desember/December 31, 2023					
	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN USAHA						OPERATING REVENUES
Kantor Pusat		8.278.175	8.278.175	(1.075.964)	7.202.211	Head Office
Bandara Adi Sucipto	6.323.429	3.037.436	9.360.865	(1.216.687)	8.144.178	Adi Sucipto Airport
Bandara Adi Soemarmo	67.286.664	32.320.904	99.607.568	(12.946.590)	86.660.978	Adi Soemarmo Airport
Bandara Ahmad Yani	126.579.860	60.802.174	187.382.034	(24.355.162)	163.026.872	Ahmad Yani Airport
Bandara Juanda	924.633.487	444.144.327	1.368.777.814	(177.908.227)	1.190.869.587	Juanda Airport
Bandara Syamsudin Noor	163.233.311	78.408.526	241.641.837	(31.407.633)	210.234.204	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	285.907.370	137.334.564	423.241.934	(55.011.282)	368.230.652	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	2.781.460.955	1.336.064.638	4.117.525.593	(535.179.390)	3.582.346.203	I Gusti Ngurah Rai Airport
Bandara Praya	133.058.446	63.914.140	196.972.586	(25.601.703)	171.370.883	Praya Airport
Bandara El Tari	45.632.187	21.919.255	67.551.442	(8.780.064)	58.771.378	El Tari Airport
Bandara Sultan Hassanudin	429.277.552	206.201.908	635.479.460	(82.597.060)	552.882.400	Sultan Hassanudin Airport
Bandara Sam Ratulangi	111.141.060	53.386.203	164.527.263	(21.384.591)	143.142.672	Sam Ratulangi Airport
Bandara Pattimura	30.459.273	14.631.001	45.090.274	(5.860.652)	39.229.622	Pattimura Airport
Bandara Frans Kaisiepo	9.591.930	4.607.449	14.199.379	(1.845.578)	12.353.801	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	285.489.981	137.134.072	422.624.053	(54.930.972)	367.693.081	Yogyakarta International Airport
Bandara Sentani	80.622.386	38.726.669	119.349.055	(15.512.509)	103.836.546	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	724.074.150	724.074.150	(94.112.241)	629.961.909	Angkasa Pura Logistik
Angkasa Pura Properti	-	182.621.016	182.621.016	(23.736.344)	158.884.672	Angkasa Pura Properti
Angkasa Pura Hotel	-	494.587.848	494.587.848	(64.284.536)	430.303.312	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.144.757.673	1.144.757.673	(148.790.991)	995.966.682	Angkasa Pura Suport
Angkasa Pura Retail	-	65.403.800	65.403.800	(8.500.922)	56.902.878	Angkasa Pura Retail
Total pendapatan usaha	5.480.697.891	5.252.355.928	10.733.053.819	(1.395.039.098)	9.338.014.721	Total operating revenue
BEBAN USAHA						OPERATING EXPENSES
Kantor Pusat	-	1.188.806.064	1.188.806.064	(202.267.803)	986.538.261	Head Office
Bandara Adi Sucipto	33.520.963	16.101.672	49.622.635	(8.442.976)	41.179.659	Adi Sucipto Airport
Bandara Adi Soemarmo	77.517.448	37.235.224	114.752.672	(19.524.438)	95.228.234	Adi Soemarmo Airport
Bandara Ahmad Yani	158.873.231	76.314.178	235.187.409	(40.015.644)	195.171.765	Ahmad Yani Airport
Bandara Juanda	427.940.480	205.559.651	633.500.131	(107.786.024)	525.714.107	Juanda Airport
Bandara Syamsudin Noor	170.814.025	82.049.895	252.863.920	(43.023.190)	209.840.730	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	218.722.301	105.062.460	323.784.761	(55.089.921)	268.694.840	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	715.160.956	343.524.960	1.058.685.916	(180.128.686)	878.557.230	I Gusti Ngurah Rai Airport
Bandara Praya	134.262.109	64.492.315	198.754.424	(33.816.803)	164.937.621	Praya Airport
Bandara El Tari	60.313.826	28.971.527	89.285.353	(15.191.336)	74.094.017	El Tari Airport
Bandara Sultan Hassanudin	230.191.895	110.571.838	340.763.733	(57.978.785)	282.784.948	Sultan Hassanudin Airport
Bandara Sam Ratulangi	114.674.271	55.083.368	169.757.639	(28.883.184)	140.874.455	Sam Ratulangi Airport
Bandara Pattimura	63.148.530	30.333.166	93.481.696	(15.905.317)	77.576.379	Pattimura Airport
Bandara Frans Kaisiepo	34.574.624	16.607.795	51.182.419	(8.708.364)	42.474.055	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	395.896.764	190.167.569	586.064.333	(99.715.125)	486.349.208	Yogyakarta International Airport
Bandara Sentani	67.141.442	32.251.147	99.392.589	(16.911.018)	82.481.571	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	771.983.709	771.983.709	(131.348.126)	640.635.583	Angkasa Pura Logistik
Angkasa Pura Properti	-	213.641.528	213.641.528	(36.349.749)	177.291.779	Angkasa Pura Properti
Angkasa Pura Hotel	-	420.142.405	420.142.405	(71.484.562)	348.657.843	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.122.624.909	1.122.624.909	(191.007.499)	931.617.410	Angkasa Pura Suport
Angkasa Pura Retail	-	80.565.394	80.565.394	(13.707.690)	66.857.704	Angkasa Pura Retail
Total beban usaha	2.902.752.865	5.192.090.774	8.094.843.639	(1.377.286.240)	6.717.557.399	Total operating expenses
LABA (RUGI) USAHA	2.577.945.026	60.265.154	2.638.210.180	(17.752.858)	2.620.457.322	OPERATING PROFIT (LOSS)

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43. INFORMASI SEGMENT OPERASI (lanjutan)

**43. OPERATION SEGMENT INFORMATION
(continued)**

Informasi segmen operasi sebagai berikut:
(lanjutan)

Operation segment information is as follows:
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN (BEBAN) NON-USAHA						NON-OPERATING REVENUE (EXPENSE)
Kantor Pusat	-	112.208.932	112.208.932	19.403.268	131.612.200	Head Office
Bandara Adi Sucipto	(3.795.500)	(1.823.155)	(5.618.655)	(971.583)	(6.590.238)	Adi Sucipto Airport
Bandara Adi Soemarmo	(14.567.018)	(6.997.214)	(21.564.232)	(3.728.906)	(25.293.138)	Adi Soemarmo Airport
Bandara Ahmad Yani	(73.277.435)	(35.198.549)	(108.475.984)	(18.757.763)	(127.233.747)	Ahmad Yani Airport
Bandara Juanda	(37.625.813)	(18.073.422)	(55.699.235)	(9.631.561)	(65.330.796)	Juanda Airport
Bandara Syamsudin Noor	(75.416.310)	(36.225.950)	(111.642.260)	(19.305.278)	(130.947.538)	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	(12.859.899)	(6.177.206)	(19.037.105)	(3.291.913)	(22.329.018)	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	(102.918.957)	(49.436.746)	(152.355.703)	(26.345.483)	(178.701.186)	I Gusti Ngurah Rai Airport
Bandara Praya	(38.469.033)	(18.478.460)	(56.947.493)	(9.847.411)	(66.794.904)	Praya Airport
Bandara El Tari	(13.817.319)	(6.637.099)	(20.454.418)	(3.536.996)	(23.991.414)	El Tari Airport
Bandara Sultan Hassanudin	(74.106.847)	(35.596.954)	(109.703.801)	(18.970.078)	(128.673.879)	Sultan Hassanudin Airport
Bandara Sam Ratulangi	(19.259.505)	(9.251.233)	(28.510.738)	(4.930.102)	(33.440.840)	Sam Ratulangi Airport
Bandara Pattimura	(9.401.240)	(4.515.851)	(13.917.091)	(2.406.556)	(16.323.647)	Pattimura Airport
Bandara Frans Kaisiepo	(8.649.409)	(4.154.712)	(12.804.121)	(2.215.095)	(15.019.216)	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	(397.527.191)	(190.950.738)	(588.477.929)	(101.760.123)	(690.238.052)	Yogyakarta International Airport
Bandara Sentani	(11.903.189)	(5.717.654)	(17.620.843)	(3.047.012)	(20.667.855)	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	3.654.742	3.654.742	631.981	4.286.723	Angkasa Pura Logistik
Angkasa Pura Properti	-	2.571.551	2.571.551	444.675	3.016.226	Angkasa Pura Properti
Angkasa Pura Hotel	-	4.963.630	4.963.630	858.315	5.821.945	Angkasa Pura Hotel
Angkasa Pura Suport	-	11.838.590	11.838.590	2.047.139	13.885.729	Angkasa Pura Suport
Angkasa Pura Retail	-	(1.540.514)	(1.540.514)	(266.387)	(1.806.901)	Angkasa Pura Retail
Total beban non usaha	(893.594.665)	(295.538.012)	(1.189.132.677)	(205.625.874)	(1.394.758.551)	Total non-operating expense
Laba entitas asosiasi	-	24.468.817	24.468.817	-	24.468.817	Gain (loss) of associates
Laba (rugi) sebelum pajak	1.684.350.361	(210.804.041)	1.473.546.320	(223.378.732)	1.250.167.588	Profit (loss) before tax
Pajak final	-	(101.426.429)	(101.426.429)	-	(101.426.429)	Final tax expense
Pajak penghasilan badan	(153.064.932)	(73.524.182)	(226.589.114)	-	(226.589.114)	Corporate income taxes
Laba tahun berjalan	1.531.285.429	(385.754.652)	1.145.530.777	(223.378.732)	922.152.045	Profit for the year
Laba (rugi) diatribusikan kepada:						Income attributable to:
Pemilik entitas induk	-	-	-	-	922.230.770	The owner of parent entity
Kepentingan non pengendali	-	-	-	-	(78.725)	Non controlling interest
TOTAL LABA (RUGI) TAHUN BERJALAN	1.531.285.429	(385.754.652)	1.145.530.777	(223.378.732)	922.152.045	TOTAL PROFIT FOR THE YEAR

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43. INFORMASI SEGMENT OPERASI (lanjutan)

**43. OPERATION SEGMENT INFORMATION
(continued)**

Informasi segmen operasi sebagai berikut:
(lanjutan)

Operation segment information is as follows:
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
ASET						ASSET
Kantor Pusat	-	9.028.518.373	9.028.518.373	(516.317.434)	8.512.200.939	Head Office
Bandara Adi Sucipto	172.093.462	82.664.468	254.757.930	(14.568.942)	240.188.988	Adi Sucipto Airport
Bandara Adi Soemarmo	359.184.046	172.532.748	531.716.794	(30.407.498)	501.309.296	Adi Soemarmo Airport
Bandara Ahmad Yani	1.306.462.315	627.554.414	1.934.016.729	(110.601.376)	1.823.415.353	Ahmad Yani Airport
Bandara Juanda	1.831.155.879	879.589.056	2.710.744.935	(155.020.438)	2.555.724.497	Juanda Airport
Bandara Syamsudin Noor	1.605.817.567	771.348.619	2.377.166.186	(135.943.938)	2.241.222.248	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	1.127.086.114	541.391.709	1.668.477.823	(95.415.898)	1.573.061.925	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	3.660.409.704	1.758.264.468	5.418.674.172	(309.879.853)	5.108.794.319	I Gusti Ngurah Rai Airport
Bandara Praya	1.169.152.886	561.598.330	1.730.751.216	(98.977.151)	1.631.774.065	Praya Airport
Bandara El Tari	310.679.153	149.233.599	459.912.752	(26.301.212)	433.611.540	El Tari Airport
Bandara Sultan Hassanudin	2.711.700.688	1.302.555.548	4.014.256.236	(229.564.852)	3.784.691.384	Sultan Hassanudin Airport
Bandara Sam Ratulangi	598.581.451	287.526.420	886.107.871	(50.674.200)	835.433.671	Sam Ratulangi Airport
Bandara Pattimura	273.010.421	131.139.561	404.149.982	(23.112.284)	381.037.698	Pattimura Airport
Bandara Frans Kaisiepo	172.309.249	82.768.120	255.077.369	(14.587.210)	240.490.159	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	7.918.742.225	3.803.738.983	11.722.481.208	(670.378.147)	11.052.103.061	International Yogyakarta Airport
Bandara Sentani	181.737.802	87.297.091	269.034.893	(15.385.404)	253.649.489	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	491.946.193	491.946.193	(28.133.121)	463.813.072	Angkasa Pura Logistik
Angkasa Pura Properti	-	341.120.452	341.120.452	(19.507.790)	321.612.662	Angkasa Pura Properti
Angkasa Pura Hotel	-	872.319.306	872.319.306	(49.885.668)	822.433.638	Angkasa Pura Hotel
Angkasa Pura Suport	-	993.345.680	993.345.680	(56.806.850)	936.538.830	Angkasa Pura Suport
Angkasa Pura Retail	-	30.451.900	30.451.900	(1.741.465)	28.710.435	Angkasa Pura Retail
Total aset	23.398.122.962	22.996.905.038	46.395.0278.000	(2.653.210.731)	43.741.817.269	Total assets
LIABILITAS						LIABILITIES
Kantor Pusat	-	1.088.738.429	1.088.738.429	(31.257.252)	1.057.481.177	Head Office
Bandara Adi Sucipto	203.235.547	97.623.455	300.859.002	(8.637.543)	292.221.459	Adi Sucipto Airport
Bandara Adi Soemarmo	384.600.556	184.741.476	569.342.032	(16.345.585)	552.996.447	Adi Soemarmo Airport
Bandara Ahmad Yani	1.413.868.659	679.146.660	2.093.015.319	(60.089.645)	2.032.925.674	Ahmad Yani Airport
Bandara Juanda	1.377.526.941	661.690.048	2.039.216.989	(58.545.117)	1.980.671.872	Juanda Airport
Bandara Syamsudin Noor	1.689.980.177	811.775.822	2.501.755.999	(71.824.429)	2.429.931.570	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	1.075.812.633	516.762.679	1.592.575.312	(45.722.210)	1.546.853.102	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	1.725.413.972	828.796.316	2.554.210.288	(73.330.371)	2.480.879.917	I Gusti Ngurah Rai Airport
Bandara Praya	1.210.032.669	581.234.785	1.791.267.454	(51.426.583)	1.739.840.871	Praya Airport
Bandara El Tari	339.830.961	163.236.564	503.067.525	(14.442.871)	488.624.654	El Tari Airport
Bandara Sultan Hassanudin	2.590.553.974	1.244.363.165	3.834.917.139	(110.098.961)	3.724.818.178	Sultan Hassanudin Airport
Bandara Sam Ratulangi	622.368.549	298.952.465	921.321.014	(26.450.763)	894.870.251	Sam Ratulangi Airport
Bandara Pattimura	315.571.709	151.583.721	467.155.430	(13.411.848)	453.743.582	Pattimura Airport
Bandara Frans Kaisiepo	206.154.630	99.025.626	305.180.256	(8.761.605)	296.418.651	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	8.429.566.750	4.049.111.683	12.478.678.433	(358.257.943)	12.120.420.490	International Yogyakarta Airport
Bandara Sentani	180.991.800	86.938.752	267.930.552	(7.692.181)	260.238.371	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	220.001.954	220.001.954	(6.316.169)	213.685.785	Angkasa Pura Logistik
Angkasa Pura Properti	-	162.153.110	162.153.110	(4.655.352)	157.497.758	Angkasa Pura Properti
Angkasa Pura Hotel	-	208.589.117	208.589.117	(5.988.511)	202.600.606	Angkasa Pura Hotel
Angkasa Pura Suport	-	520.700.310	520.700.310	(14.949.101)	505.751.209	Angkasa Pura Suport
Angkasa Pura Retail	-	145.261.773	145.261.773	(4.170.408)	141.091.365	Angkasa Pura Retail
Total liabilitas	21.765.509.527	12.800.427.910	34.565.937.437	(992.374.448)	33.573.562.989	Total liabilities

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43. INFORMASI SEGMENT OPERASI (lanjutan)

**43. OPERATION SEGMENT INFORMATION
(continued)**

Informasi segmen operasi sebagai berikut:
(lanjutan)

Operation segment information is as follows:
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN USAHA						OPERATING REVENUES
Kantor Pusat	-	92.642.387	92.642.387	(15.119.535)	77.522.852	Head Office
Bandara Adi Sucipto	4.020.844	3.270.514	7.291.358	(1.189.973)	6.101.385	Adi Sucipto Airport
Bandara Adi Soemarmo	35.979.258	29.265.169	65.244.427	(10.648.100)	54.596.327	Adi Soemarmo Airport
Bandara Ahmad Yani	76.382.105	62.128.440	138.510.545	(22.605.367)	115.905.178	Ahmad Yani Airport
Bandara Juanda	504.414.820	410.285.971	914.700.791	(149.282.112)	765.418.679	Juanda Airport
Bandara Syamsudin Noor	101.764.739	82.774.421	184.539.160	(30.117.385)	154.421.775	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	175.298.609	142.586.136	317.884.745	(51.879.813)	266.004.932	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	1.049.139.355	853.359.463	1.902.498.818	(310.493.928)	1.592.004.890	I Gusti Ngurah Rai Airport
Bandara Praya	69.533.409	56.557.780	126.091.189	(20.578.488)	105.512.701	Praya Airport
Bandara El Tari	31.245.572	25.414.836	56.660.408	(9.247.161)	47.413.247	El Tari Airport
Bandara Sultan Hassanudin	283.250.293	230.392.957	513.643.250	(83.828.231)	429.815.019	Sultan Hassanudin Airport
Bandara Sam Ratulangi	61.840.448	50.300.402	112.140.850	(18.301.748)	93.839.102	Sam Ratulangi Airport
Bandara Pattimura	28.034.721	22.803.161	50.837.882	(8.296.906)	42.540.976	Pattimura Airport
Bandara Frans Kaisiepo	6.537.393	5.317.450	11.854.843	(1.934.749)	9.920.094	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	155.398.368	126.399.479	281.797.847	(45.990.315)	235.807.532	Yogyakarta International Airport
Bandara Sentani	53.444.367	43.471.114	96.915.481	(15.816.918)	81.098.563	Sentani Airport
Entitas Anak						Subsidiaries
Angkasa Pura Logistik	-	708.904.575	708.904.575	(115.695.507)	593.209.068	Angkasa Pura Logistik
Angkasa Pura Properti	-	266.428.989	266.428.989	(43.482.068)	222.946.921	Angkasa Pura Properti
Angkasa Pura Hotel	-	262.489.165	262.489.165	(42.839.076)	219.650.089	Angkasa Pura Hotel
Angkasa Pura Support	-	919.520.929	919.520.929	(150.068.774)	769.452.155	Angkasa Pura Support
Angkasa Pura Retail	-	95.211.813	95.211.813	(15.538.874)	79.672.939	Angkasa Pura Retail
Total pendapatan usaha	2.636.284.301	4.489.525.151	7.125.809.452	(1.162.955.028)	5.962.854.424	Total operating revenue
BEBAN USAHA						OPERATING EXPENSES
Kantor Pusat	-	733.776.902	733.776.902	(131.647.608)	602.129.294	Head Office
Bandara Adi Sucipto	23.818.901	19.374.056	43.192.957	(7.749.289)	35.443.668	Adi Sucipto Airport
Bandara Adi Soemarmo	54.298.185	44.165.601	98.463.786	(17.665.481)	80.798.305	Adi Soemarmo Airport
Bandara Ahmad Yani	134.659.085	109.530.354	244.189.439	(43.810.258)	200.379.181	Ahmad Yani Airport
Bandara Juanda	294.518.369	239.558.297	534.076.666	(95.819.200)	438.257.466	Juanda Airport
Bandara Syamsudin Noor	124.456.394	101.231.587	225.687.981	(40.490.894)	185.197.087	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	152.851.347	124.327.757	277.179.104	(49.728.965)	227.450.139	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	453.425.933	368.812.121	822.238.054	(147.518.507)	674.719.547	I Gusti Ngurah Rai Airport
Bandara Praya	87.203.740	70.930.650	158.134.390	(28.371.041)	129.763.349	Praya Airport
Bandara El Tari	42.636.647	34.680.223	77.316.870	(13.871.493)	63.445.377	El Tari Airport
Bandara Sultan Hassanudin	163.487.902	132.979.425	296.467.327	(53.189.484)	243.277.843	Sultan Hassanudin Airport
Bandara Sam Ratulangi	77.736.673	63.230.233	140.966.906	(25.291.006)	115.675.900	Sam Ratulangi Airport
Bandara Pattimura	41.194.115	33.506.881	74.700.996	(13.402.176)	61.298.820	Pattimura Airport
Bandara Frans Kaisiepo	24.523.525	19.947.190	44.470.715	(7.978.533)	36.492.182	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	298.089.804	242.463.266	540.553.070	(96.981.138)	443.571.932	Yogyakarta International Airport
Bandara Sentani	40.335.056	32.808.131	73.143.187	(13.122.688)	60.020.499	Sentani Airport
Entitas Anak						Subsidiaries
Angkasa Pura Logistik	-	667.894.230	667.894.230	(119.827.536)	548.066.694	Angkasa Pura Logistik
Angkasa Pura Properti	-	253.497.828	253.497.828	(45.480.285)	208.017.543	Angkasa Pura Properti
Angkasa Pura Hotel	-	213.918.668	213.918.668	(38.379.351)	175.539.317	Angkasa Pura Hotel
Angkasa Pura Support	-	856.870.706	856.870.706	(153.731.984)	703.138.722	Angkasa Pura Support
Angkasa Pura Retail	-	179.273.682	179.273.682	(32.163.661)	147.110.021	Angkasa Pura Retail
Total beban usaha	2.013.235.676	4.542.777.788	6.556.013.464	(1.176.220.578)	5.379.792.886	Total operating expenses
LABA (RUGI) USAHA	623.048.625	(53.252.637)	569.795.988	13.265.550	583.061.538	OPERATING PROFIT (LOSS)

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43. INFORMASI SEGMENT OPERASI (lanjutan)

Informasi segmen operasi sebagai berikut:
(lanjutan)

**43. OPERATION SEGMENT INFORMATION
(continued)**

Operation segment Information is as follows:
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN (BEBAN) NON-USAHA						NON-OPERATING REVENUE (EXPENSE)
Kantor Pusat	-	(1.238.748.436)	(1.238.748.436)	10.090.472	(1.228.657.964)	Head Office
Bandara Adi Sucipto	391	318	709	(6)	703	Adi Sucipto Airport
Bandara Adi Soemarmo	(35.195)	(28.627)	(63.822)	520	(63.302)	Adi Soemarmo Airport
Bandara Ahmad Yani	(1.396.072)	(1.135.551)	(2.531.623)	20.622	(2.511.001)	Ahmad Yani Airport
Bandara Juanda	(327.132)	(266.086)	(593.218)	4.832	(588.386)	Juanda Airport
Bandara Syamsudin Noor	(441.060)	(358.754)	(799.814)	6.515	(793.299)	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	(80.694)	(65.635)	(146.329)	1.192	(145.137)	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	(103.695)	(84.345)	(188.040)	1.532	(186.508)	I Gusti Ngurah Rai Airport
Bandara Praya	(46.302)	(37.662)	(83.964)	684	(83.280)	Praya Airport
Bandara El Tari	(3.272)	(2.662)	(5.934)	48	(5.886)	El Tari Airport
Bandara Sultan Hassanudin	(26.084)	(21.216)	(47.300)	385	(46.915)	Sultan Hassanudin Airport
Bandara Sam Ratulangi	(37.283)	(30.325)	(67.608)	551	(67.057)	Sam Ratulangi Airport
Bandara Pattimura	(14.061)	(11.437)	(25.498)	208	(25.290)	Pattimura Airport
Bandara Frans Kaisiepo	(13.866)	(11.279)	(25.145)	205	(24.940)	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	-	-	-	-	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	(4.445.556)	(3.615.971)	(8.061.527)	65.667	(7.995.860)	Yogyakarta International Airport
Bandara Sentani	(7.531.003)	(6.125.642)	(13.656.645)	111.243	(13.545.402)	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	394.409	394.409	(3.213)	391.196	Angkasa Pura Logistik
Angkasa Pura Properti	-	(1.209.475)	(1.209.475)	9.852	(1.199.623)	Angkasa Pura Properti
Angkasa Pura Hotel	-	(1.104.191)	(1.104.191)	8.994	(1.095.197)	Angkasa Pura Hotel
Angkasa Pura Suport	-	(23.991.171)	(23.991.171)	195.425	(23.795.746)	Angkasa Pura Suport
Angkasa Pura Retail	-	15.554	15.554	(127)	15.427	Angkasa Pura Retail
Total beban non usaha	(14.500.884)	(1.276.438.184)	(1.290.939.068)	10.515.601	(1.280.423.467)	Total non-operating expense
Rugi entitas asosiasi	-	(23.471.366)	(23.471.366)	-	(23.471.366)	Loss of associates
Labanya (rugi) sebelum pajak	608.547.741	(1.353.162.187)	(744.614.446)	23.781.151	(720.833.295)	Profit (loss) before tax
Pajak final	-	(70.780.368)	(70.780.368)	-	(70.780.368)	Final tax expense
Pajak penghasilan badan	25.762.731	20.955.147	46.717.878	-	46.717.878	Corporate income taxes
Rugi tahun berjalan	634.310.472	(1.402.987.408)	(768.676.936)	23.781.151	(744.895.785)	Loss for the year
Labanya (rugi) diatribusikan kepada:						Income attributable to:
Pemilik entitas induk	-	-	-	-	(745.072.037)	The owner of parent entity
Keperluan non pengendali	-	-	-	-	176.252	Non controlling interest
TOTAL LABA (RUGI) TAHUN BERJALAN	634.310.472	(1.402.987.408)	(768.676.936)	23.781.151	(744.895.785)	TOTAL LOSS FOR THE YEAR

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43. INFORMASI SEGMENT OPERASI (lanjutan)

**43. OPERATION SEGMENT INFORMATION
(continued)**

Informasi segmen operasi sebagai berikut:
(lanjutan)

Operation segment Information is as follows:
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
ASET						ASSET
Kantor Pusat	-	5.338.248.393	5.338.248.393	(290.693.722)	5.047.554.671	Head Office
Bandara Adi Sucipto	149.902.103	121.928.872	271.830.975	(14.802.526)	257.028.449	Adi Sucipto Airport
Bandara Adi Soemarmo	316.815.668	257.694.697	574.510.365	(31.284.898)	543.225.467	Adi Soemarmo Airport
Bandara Ahmad Yani	1.127.823.677	917.360.503	2.045.184.180	(111.370.277)	1.933.813.903	Ahmad Yani Airport
Bandara Juanda	1.456.772.862	1.184.924.482	2.641.697.344	(143.853.335)	2.497.844.009	Juanda Airport
Bandara Syamsudin Noor	1.379.225.300	1.121.848.070	2.501.073.370	(136.195.672)	2.364.877.698	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	946.185.874	769.618.130	1.715.804.004	(93.433.916)	1.622.370.088	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	3.126.803.062	2.543.310.350	5.670.113.412	(308.765.395)	5.361.348.017	I Gusti Ngurah Rai Airport
Bandara Praya	986.405.499	802.332.371	1.788.737.870	(97.405.522)	1.691.332.348	Praya Airport
Bandara El Tari	268.017.226	218.002.532	486.019.758	(26.466.152)	459.553.606	El Tari Airport
Bandara Sultan Hassanudin	2.144.719.316	1.744.493.249	3.889.212.565	(211.786.637)	3.677.425.928	Sultan Hassanudin Airport
Bandara Sam Ratulangi	517.659.551	421.059.103	938.718.654	(51.117.820)	887.600.834	Sam Ratulangi Airport
Bandara Pattimura	241.224.249	196.209.392	437.433.641	(23.820.400)	413.613.241	Pattimura Airport
Bandara Frans Kaisiepo	151.030.697	122.846.859	273.877.556	(14.913.972)	258.963.584	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	6.645.207.495	5.405.145.341	12.050.352.836	(656.200.622)	11.394.152.214	International Yogyakarta Airport
Bandara Sentani	151.240.004	123.017.107	274.257.111	(14.934.640)	259.322.471	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	507.151.161	507.151.161	(27.616.860)	479.534.302	Angkasa Pura Logistik
Angkasa Pura Properti	-	304.076.705	304.076.705	(16.558.462)	287.518.242	Angkasa Pura Properti
Angkasa Pura Hotel	-	734.402.710	734.402.710	(39.991.818)	694.410.892	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.043.766.402	1.043.766.402	(56.838.183)	986.928.219	Angkasa Pura Suport
Angkasa Pura Retail	-	17.897.239	17.897.239	(974.592)	16.922.647	Angkasa Pura Retail
Total aset	19.609.032.583	23.895.333.668	43.504.366.251	(2.369.025.421)	41.135.340.830	Total assets
LIABILITAS						LIABILITIES
Kantor Pusat	-	29.080.242.670	29.080.242.670	(826.002.955)	28.254.239.715	Head Office
Bandara Adi Sucipto	185.434.174	150.830.304	336.264.478	(9.551.346)	326.713.132	Adi Sucipto Airport
Bandara Adi Soemarmo	15.973.455	12.992.648	28.966.103	(822.761)	28.143.342	Adi Soemarmo Airport
Bandara Ahmad Yani	34.823.344	28.324.960	63.148.304	(1.793.681)	61.354.623	Ahmad Yani Airport
Bandara Juanda	179.396.142	145.919.028	325.315.170	(9.240.339)	316.074.831	Juanda Airport
Bandara Syamsudin Noor	20.967.081	17.054.414	38.021.495	(1.079.973)	36.941.522	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	33.129.166	26.946.933	60.076.099	(1.706.418)	58.369.681	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	423.069.053	344.120.138	767.189.191	(21.791.446)	745.397.745	I Gusti Ngurah Rai Airport
Bandara Praya	89.522.555	72.816.751	162.339.306	(4.611.129)	157.728.177	Praya Airport
Bandara El Tari	12.475.231	10.147.228	22.622.459	(642.574)	21.979.885	El Tari Airport
Bandara Sultan Hassanudin	64.576.603	52.525.963	117.102.566	(3.326.212)	113.776.354	Sultan Hassanudin Airport
Bandara Sam Ratulangi	69.176.560	56.267.522	125.444.082	(3.563.147)	121.880.935	Sam Ratulangi Airport
Bandara Pattimura	16.296.779	13.255.637	29.552.416	(839.415)	28.713.001	Pattimura Airport
Bandara Frans Kaisiepo	3.197.927	2.601.162	5.799.089	(164.719)	5.634.370	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	102.357.501	83.256.568	185.614.069	(5.272.231)	180.341.838	International Yogyakarta Airport
Bandara Sentani	127.722.123	103.887.898	231.610.021	(6.578.713)	225.031.308	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	191.981.403	191.981.403	(5.453.091)	186.528.315	Angkasa Pura Logistik
Angkasa Pura Properti	-	98.642.143	98.642.143	(2.801.856)	95.840.285	Angkasa Pura Properti
Angkasa Pura Hotel	-	130.043.683	130.043.683	(3.693.792)	126.349.888	Angkasa Pura Hotel
Angkasa Pura Suport	-	587.343.464	587.343.464	(16.683.060)	570.660.406	Angkasa Pura Suport
Angkasa Pura Retail	-	113.811.160	113.811.160	(3.232.722)	110.578.438	Angkasa Pura Retail
Total liabilitas	1.378.117.694	31.323.011.677	32.701.129.371	(928.851.580)	31.772.277.791	Total liabilities

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44. PERJANJIAN-PERJANJIAN PENTING

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara

Pada tanggal 15 Desember 2015, Perusahaan mengadakan perjanjian dengan Direktorat Jenderal Perhubungan Udara (DJPU) mengenai pemberian konsesi untuk melakukan kegiatan pelayanan jasa kebandarudaraan sebagaimana yang dituangkan dalam perjanjian No. HK.201/2/8/DRJU.kum-2015 dan No. SP.333/HK.06.03/2015/DU (perjanjian konsesi).

DJPU memberikan hak kepada Perusahaan melakukan kegiatan pelayanan jasa kebandarudaraan termasuk meliputi pelayanan sehubungan dengan jasa pesawat udara, penumpang, barang, dan pos. Layanan tersebut mencakup penyediaan dan/atau pengembangan:

- Fasilitas kegiatan pelayanan pendaratan, lepas landas, manuver, parkir, dan penyimpanan pesawat udara;
- Fasilitas terminal untuk pelayanan angkutan penumpang, kargo, dan pos;
- Fasilitas elektronika, listrik, air, dan instalasi limbah buangan; dan
- Lahan untuk bangunan, lapangan, dan industri serta gedung atau bangunan yang digunakan untuk mendukung transportasi udara.

Ketentuan-ketentuan penting dalam perjanjian konsesi adalah sebagai berikut, antara lain:

- Perusahaan diwajibkan untuk membayar pendapatan konsesi dari pelayanan jasa kebandarudaraan sebesar 2,5% dari pendapatan pelayanan jasa kebandarudaraan per tahun, yang akan dievaluasi setiap 5 (lima) tahun.
- Perjanjian konsesi berlaku selama 2 (dua) tahun, dihitung sejak ditandatanganinya perjanjian, dan diperpanjang selama 30 tahun sesuai kesepakatan DJPU dan Perusahaan, setelah Perusahaan mendapat persetujuan rapat umum pemegang saham.

44. SIGNIFICANT AGREEMENTS

- a) *Concession Agreement - Directorate General of Civil Aviation*

On December 15, 2015, the Company entered into an agreement with the Directorate General of Civil Aviation (DJPU) regarding the concession provided to the Company to conduct airport services as stated in agreement No. HK.201/2/8/DRJU.kum-2015 and No. SP.333/HK.06.03/2015/DU (concession agreement).

DJPU granted the right to the Company to conduct the airport service activities including aircraft, passenger, freight and postal related services. Such services encompass the provision and/or development of:

- *Facilities for service activities for landing, takeoff, maneuvering, parking and storage of aircraft;*
- *Terminal facilities for passenger transport services, cargo, and mail;*
- *Electronic facilities, electricity, water, and waste disposal installations; and*
- *Areas for the building, grounds, and industry as well as buildings provided to support air transportation.*

Important conditions in the concession agreement, among others, are as follows:

- *The Company is required to pay concession revenue of airport service activities amounting to 2.5% of total revenue of airport service activities per year, which will be evaluated every 5 (five) years.*
- *The concession agreement is valid for 2 (two) years, starting from date the concession agreement is signed, and extended for 30 years as agreed by DJPU and the Company, after the Company received approval from shareholders general meeting.*

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara (lanjutan)

DJPU memiliki kewenangan untuk melakukan pengawasan dan pengendalian terhadap pelaksanaan konsesi berdasarkan perjanjian konsesi sesuai dengan kewenangannya yang diatur oleh Undang-Undang.

Perusahaan sedang dalam proses pembahasan dengan DJPU untuk perpanjangan konsesi. Pada tanggal 8 November 2022, Perusahaan telah mengirimkan rencana usaha (*business plan*) dan konsep perjanjian konsesi jasa kebandarudaraan kepada Direktorat Jendral Perhubungan Udara (DJPU) Kemenhub. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perpanjangan perjanjian dan persetujuan proposal tersebut masih dalam proses.

Per 31 Desember 2023, Perusahaan mencatat estimasi perhitungan akrual beban konsesi kepada DJPU untuk tahun 2018, 2019, 2020 dan Januari-Mei 2021 sebesar 2,5% serta untuk Juni-Desember 2021, 2022 dan 2023 sebesar 1% dari pendapatan aeronautika berdasarkan informasi baru yang diterima pada tahun 2023. Berdasarkan hal tersebut, saldo beban akrual per 31 Desember 2023 dan 2022 untuk PNBPN adalah Rp405.211.431 dan Rp209.295.910 (Catatan 19).

Pada tanggal 13 Mei 2022, Perusahaan telah menerima surat tagihan konsesi tahun 2017 dan denda atas tagihan konsesi tahun 2016 masing-masing sebesar Rp110.709 dan Rp33.586.

Pada tanggal 1 Juli 2022, Perusahaan telah melakukan pelunasan sebesar Rp144.295 sesuai tagihan.

Pada tanggal 15 Agustus 2023, DJPU mengirimkan tagihan denda atas keterlambatan pembayaran konsesi tahun 2017 sebesar Rp52.096.095 untuk Perusahaan, sebagai tindak lanjut atas temuan BPK RI. Tagihan tersebut jatuh tempo tanggal 22 Agustus 2023.

Pada tanggal 12 September 2023, Perusahaan juga mengajukan permohonan koreksi surat tagihan denda PNBPN 2017 tersebut karena Perusahaan telah melakukan pembayaran segera pada saat menerima surat tagihan konsesi tahun 2017.

44. SIGNIFICANT AGREEMENTS (continued)

- a) *Concession Agreement - Directorate General of Civil Aviation (continued)*

DJPU has the authority to supervise and control the implementation of the concession based on concession agreement in accordance with its authority which is regulated by the law.

The Company is in the process of discussing with DJPU to extend the concession agreement. On November 8, 2022, the Company has submitted a business plan and draft of concession agreement to Directorate General of Civil Aviation (DJPU) of the Ministry of Transportation. As of the completion date of the consolidated financial statements, the extension of the agreement and approval of the proposal is still in process.

As of December 31, 2023, the Company records the estimated calculation of the concession fee to DJPU for 2018, 2019, 2020, and January-May 2021 by 2.5%, and for June-December 2021, 2022, 2023 by 1% of aeronautics, based on new information received in 2023. As a result, the accrued expenses balance as of December 31, 2023, and 2022 for PNBPN was Rp405,211,431 and Rp209,295,910, respectively (Note 19).

On May 13, 2022, the Company received a bill for the 2017 concession and a penalty for the 2016 concession amounting to Rp110,709 and Rp33,586, respectively.

On July 1, 2022, the Company has paid Rp144,295 in accordance with the invoice.

On August 15, 2023, DJPU sent a bill for late payment of 2017 concession amounting to Rp52,096,095 to the Company, as a follow-up to the findings of BPK RI. The bill is due on August 22, 2023.

On September 12, 2023, the Company also submitted a request for correction of the 2017 PNBPN penalty invoice because the Company had made immediate payment upon receipt of the 2017 concession invoice.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara (lanjutan)

DJPU mengirimkan kembali tagihan kedua atas denda keterlambatan pembayaran konsesi tahun 2017 kepada Perusahaan pada tanggal 2 Oktober 2023.

DJPU mengirimkan kembali tagihan ketiga atas denda keterlambatan pembayaran konsesi tahun 2017 kepada Perusahaan pada tanggal 4 Desember 2023. Pada tanggal 4 Maret 2024, Perusahaan telah melakukan pembayaran denda sebesar Rp52.096.095 tersebut dan mencatat pembayaran tersebut sebagai uang muka pada tahun 2024.

- b) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Darat (TNI AD) di Bandara Internasional Ahmad Yani

Pada tanggal 17 Juni 2014, Perusahaan dan TNI AD menandatangani perjanjian kerjasama pemanfaatan sebagian tanah Milik TNI AD di Bandara Internasional Ahmad Yani - Semarang dengan jangka waktu selama 30 (tiga puluh) tahun terhitung sejak ditandatanganinya perjanjian. Perjanjian kerja sama ini mempunyai maksud dan tujuan melaksanakan pengembangan sarana dan prasarana Bandar Udara Internasional Ahmad Yani Semarang untuk penerbangan sipil dan penerbangan militer dengan prinsip prinsip korporasi.

Ruang lingkup kerjasama adalah :

- Pemanfaatan tanah milik TNI AD seluas 885.500 m² dimana tanah seluas 676.089 m² akan digunakan untuk areal pengembangan bandar udara dan tanah seluas 208.411 m² akan digunakan untuk areal resapan pada sisi utara areal pengembangan bandar udara.
- Pembayaran kontribusi kepada negara oleh Perusahaan berupa kontribusi tetap dan pembagian keuntungan atas pemanfaatan lahan.
- Aset yang diperoleh dari kerja sama pemanfaatan ini akan diserahkan oleh Perusahaan kepada TNI AD setelah perjanjian berakhir yang dituangkan dalam berita acara serah terima.

44. SIGNIFICANT AGREEMENTS (continued)

- a) Concession Agreement - Directorate General of Civil Aviation (continued)

DJPU sent a second invoice for late payment of concession fees in 2017 to the Company on October 2, 2023.

The DJPU sent the third invoice for late payment penalty of 2017 concession to the Company on December 4, 2023. On March 4, 2024, the Company has paid the fine amounting to Rp52,096,095 and has recorded as advance in 2024.

- b) Cooperation agreements regarding utilization of land owned by Indonesian Army (TNI AD) in Ahmad Yani International Airport

On June 17, 2014 the Company and TNI AD signed into cooperation agreement utilization of some of the land owned by TNI AD in Ahmad Yani International Airport - Semarang for period of 30 (thirty) years from the signing of the agreement. This cooperation agreement has the sole purpose to enable the development of facilities and infrastructure of Ahmad Yani International Airport in Semarang for civil aviation and military aviation with the principles of the corporation.

The scope of cooperation are :

- The utilization of land owned by TNI AD area of 885,500 m² where the land of 676,089 m² will be used for airport development area and the land of 208,411 m² will be used for recharge areas on the north side of the airport development area.
- Payment of contributions to the country by the Company is in the form of fixed contributions and profit sharing on land use.
- Assets obtained from this utilization cooperation will be handed over by the Company to TNI AD after the agreement ends which is stated in the minutes of handover.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- b) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Darat (TNI AD) di Bandara Internasional Ahmad Yani (lanjutan)

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh Perusahaan akan diserahkan kepada TNI AD.

Perusahaan dikenakan kontribusi tetap kepada negara atas pemanfaatan tanah milik TNI AD tersebut yakni sebesar 0,6% dari nilai wajar tanah yang menjadi objek kerjasama pemanfaatan atau sebesar 0,6% x Rp219.471.288 yakni Rp1.316.827. Dimana diasumsikan kenaikan nilai tanah yang menjadi objek KSP sebesar 4,14% setiap tahun. Selain itu juga terdapat pembagian keuntungan sebesar 12,29% dari arus kas bersih dari aktivitas operasi dan investasi per tahun. Untuk periode tahun buku 2022, nilai arus kas bersih dari aktivitas operasi dan investasi Bandara Internasional Ahmad Yani Semarang adalah arus kas negatif sebesar Rp55.660.844.

Sesuai Surat Menteri Keuangan No. S-831/MK.6/2023 tentang Perubahan atas Persetujuan Kembali dan Keringanan Pembayaran Kontribusi Tetap Kerjasama Pemanfaatan Barang Milik Negara pada Kementerian Pertahanan c.q TNI AD Kodam IV/Diponegoro bahwa disampaikan keringanan pembayaran kontribusi tetap dengan faktor penyesuaian sebesar 50% dari kewajiban pembayaran kontribusi tetap tahun 2024 dan 2025. Besaran Kontribusi tetap yang dibayarkan untuk masa 31 Maret 2023 sampai 30 Maret 2024 senilai Rp696.125.933 dan untuk masa 31 Maret 2024 sampai dengan 30 Maret 2025 senilai Rp717.452.986. Selain itu juga terdapat pembagian keuntungan sebesar 2,48% dari laba bersih per tahun. Untuk periode tahun buku 2023, rugi bersih Bandara Internasional Ahmad Yani Semarang adalah rugi sebesar Rp158.998.590.

44. SIGNIFICANT AGREEMENTS (continued)

- b) *Cooperation agreements regarding utilization of land owned by Indonesian Army (TNI AD) in Ahmad Yani International Airport (continued)*

Facilities and infrastructure that have been previously established or built by the Company will be handed over to TNI AD.

The Company is subject to a fixed contribution for the utilization of the land owned by the TNI AD, which is 0.6% of the fair value of the land which is the object of the joint utilization or 0.6% x Rp219,471,288, which is equal to Rp1,316,827. It is assumed that the increase in the value of land which is the object of the KSP is 4.14% every year. In addition, there is also a profit sharing of 12.29% of net cash flow from operating and investing activities per year. For the fiscal year 2022, the net cash flow value from operating and investing activities of Ahmad Yani International Airport in Semarang is negative cash flow of Rp55,660,844.

According to the Letter from the Minister of Finance No. S-831/MK.6/2023 regarding Amendments to the Renewal Approval and Relief of Payment of Fixed Contribution for the Utilization of State Property Cooperation at the Ministry of Defense through TNI AD and Kodam IV/Diponegoro, it is stated that a relief of 50% from the obligation of the fixed contribution payment for the years 2024 and 2025 will be provided with adjustment factors. The amount of fixed contribution paid for the period March 31, 2023, to March 30, 2024, is Rp696,125,933, and for the period March 31, 2024, to March 30, 2025, is Rp717,452,986. In addition, there is also a profit sharing of 2.48% from net income. For the fiscal year 2023, the net loss of Ahmad Yani International Airport in Semarang is net loss of Rp158,998,590.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- c) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Laut (TNI AL) di Bandar Udara Internasional Juanda Surabaya

Pada tanggal 13 Februari 2014, Perusahaan dan TNI AL menandatangani perjanjian kerjasama pemanfaatan tanah dan fasilitas milik TNI AL di Bandar Udara Internasional Juanda Surabaya dengan jangka waktu selama 30 (tiga puluh) tahun dihitung sejak ditandatanganinya perjanjian. Perjanjian kerjasama ini bertujuan untuk melaksanakan pengembangan Bandar Udara Internasional Juanda Surabaya untuk kepentingan penerbangan sipil maupun penerbangan TNI AL.

Objek perjanjian kerjasama ini adalah tanah seluas 3.143.352 m² beserta fasilitas di atasnya milik TNI AL yang akan dimanfaatkan oleh Perusahaan.

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh Perusahaan akan diserahkan kepada TNI AL. Perusahaan diwajibkan melaksanakan pembayaran kontribusi tetap dan pembagian keuntungan atas pemanfaatan tanah beserta fasilitasnya dari hasil pembangunan dan pengembangan terminal 2 bandara.

- d) Perjanjian jasa konstruksi gedung terminal dan fasilitas penunjang Bandara Internasional Sultan Hasanuddin Makassar

Pada tanggal 19 Maret 2019, Perusahaan dan PT Wijaya Karya (Persero) Tbk. menandatangani perjanjian pengadaan jasa No. PJKP-19003608 untuk melakukan konstruksi dan pengembangan gedung terminal dan fasilitas penunjangnya di Bandara Sultan Hasanuddin Makassar dengan nilai kontrak sebesar Rp2.666.418.700 (nilai termasuk PPN). Jangka waktu perjanjian dihitung sejak 27 Februari 2019 sampai dengan 11 Mei 2021 dan diperpanjang hingga tanggal 24 Oktober 2022. Pada tanggal 30 Mei 2023 terdapat Berita Acara Perubahan Pekerjaan meliputi perubahan harga atas sisa pekerjaan, perubahan tata cara pembayaran dan perubahan jangka waktu pekerjaan menjadi diperpanjang sampai dengan tanggal 24 Desember 2024. Pada tanggal 31 Desember 2023, presentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 68,86% dari keseluruhan pekerjaan.

44. SIGNIFICANT AGREEMENTS (continued)

- c) *Cooperation agreements utilization of land owned by Indonesian Navy (TNI AL) Juanda International Airport in Surabaya*

On February 13, 2014, the Company and TNI AL signed into cooperation agreement utilization of and facilities owned by TNI AL in International Airport Juanda Surabaya for period of 30 (thirty) years from the signing of the agreement. This cooperation agreement intended to carry out the development of Juanda International Airport for the benefit of civil aviation and aviation of Indonesian Navy.

The object of this cooperation agreement is an area of 3,143,352 m² and the facilities on it owned by TNI AL which will be utilized by the Company.

Facilities and infrastructure that have been previously established or built by the Company will be handed over to TNI AL. The Company is required to pay fixed contribution and profit sharing from land use and its facilities from the results of the construction and development of airport terminal 2.

- d) *Construction service agreements of terminal building and supporting facilities at Sultan Hasanuddin International Airport Makassar*

On March 19, 2019, the Company and PT Wijaya Karya (Persero) Tbk. signed service procurement agreement No. PJKP-19003608 for the construction and development of terminal buildings and supporting facilities at Sultan Hasanuddin Airport in Makassar with a contract value of Rp2,666,418,700 (including VAT). The agreement period is from February 27, 2019, to May 11, 2021, and extended until October 24, 2022. On May 30, 2023, there was a Change Order comprising changes in the price of remaining work, changes in payment procedures, and an extension of the work period until December 24, 2024. As of December 31, 2023, the completion percentage of the construction work has reached 68.86% of the total work.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

e) Perjanjian dengan APP

1. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 12.000 m² di Sunset Road Bali antara Perusahaan dengan APP

Pada tanggal 19 September 2012, Perusahaan dan APP menandatangani perjanjian kerjasama No.SP/96.HK.06.03/2012/DU dan No.APP.001/PKS/2012/DU tentang bangun serah guna (BOT) atas tanah seluas 12.000 m² di Sunset Road Bali dimana tanah milik Perusahaan akan diserahkan kepada APP untuk dibangun kondotel dan fasilitas penunjang yang selanjutnya dikelola dan diusahakan oleh APP. Jangka waktu perjanjian kerjasama adalah 32 (tiga puluh dua) tahun dengan 6 (enam) bulan persiapan dengan kompensasi yang akan diterima Perusahaan adalah sebesar Rp39.168.000.

2. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 16.386 m² di Sunset Road Bali antara Perusahaan dan APP.

Pada tanggal 4 Agustus 2014, Perusahaan dan APP menandatangani perjanjian kerjasama No. SP.187/KB.03.02/2014/PD dan No. APP. 001/PKS/2014/DU tentang bangun serah guna (BOT) atas tanah seluas 16.386 m² di Sunset Road Bali dimana tanah milik Perusahaan akan diserahkan kepada APP untuk dibangun kondotel, vilatel, area komersial dan fasilitas penunjang yang selanjutnya dikelola dan diusahakan oleh APP.

Jangka waktu perjanjian kerjasama adalah 32 (tiga puluh dua) tahun dengan 6 (enam) bulan persiapan sejak tanggal 4 Agustus 2014. Kompensasi yang akan diterima Perusahaan adalah sebesar Rp54.000.000.

44. SIGNIFICANT AGREEMENTS (continued)

e) Agreements with APP

1. Cooperation agreement on build operation transfer (BOT) on land covering an area of 12,000 m² in Sunset Road Bali between the Company and APP

On September 19, 2012, the Company and APP signed into cooperation agreement No.SP/96.HK.06.03/2012/DU and No. APP.001/PKS/2012/DU regarding the use of building (BOT) on land of 12,000 m² on Sunset Road Bali where The Company's land will be handed over to APP to build condotels and supporting facilities which will be managed by APP. The period of the cooperation agreement is 32 (thirty two) years with 6 (six) months of preparation with the compensation to be received by the Company amounting to Rp39,168,000.

2. Cooperation agreement on build operation transfer (BOT) on land covering an area of 16,386 m² in Sunset Road Bali between the Company and APP.

On August 4, 2014, the Company and APP signed into cooperation agreement No. SP.187/KB.03.02/2014/PD and No. APP. 001/PKS/2014/DU regarding the use of building (BOT) on area of 16,386 m² on Sunset Road Bali where The Company's land will be handed over to APP to build condotel, vilatel, commercial areas and supporting facilities which are managed by APP.

The term of this agreement is 32 (thirty two) years with 6 (six) months from the date of preparation of August 4, 2014. Compensation for the Company amounted Rp54,000,000.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

f) Perjanjian Kerjasama Pemanfaatan Bandara Sentani

Pada tanggal 13 Oktober 2019, Perusahaan dan Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia (Dephub) menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara Pada Bandar Udara Kelas I Utama Sentani Jayapura No. HK.201/0027/KUM/BRJU/X/2019 dan SP.314/HK.09.01/2019/DU. Perjanjian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:

- Mengelola dan melakukan optimalisasi penyediaan dan pengembangan Bandar Udara Sentani Jayapura sehingga meningkatkan perannya dalam mendukung kegiatan perekonomian.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Sentani Jayapura sebagai Penerimaan Negara Bukan Pajak (PNBP).
- Penyerahan hasil pengembangan, pembangunan dan penambahan fasilitas Bandar Udara Sentani Jayapura dari Perusahaan kepada Dephub.

Perusahaan dikenakan kontribusi tetap tahun pertama sebesar Rp10.206.694.000 (nilai penuh) dengan kenaikan sebesar 3,60% setiap tahun serta pembagian keuntungan sebesar 7,43% dari pendapatan per tahun apabila Barang Milik Negara (BMN) yang menjadi objek KSP telah menghasilkan keuntungan.

Pada tanggal 28 Juli 2021, Perusahaan menerima Surat Menteri Keuangan Nomor S-307/MK.6/2021 yang menyetujui permohonan untuk pemberian keringanan biaya kontribusi yang harus dibagikan Perusahaan atas KSP bandara Sentani - Jayapura sebesar 50% untuk tahun 2022 dan 2023.

Pada tanggal 30 Maret 2023 dan 18 Maret 2022, Perusahaan telah melakukan pembayaran kontribusi tetap tahun ketiga dan kedua masing-masing sebesar Rp5.675.283 dan Rp5.477.848.

44. SIGNIFICANT AGREEMENTS (continued)

f) *Cooperation Agreement of Utilization of Sentani Airport*

On October 13, 2019, the Company and Directorate General of Civil Aviation Ministry of Transportation Republic Indonesia (Dephub) signed Cooperation Agreement of State Property Utilization of Main Class I Sentani Airport Jayapura No. HK.201/0027/KUM/BRJU/X/2019 and SP.314/HK.09.01/2019/DU. This agreement is effective for 30 years from signing date of the agreement.

Scopes of the cooperation are as follows:

- *Manage and optimize provision and development of Sentani Airport Jayapura as the result increases its role in developing economic activities.*
- *Provide permanent contribution and profit sharing for management of Sentani Airport Jayapura as non-tax state revenue (PNBP).*
- *Hand over of the result of the development, construction, and addition facilities of Sentani Airport Jayapura from the Company to Dephub.*

The Company is subject to a fixed contribution in first year amounted to Rp10,206,694,000 (full amount) with an annual increase of 3.60% as well as a profit sharing of 7.43% of annual revenue if State-Owned Goods (BMN) as the KSP object has made a profit.

On July 28, 2021, the Company received a letter from the Minister of Finance, No. S-307/MK.6/2021, approving the request for a reduction on the contribution fees that the Company must distribute for the Sentani Airport - Jayapura for 50% for the years 2022 and 2023.

On March 30, 2023 and March 18, 2022, the Company has paid the third and second year fixed contribution amounting to Rp5,675,283 and Rp5,477,848, respectively.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- g) Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) Bandar Udara Kediri

Pada tanggal 26 Oktober 2020, Perusahaan dan PT Gudang Garam Tbk (“Gudang Garam”) menandatangani Perjanjian Induk tentang Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek KPBU Bandar Udara Kediri dimana kerjasama akan dilakukan dalam 2 (dua) tahap:

- Tahap penetapan badan usaha pemrakarsa dan pengadaan Badan Usaha Pelaksana (BUP);
- Tahap pembangunan dan pengelolaan bandar udara Kediri.

Atas kerjasama tersebut, Gudang Garam akan membayarkan kompensasi kepada Perusahaan sebagai berikut:

- *Upfront Fee/Technical Expertise Fee* atas advis yang diberikan oleh Perusahaan pada proses pengadaan BUP dan *technical know-how* dalam pembangunan dan pengelolaan di bidang kebandarudaraan;
- *Management fee* atas biaya pengelolaan bandar udara Kediri;
- *Variable Incentives*, yaitu bagi hasil atas pendapatan kegiatan pengelolaan bandar udara Kediri.

Perjanjian ini berlaku sejak ditandatanganinya perjanjian sampai dengan Perjanjian Kerjasama Pengelolaan Bandar Udara Kediri berlaku efektif dan mengikat para pihak.

Pada tanggal 26 Januari 2021, Perusahaan dan Gudang Garam menandatangani Perjanjian Kerja Sama Operasi (KSO) Penyelenggaraan Jasa Kebandarudaraan di Bandar Udara Kediri dimana Gudang Garam menyerahkan pengoperasian bandar udara Kediri kepada Perusahaan. Atas kegiatan pengoperasian tersebut, Perusahaan memperoleh *management fee* dan *variable incentives* sebagaimana dijelaskan di atas. Jangka waktu perjanjian ini akan ditetapkan kemudian berdasarkan perjanjian KPBU antara Gudang Garam dengan Penanggung Jawab Proyek Kerjasama, yaitu DJPU.

Pada tanggal 11 Februari 2021, Perusahaan telah menerima 25% pembayaran *Upfront Fee/Technical Expertise Fee* sebesar Rp22.028.500.

44. SIGNIFICANT AGREEMENTS (continued)

- g) *Cooperation Agreement of Support and Operation of Government and Business Entity Cooperation Project (KPBU) Kediri Airport*

On October 26, 2020, the Company and PT Gudang Garam Tbk (Gudang Garam) signed a Master Agreement regarding the Cooperation Agreement for Providing Support and Operation of Kediri Airport KPBU Project, whereas the cooperation will be carried out in 2 (two) stages:

- *The appointment stage of the initiating business entity and the procurement of the Implementation Business Entity (BUP);*
- *The construction and operation stage of Kediri airport.*

For the cooperation, Gudang Garam will pay compensation to the Company as follows:

- *Upfront Fee/Technical Expertise Fee for the advice given by the Company on the BUP procurement process and technical know-how in the development and operation of the airport sector;*
- *Management fee for the operation fee of Kediri airport;*
- *Variable Incentives, which is revenue sharing from the operation of Kediri airport.*

This Agreement is valid from the signing of the agreement until the Kediri Airport Operation Cooperation Agreement becomes effective and binding on the parties.

On January 26, 2021, the Company and Gudang Garam signed Joint Operation Agreement of Operating Airport Services at Kediri Airport where Gudang Garam handed the operation of Kediri airport over to the Company. For the operational activities, the Company will obtain management fee and variable incentives as explained above. The period of the agreement will be determined later based on KPBU agreement between Gudang Garam and the Representation of of the Project Cooperation, which is DJPU.

On February 11, 2021, the Company has received 25% of the Upfront Fee/Technical Expertise Fee amounted to Rp22,028,500.

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- g) Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) Bandar Udara Kediri (lanjutan).

Sehubungan dengan telah keluarnya Surat Pengumuman Hasil Pengadaan Badan Usaha Pelaksana Proyek Kerja Sama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Baru di Kabupaten Kediri Nomor: PL.104/02/07/Panpel-Kediri-2022 tanggal 29 Juli 2022 yang menyatakan bahwa Gudang Garam sebagai pemenang lelang, maka pada tanggal 16 Agustus 2022, Perusahaan telah menerima sisa 75% pembayaran *Upfront Fee/Technical Expertise Fee* sebesar Rp66.085.500.

Pada tanggal 27 Maret 2023, Perusahaan dan PT Surya Dhoho Investama (SDHI) menandatangani Amandemen Perjanjian Kerjasama Operasi ("KSO") tentang Penyelenggaraan Pelayanan Jasa Kebandarudaraan di Bandar Udara Kediri. Jangka waktu perjanjian ini berlaku efektif sejak tanggal penandatanganan perjanjian selama 50 tahun atau sampai berakhirnya Perjanjian KPBU Bandar Udara Kediri.

- h) Perjanjian Penyelesaian Pembayaran Progres Termin VI atas Pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap 1 - Tingkat I - Paket 1.

Pada tanggal 30 Desember 2022, Perusahaan dan PT Wijaya Karya (Persero), Tbk. ("WIKA") menandatangani perjanjian Penyelesaian Pembayaran atas tagihan progress termin VI untuk pekerjaan *Design & Build* Pengembangan Bandar Udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap I - Stage I - Paket 1 No.SP.DK.0359/KU.11/2022 dan KU.09.09/A.DIR.11019/2022 dimana disepakati untuk pembayaran kewajiban oleh Perusahaan kepada WIKA akan dilakukan melalui penggunaan SKBDN atau instrumen lainnya yang diterbitkan oleh Bank yang akan jatuh tempo setelah 15 (lima belas) bulan. Adapun nilai pembayaran termin VI senilai Rp265.765.757 dengan biaya yang timbul atas penerbitan SKBDN tersebut menjadi tanggungan Perusahaan.

44. SIGNIFICANT AGREEMENTS (continued)

- g) *Cooperation Agreement of Support and Operation of Government and Business Entity Cooperation Project (KPBU) Kediri Airport (continued).*

In connection with the issuance of the Letter of Announcement on the Procurement of Business Entities Implementing the Public Private Partnership Project (PPP) for the New Airport in Kediri Regency Number: PL.104/02/07/Panpel-Kediri-2022 dated July 29, 2022 stating that Gudang Garam as the winner of the auction, on August 16, 2022, the Company has received the remaining 75% payment of the Upfront Fee/Technical Expertise Fee of Rp66,085,500.

On March 27, 2023, the Company and PT Surya Dhoho Investama (SDHI) signed an Amendment to the Cooperation Agreement Operation ("KSO") regarding the Provision of Airport Services at Kediri Airport. The term of this agreement is effective from the date of signing the agreement for 50 years or until the end of the Kediri Airport KPBU Agreement.

- h) *Settlement Agreement for Payment Term VI Progress for project regarding the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 - Stage I - Package 1.*

On December 30, 2022, the Company and PT Wijaya Karya (Persero), Tbk. ("WIKA") signed Settlement Agreement for payment term VI progress for project related the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 - Stage I - Package 1, Number SP.DK.0359/KU.11/2022 and KU.09.09/A.DIR.11019/2022 where it was agreed that the payment of obligations by the Company to WIKA would be carried out through the use of banking instruments/facilities by the Company which would due after 15 (fifteen) months. The value of the sixth stage payment is Rp265,765,757 with the expenses incurred for the issuance of the SKBDN becoming the responsibility of the Company.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- i) Perjanjian dengan PT Aviati Pariwisata Indonesia (Persero) ("Injourney")

Pada tanggal 10 Januari 2022, Perusahaan dan Injourney menandatangani perjanjian Nomor: Perjj.01/AVIATA-AP1/01/2022 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022. Dalam perjanjian ini, Perusahaan berkewajiban untuk:

- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Injourney untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Injourney kepada Perusahaan.
- Melakukan pembayaran atas jasa layanan manajemen kepada Injourney sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan Perusahaan termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuat berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan Perusahaan.

Pada tanggal 30 Desember 2022, Perusahaan dan Injourney menandatangani perjanjian Nomor: PJJ.INJ.05.03/23/12/2022/A.0118 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2023. Dalam perjanjian ini, Perusahaan berkewajiban untuk:

- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Injourney untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Injourney kepada Perusahaan.

44. SIGNIFICANT AGREEMENTS (continued)

- i) Agreement with PT Aviati Pariwisata Indonesia (Persero) ("Injourney")

On January 10, 2022, the Company and Injourney signed an agreement with the number Perjj.01/AVIATA-AP1/01/2022 regarding the Holding Company for State-Owned Tourism and Supporting Management Services. The term of this agreement is 12 months starting from January 1st, 2022. Under this agreement, the Company is obligated to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Injourney for the implementation of the work on the management services that will be provided by Injourney to the Company.*
- *Make payment for management service fees to Injourney in the amount of net value of 0.5% calculated based on consolidated business revenue referring to the Company's annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with the Company's audited financial statements.*

On December 30, 2022, the Company and Injourney signed an agreement with the number PJJ.INJ.05.03/23/12/2022/A.0118 regarding the Holding Company for State-Owned Tourism and Supporting Management Services. The term of this agreement is 12 months starting from January 1, 2023. Under this agreement, the Company is obligated to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Injourney for the implementation of the work on the management services that will be provided by Injourney to the Company.*

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- i) Perjanjian dengan PT Aviassi Pariwisata Indonesia (Persero) ("Injourney") (lanjutan)

Pada tanggal 30 Desember 2022, Perusahaan dan Injourney menandatangani perjanjian Nomor: PJJ.INJ.05.03/23/12/2022/A.0118 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2023. Dalam perjanjian ini, Perusahaan berkewajiban untuk: (lanjutan)

- Melakukan pembayaran atas jasa layanan manajemen kepada Injourney sebesar nilai bersih 0,75% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan Perusahaan termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuat berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan Perusahaan.

- j) Perjanjian dengan PT Asia Petrocom Service

Pada tahun 2023 dan 2022 APL melakukan 4 perjanjian kerjasama yang dibagi menjadi 4 proyek dengan PT Asia Petrocom Services terkait jasa pengangkutan rig.

Perjanjian pertama adalah pemindahan rig yang berada di Sumatra Utara, Sumatra Selatan dan Kalimantan Timur ke lokasi Duri Yard, Riau dengan No. PKS.001/KK/APS-APlog/V/2022. Jangka waktu perjanjian kerjasama ini selama 120 hari dimulai dari tanggal 25 Mei 2022 sampai dengan tanggal 25 September 2022. Nilai Pekerjaan atas proyek ini adalah sebesar Rp20.500.000.

Perjanjian kedua adalah pemindahan rig yang berada di Palembang, Sumatera Selatan ke lokasi Loksukon (Aceh) dengan No. PKS.002/PPS/APS-APLOG/IX-2022. Jangka waktu perjanjian kerjasama ini selama 60 hari dimulai dari tanggal 5 September 2022 sampai dengan tanggal 4 November 2022. Nilai Pekerjaan atas proyek ini adalah sebesar Rp51.020.408.

44. SIGNIFICANT AGREEMENTS (continued)

- i) Agreement with PT Aviassi Pariwisata Indonesia (Persero) ("Injourney") (continued)

On December 30, 2022, the Company and Injourney signed an agreement with the number PJJ.INJ.05.03/23/12/2022/A.0118 regarding the Holding Company for State-Owned Tourism and Supporting Management Services. The term of this agreement is 12 months starting from January 1, 2023. Under this agreement, the Company is obligated to: (continued)

- Make payment for management service fees to Injourney in the amount of net value of 0.75% calculated based on consolidated business revenue referring to the Company's annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with the Company's audited financial statements.

- j) Agreement with PT Asia Petrocom Service

In 2023 and 2022, there are 4 cooperation agreements divided into 4 projects between the Company and PT Asia Petrocom Services related to rig mobilization services.

The first agreement is the transfer of rigs located in North Sumatra, South Sumatra and East Kalimantan to the Duri Yard, Riau with No. PKS.001/KK/APS-APlog/V/2022. The term of this cooperation agreement is 120 days starting from May 25, 2022 to September 25, 2022. The value of this project is Rp20,500,000.

The second agreement is the transfer of the rig located in Palembang, South Sumatra to Loksukon (Aceh) with the No. PKS.002/PPS/APS-APLOG/IX-2022. The period of this cooperation agreement is 60 days starting from September 5, 2022 to November 4, 2022. The value of this project is Rp51,020,408.

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- j) Perjanjian dengan PT Asia Petrocom Service (lanjutan)

Perjanjian ketiga adalah pemindahan rig yang berada di Kondur Petroleum Kurau menuju Pertamina Hulu Rokan Riau dan sebaliknya dengan nomor 003/PKS/APS-APLOG/X-2022 tanggal 5 Oktober 2022. Jangka waktu perjanjian kerjasama ini selama 45 hari dimulai dari tanggal 5 Oktober 2022 sampai dengan tanggal 19 November 2022. Nilai Pekerjaan atas proyek ini adalah sebesar Rp30.612.244. Pada tanggal 28 Desember 2022 terdapat addendum perjanjian ketiga dengan nomor ADD/170/HK.06.03/2022-DUZ dengan nilai pekerjaan yang semula senilai Rp30.612.244 menjadi Rp31.085.266.

Perjanjian keempat adalah pemindahan rig yang berada di Wunut, Sidoarjo, Jawa Timur ke wilayah kegiatan pengeboran Geothermal di Ngabel, Kabupaten Ponorogo, Jawa Timur dengan nomor 004/PKS/APS-APLOG/XI-2022 pada tanggal 21 Desember 2022. Jangka waktu perjanjian kerjasama ini selama 2 bulan terhitung mulai tanggal 21 November 2022 sampai dengan 20 Januari 2023. Nilai pekerjaan atas proyek ini sebesar Rp61.627.061. Pada tanggal 20 Januari 2023 terdapat addendum perjanjian keempat dengan nomor ADD.208/HK.06.03/2023-DUZ terkait pekerjaan pemindahan rig. Jangka waktu pekerjaan ini sampai dengan tanggal 21 November 2023. Pada tanggal 8 November 2023 terdapat Berita Acara Kesepakatan Pengakhiran Perjanjian Kerjasama Mobilisasi Rig dengan nomor BA.023.II/HK.06/2023/DUZ. APL dengan PT Asia Petrocom Service sepakat untuk mengakhiri perjanjian kerja sama pekerjaan ke-4 akibat tanah longsor dan curah hujan tinggi pada akses menuju wilayah Ngebel, Ponorogo sehingga mobilisasi Rig terhambat. PT Asia Petrocom Service menanggung kewajiban yang timbul atas progress pekerjaan ke-4 yang telah dilaksanakan senilai Rp11.952.777

44. SIGNIFICANT AGREEMENTS (continued)

- j) Agreement with PT Asia Petrocom Service

The third agreement is the relocation of rigs located at Kondur Petroleum Kurau to Pertamina Hulu Rokan Riau and vice versa with number 003/PKS/APS-APLOG/X-2022 on October 5, 2022. The period of this cooperation agreement is 45 days starting from October 5, 2022 to November 19, 2022. The value of this project is Rp30,612,244. On December 28, 2022, there was an addendum to the third agreement with number ADD/170/HK.06.03/2022-DUZ, with the initial amount Rp30,612,244 being revised to Rp31,085,266.

The fourth agreement is the relocation of the rigs located in Wunut, Sidoarjo, East Java to the geothermal drilling area in Ngabel, Ponorogo Regency, East Java, with number 004/PKS/APS-APLOG/XI-2022 on December 21, 2022. The period of this cooperation agreement is 2 months, starting from November 21, 2022, until January 20, 2023. The value of the project for this agreement is Rp61,627,061. On January 20, 2023, there was an addendum to the fourth agreement with number ADD.208/HK.06.03/2023-DUZ about relocation of the rigs. The duration of the work is until November 21, 2023. On November 8, 2023, there was a Minutes of Agreement on Termination of Cooperation Agreement for Rig Mobilization with number BA.023.II/HK.06/2023/DUZ. APL and PT Asia Petrocom Service agreed to terminate the fourth work cooperation agreement due to landslides and high rainfall on the access road to the Ngebel area, Ponorogo, causing the rig mobilization to be obstructed. PT Asia Petrocom Service will bear the obligations arising from the progress of the fourth work, amounting to Rp11,952,777.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- k) Perjanjian antara APS dengan PT Jaya Teknik Indonesia ("JTI")

Pada tanggal 11 Januari 2019, APS dan JTI menandatangani perjanjian Nomor: KPN/01/I/2019/DU terkait dengan pengadaan barang dan pemasangan peralatan *Baggage Handling System* ("BHS") di New Yogyakarta International Airport ("NYIA"), Kulon Progo. Berdasarkan perjanjian, total nilai atas pekerjaan ini adalah sebesar Rp238.900.000 dengan jangka waktu sejak tanggal 11 Januari 2019 dan berakhir pada 29 Juli 2019.

Berdasarkan Addendum I Perjanjian pengadaan barang dan pemasangan peralatan *Baggage Handling System* ("BHS") di New Yogyakarta International Airport ("NYIA"), Kulon Progo, jangka waktu perjanjian diperpanjang menjadi sampai dengan tanggal 1 November 2019.

Berdasarkan Addendum II Perjanjian pengadaan barang dan pemasangan peralatan *Baggage Handling System* ("BHS") di New Yogyakarta International Airport ("NYIA"), Kulon Progo, jangka waktu perjanjian diperpanjang menjadi sampai dengan tanggal 1 Februari 2020 dengan nilai kontrak sebesar Rp234.900.000.

Sampai dengan tanggal 31 Desember 2023, JTI masih belum menyelesaikan pekerjaannya sehingga masih terdapat kewajiban pembayaran yang ditanggung oleh APS. APS masih belum mendapatkan tagihan dari JTI atas kewajiban yang masih harus ditagihkan sebesar Rp70.115.763.

- l) Perjanjian antara APL dengan PT Pelita Air Service ("PAS")

Pada tanggal 21 Januari 2020 APL mengadakan perjanjian sewa dengan PAS atas 2 (dua) unit pesawat udara jenis ATR 72-500 dengan nomor registrasi PK-PAT dan PK-PAW. Perusahaan dikenakan biaya sewa masing-masing sebesar USD1.700 per jam selama 12 bulan pertama dan USD1.825 per jam untuk bulan selanjutnya pada tiap-tiap jam terbang. Atas perjanjian sewa tersebut, Perusahaan dikenakan minimum penggunaan pesawat per bulan sebanyak 140 jam terbang. Jangka waktu perjanjian sewa ini selama 5 tahun dihitung sejak mulai beroperasinya masing-masing pesawat dan berakhir pada tahun 2025.

44. SIGNIFICANT AGREEMENTS (continued)

- k) Agreement between APS with PT Jaya Teknik Indonesia ("JTI")

On January 11, 2019, APS and JTI signed an agreement with the number KPN/01/I/2019/DU regarding to purchase of goods and installation of *Baggage Handling System* ("BHS") for New Yogyakarta International Airport ("NYIA"), Kulon Progo. Based on an agreement, the value of this contract totaling of Rp238,900,000 with the term since January 11, 2019 until July 29, 2019.

Based on Addendum I of the Agreement purchase of goods and installation of *Baggage Handling System* ("BHS") for New Yogyakarta International Airport ("NYIA"), Kulon Progo, the contract period was extended until November 1, 2019.

Based on Addendum II of the Agreement purchase of goods and installation of *Baggage Handling System* ("BHS") for New Yogyakarta International Airport ("NYIA"), Kulon Progo, the contract period was extended until February 1, 2020 with contract value amounted to Rp234,900,000.

Until December 31, 2023, PT JTI still has not completed its work, resulting in outstanding payment payable borne by APS. APS has not yet received invoices from PT JTI with the outstanding of payable amounting Rp70,115,763.

- l) Agreement between APL with PT Pelita Air Service ("PAS")

On January 21, 2020 APL and PAS has entered into a rental agreement 2 (two) aircraft type of ATR 72-500 with aircraft registration number PK-PAT and PK-PAW. The Company was charged a rental fee of USD1,700 per hour for the first 12 months and USD1,825 per hour for the following month, respectively. Based on the rental agreement, the Company is subject to a minimum monthly aircraft usage of 140 flight hours. The term of this lease agreement is 5 years starting from the commencement of operations of each aircraft and will be end in 2025.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- l) Perjanjian antara APL dengan PT Pelita Air Service ("PAS") (lanjutan)

Pada tanggal 23 Desember 2021 APL dengan PAS menandatangani Berita Acara untuk Amendemen dan Perubahan Pola Kerjasama atas sewa Pesawat Udara dengan No. BA.018/HK.06.03/2021/APL dan No. BA.019/HK.06.03/2021/APL. Para pihak sepakat untuk melakukan pengakhiran perjanjian sewa pesawat udara per tanggal 31 Desember 2021 dan membuat perjanjian baru dengan No. SP.APL.146/HL.06.03/2021-DUZ tanggal 31 Desember 2021 dan No. SP.APL.136/HK.06.03/2022-DUZ tanggal 29 Juni 2022. Sehingga kedua-dua pihak sepakat menjadi Perjanjian Jasa Pengangkutan Kargo Udara dengan jenis ATR 72-500 atau yang setara untuk mengangkut kargo.

- m) Perjanjian antara APR dengan PT Star Semesta ("SS")

Pada tanggal 2 November 2021, APR menandatangani Perjanjian Kerjasama Jual Beli Komoditas Gula dengan PT Star Semesta. Berdasarkan perjanjian tersebut, APR menyetujui untuk menjual gula pasir putih dengan syarat dan kondisi yang ditetapkan oleh pembeli. Jangka waktu perjanjian ini adalah 1 tahun dari tanggal 2 November 2021 hingga 3 November 2022.

45. KONTINJENSI

- a) Gugatan Paulus Wuwungan

Perusahaan menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 28 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m² dan nilai gugatan sebesar Rp10.000 per m² atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 29 Juni 2020, gugatan dikabulkan dan Perusahaan serta Menteri BUMN Republik Indonesia diharuskan melakukan pembayaran secara tanggung renteng ganti kerugian atas tanah sebesar Rp1.000 per m² atau sebesar Rp33.500.000.

44. SIGNIFICANT AGREEMENTS (continued)

- l) Agreement between APL with PT Pelita Air Service ("PAS") (continued)

As of December 23, 2021, APL and PAS signed Minute of Agreement for Amendment and change on Aircraft lease cooperation scheme with No. BA.018/HK.06.03/2021/APL and No. BA.019/HK.06.03/2021/APL. Both parties agreed to terminate the aircraft lease agreement as of December 31, 2021 and made new agreement with No. SP.APL.146/HL.06.03/2021-DUZ dated December 31, 2021 and No. SP.APL.136/HK.06.03/2022-DUZ dated June 29, 2022. Then both parties agreed to make an Air Cargo Transportation Service Agreement Contract with the ATR 72-500 type or its equivalent to transport cargo.

- m) Agreement between APR with PT Star Semesta ("SS")

On November 2, 2021, APR signed Sale and Purchase Agreement of Sugar Commodities with PT Star Semesta. Based on those agreements, APR agree to sell the white sugar with the agreed terms and conditions from customer. The term of this agreement for a year commended from November 2, 2021 until November 3, 2022.

45. CONTINGENCIES

- a) Paulus Wuwungan's lawsuit

The Company received a civil lawsuit from Paulus Wuwungan through the Manado District Court on May 28, 2019 in connection with two parcels of land at Douna Sekolah, Manado with a total land area of 33,500 m² and a claim value of Rp10,000 per m² or Rp335,000,000. The other defendants are the Minister of Transportation of the Republic of Indonesia and the Minister of State-Owned Entities of the Republic of Indonesia.

Based on the decision of the Manado District Court dated June 29, 2020, the lawsuit was granted and the Company and the Minister of State-Owned Entities of the Republic of Indonesia are required to jointly pay compensation for land amounting to Rp1,000 per m² or Rp33,500,000.

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45. KONTINJENSI (lanjutan)

a) Gugatan Paulus Wuwungan (lanjutan)

Pada tanggal 13 Agustus 2020, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 2 Juli 2021, telah terbit putusan banding yang membatalkan putusan tingkat pertama.

Pada tanggal 23 Februari 2022, Paulus Wuwungan melakukan upaya hukum luar biasa berupa Peninjauan Kembali. Perusahaan juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022.

Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Kasasi dan Perusahaan menunggu Putusan.

Pada tanggal 1 Maret 2023 telah terbit putusan Peninjauan Kembali Mahkamah Agung yang menolak Peninjauan Kembali yang dimohonkan dahulu Penggugat, dengan demikian perkara telah Berkekuatan Hukum Tetap tanpa upaya hukum lanjutan. Dalam hal ini Perusahaan dibebaskan dari hukuman membayar ganti kerugian sebesar Rp33.500.000.

b) Gugatan Maria Nellie Awuy

Perusahaan menerima gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m² yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64.123.200. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan turut tergugat adalah Menteri Keuangan Republik Indonesia dan Menteri BUMN Republik Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan Perusahaan diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17.203.200 dan uang paksa sebesar Rp1.000 per hari jika lalai melaksanakan putusan.

Pada tanggal 19 Oktober 2018, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 17 Desember 2019, putusan Pengadilan Tinggi Manado menguatkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018.

45. CONTINGENCIES (continued)

a) *Paulus Wuwungan's lawsuit (continued)*

On August 13, 2020, the Company submitted an appeal to the Manado High Court. On July 2, 2021, an appeal decision has been issued which annuls the decision of the first instance.

On February 23, 2022, Paulus Wuwungan made an extraordinary legal remedy in the form of a Judicial Review. The Company has also filed a counter memory brief Review on April 11, 2022.

As of December 31, 2022, the case is being examined at the Cassation level and the Company is awaiting a Verdict.

On March 1, 2023, the Supreme Court issued a decision on the Judicial Review that rejected the previously filed Judicial Review requested by the Plaintiff, thus the case has obtained legal force without further legal recourse. In this regard, the Company is exempted from the obligation to pay compensation amounting to Rp33,500,000.

b) *Maria Nellie Awuy's lawsuit*

The Company received a civil lawsuit from Maria Nellie Awuy Sumakul through the Manado District Court on November 18, 2016 in connection with a land area of 26,880 m² located in Mapanget Barat Village, Manado with a claim value of Rp64,123,200. The other defendants are the Minister of Transportation of the Republic of Indonesia and also the co-defendants are the Minister of Finance of the Republic of Indonesia and the Minister of State-Owned Entities of the Republic of Indonesia.

Based on the decision of the Manado District Court dated July 31, 2018, part of the lawsuit was granted and the Company was required to pay compensation for land amounting to Rp17,203,200 and a fine of Rp1,000 per day if the Company fails to implement the decision.

On October 19, 2018, the Company submitted an appeal to the Manado High Court. On December 17, 2019, the Manado High Court's decision confirmed the Manado District Court decision on July 31, 2018.

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45. KONTINJENSI (lanjutan)

- b) Gugatan Maria Nellie Awuy (lanjutan)
- Pada tanggal 12 Februari 2020, Perusahaan mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Pada tanggal 21 Maret 2022 telah diterbitkan putusan kasasi Mahkamah Agung yang mengabulkan permohonan kasasi Perusahaan, dimana Perusahaan dibebaskan dari hukuman membayar ganti kerugian sebesar Rp17.203.200.
- c) Gugatan Sylvana Yunita
- Perusahaan menerima gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang tanah Pasini (*Individual Bezi*) seluas 19.300 m² yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200.
- Pada tanggal 7 Januari 2021, telah disampaikan putusan Pengadilan Negeri Manado yang menyatakan bahwa gugatan penggugat tidak dapat diterima. Selanjutnya, pada tanggal 14 Januari 2021, penggugat mengajukan upaya hukum banding. Pada tanggal 24 Maret 2021, Perusahaan mengajukan kontra memori banding. Pada tanggal 21 September 2021, telah ada putusan banding yang menguatkan putusan pengadilan tingkat pertama. Pada tanggal 22 Oktober 2021, Sylvana Yunita mengajukan permohonan kasasi.
- Pada tanggal 10 November 2021, Perusahaan telah menyampaikan Kontra Memori Kasasi kepada Panitera Pengadilan Negeri Manado. Pada tanggal 23 Mei 2023 telah terbit putusan Kasasi oleh Mahkamah Agung yang menolak permohonan Kasasi oleh dahulu Penggugat. Dalam hal ini Perusahaan dibebaskan dari membayar ganti kerugian sebesar Rp11.850.200.
- d) Sengketa Pajak PBB Bandara Yogyakarta - Kulonprogo ("YIA")
- Pada tanggal 30 September 2021, Perusahaan menerima tagihan PPB YIA Tahun 2021 sebesar Rp28.087.680 Terdapat kenaikan NJOP Bumi sebesar 626% yang semula Rp702 menjadi Rp5.095.

45. CONTINGENCIES (continued)

- b) *Maria Nellie Awuy's lawsuit (continued)*
- On February 12, 2020, the Company filed an appeal to the Supreme Court of the Republic of Indonesia. On March 21, 2022, a Supreme Court cassation decision was issued granting The Company's cassation application, in which the Company was exempted from the penalty of paying compensation of Rp17,203,200.*
- c) *Sylvana Yunita's lawsuit*
- The Company received a civil lawsuit from Sylvana Yunita for a piece of Pasini land (Individual Bezi) covering an area of 19,300 m² which was located in a place previously called Koyawas, in Mapanget Barat Village, Dimembe sub-district, Minahasa (currently included in Manado area) with a claim value of Rp11,850,200.*
- On January 7, 2021, the decision made by Manado District Court has been delivered, which states that the plaintiff's claim cannot be accepted. Furthermore, on January 14, 2021, the plaintiff filed an appeal. On March 24, 2021, the Company filed a counter appeal brief. On September 21, 2021, there has been a verdict made on the appeal which affirms the court's decision on the first instance. On October 22, 2021, Sylvana Yunita filed an appeal.*
- On November 10, 2021, the Company submitted a Counter-Memorandum of Cassation to the Clerk of the Manado District Court. On May 23, 2023, the Supreme Court issued a Cassation verdict rejecting the appeal filed by the former Plaintiff. In this case, the Company is exempted from paying damages amounting to Rp11,850,200.*
- d) *Dispute on Yogyakarta – Kulonprogo Airport ("YIA") Property Tax*
- On September 30, 2021, the Company received a YIA Property Tax bill for the year 2021 amounting to Rp28,087,680. There was an increase in the Land NJOP by 626% from Rp702 to Rp5,095.*

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45. KONTINJENSI (lanjutan)

- d) Sengketa Pajak PBB Bandara Yogyakarta - Kulonprogo ("YIA") (lanjutan)

Pada tanggal 27 Desember 2021, Perusahaan telah mengajukan keberatan atas SPPT PBB Tahun 2021 kepada Bupati Kulon Progo dan mengusulkan jumlah pajak terutang menurut wajib pajak adalah sebesar Rp7.864.554 untuk tahun 2021.

Pada tanggal 17 Mei 2022, Bupati Kulon Progo telah menerbitkan Surat Penolakan Keberatan. Oleh karenanya Perusahaan telah mengajukan surat Permohonan Banding Pajak kepada Ketua Pengadilan Pajak dan telah mendapatkan nomor sengketa pajak : 008873.26/2022/PP. Bahwa telah dilaksanakan sidang terakhir pada tanggal 15 Juni 2023 di Pengadilan Pajak yang bertempat di Gedung Keuangan Negara Yogyakarta secara tatap muka dengan agenda Penyerahan Kesimpulan oleh Para Pihak.

Pada tanggal 14 September 2023, telah dilakukan pengucapan putusan Majelis Hakim yang pada pokoknya mengabulkan permohonan Banding Pemohon Banding, sehingga pajak yang harus dibayar Perusahaan menjadi Rp7.864.554 dari sebelumnya sesuai SPPT sebesar Rp28.087.680.

Bahwa pada tanggal 21 Desember 2023 diterima relaas permohonan Peninjauan Kembali dari Panitera Pengadilan Pajak, dengan pemohon Peninjauan Kembali Pemerintah Kabupaten Kulon Progo.

Per 31 Desember 2023, Perusahaan telah menyampaikan Kontra Memori Peninjauan Kembali kepada Pengadilan Pajak dan menunggu Putusan.

- e) Gugatan Hj. Hasniah

Perusahaan menerima Gugatan Perdata No: 51/pdt.G/2023/PN.Jkt.Pst atas klaim tanah seluas 10,7 Ha di Kampung Baddo-Baddo dan Kampung Pao Pao, Desa Baji Mangangai, Kec. Mandai, Kab. Maros, dimana Penggugat meminta ganti Kerugian atas tanah dengan nilai sebesar Rp110.700.000. Adapun yang menjadi petitum dari Penggugat yaitu: Menghukum Tergugat membayar Kerugian Materiil sebesar Rp100.700.000 dan kerugian Immateriil Rp10.000.000.

45. CONTINGENCIES (continued)

- d) *Dispute on Yogyakarta – Kulonprogo Airport ("YIA") Property Tax (continued)*

On December 27, 2021, the Company filed an objection to the 2021 Property Tax Bill with the Regent of Kulon Progo and proposed that the amount of tax owed by the taxpayer was Rp7,864,554 for the year 2021.

On May 17, 2022, the Regent of Kulon Progo issued a Letter of Rejection of Objection. Therefore, the Company has filed a Tax Appeal Letter to the Chairman of the Tax Court and has obtained a tax dispute number: 008873.26/2022/PP. That the last hearing was held on June 15, 2023, at the Tax Court located in the State Finance Building, Yogyakarta, face-to-face, with the agenda of Submission of Conclusions by the Parties.

On September 14, 2023, the Panel of Judges pronounced a verdict essentially granting the appeal of the Appellant, thus reducing the Company's tax liability to Rp7,864,554 from the previous amount according to the SPPT of Rp28,087,680.

On December 21, 2023, the review application for Reconsideration was received from the Clerk of the Tax Court, with the applicant for Reconsideration being the Kulon Progo Regency Government.

As of December 31, 2023, the Company has submitted the Counter-Memorandum for Review to the Tax Court and is awaiting the verdict.

- e) *Lawsuit by Hj. Hasniah*

The Company received Civil Lawsuit No: 51/pdt.G/2023/PN.Jkt.Pst regarding a claim for land measuring 10.7 Ha in Kampung Baddo-Baddo and Kampung Pao Pao, Baji Mangangai Village, Mandai Sub-district, Maros Regency, where the Plaintiff demanded compensation for the land with a value of Rp110,700,000. The petitum from the Plaintiff is: To sentence the Defendant to pay Material Losses amounting to Rp100,700,000 and immaterial losses of Rp10,000,000.

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e) Gugatan Hj. Hasniah (lanjutan)

Bahwa atas perkara dimaksud telah dilakukan proses Mediasi pada tanggal 27 Maret 2023, namun Mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui *E-Court* dan pada tanggal 20 Juni 2023, Tergugat I dan Tergugat II telah mengajukan Jawaban Gugatan pada tanggal 20 Juni 2023.

Majelis Hakim mengucapkan putusan sela secara elektronik atas Eksepsi tergugat pada hari Kamis, 24 Agustus 2023, yang memutus sebagai berikut:

1. Menerima Eksepsi Para Tergugat;
2. Menyatakan Pengadilan Negeri Jakarta Pusat tidak berwenang mengadili perkara ini;
3. Menghukum Penggugat untuk membayar biaya perkara sebesar Rp1.230, sehingga dalam hal ini, Perusahaan dibebaskan membayar ganti kerugian sebesar Rp110.700.000.

f) Gugatan dari Dettie Massie

Pada tanggal 19 Desember 2022 seorang penumpang atas nama Jonas Massie meninggal dunia setelah sebelumnya ditemukan terjatuh secara mendadak dari kursi prioritas penumpang (*priority seat*) dan tidak sadarkan diri di area Ruang Tunggu Keberangkatan Bandara Sam Ratulangi Manado. Gugatan yang diajukan oleh Dettie Massie yang merupakan anak dari Jonas Massie sebagaimana surat yang didaftarkan melalui Kepaniteraan Pengadilan Negeri Manado dengan Nomor Perkara 523/Pdt.G/2023/P n.Mnd tanggal 15 Agustus 2023. Penggugat menuntut Tergugat untuk segera membayar ganti rugi kepada Penggugat selaku ahli waris dari penumpang pesawat Batik Air almarhum Jonas Massie sebesar Rp500.000, dan ganti rugi uang pengurusan pemakaman almarhum Jonas Massie kepada Penggugat sejumlah Rp20.000.

45. CONTINGENCIES (continued)

e) *Lawsuit by Hj. Hasniah (continued)*

Mediation proceedings were conducted on March 27, 2023, regarding the aforementioned case, but mediation was declared unsuccessful. The trial proceeded through E-Court, and on June 20, 2023, Defendant I and Defendant II filed their Answers to the Lawsuit on June 20, 2023.

The Panel of Judges issued an interim decision electronically on the Defendant's Exceptions on Thursday, August 24, 2023, which ruled as follows:

1. *Accepting the Exceptions of the Defendants;*
2. *Declaring that the Central Jakarta District Court is not authorized to adjudicate this case;*
3. *Sentencing the Plaintiff to pay the court costs amounting to Rp1,230, therefore, in this case, the Company is exempted from paying compensation of Rp110,700,000.*

f) *Lawsuit by Dettie Massie*

On December 19, 2022, a passenger named Jonas Massie passed away after being found suddenly fallen from a priority seat and unconscious in the Departure Lounge area of Sam Ratulangi Airport in Manado. The lawsuit filed by Dettie Massie, who is the child of Jonas Massie, as stated in the letter registered through the Clerk of the Manado District Court with Case Number 523/Pdt.G/2023/P n.Mnd dated August 15, 2023. The Plaintiff demands the Defendant to immediately pay compensation to the Plaintiff as the heir of the deceased passenger of Batik Air, Jonas Massie, in the amount of Rp500,000, and compensation for the funeral expenses of the deceased Jonas Massie to the Plaintiff in the amount of Rp20,000.

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f) Gugatan dari Dettie Massie (lanjutan)

Bahwa atas perkara dimaksud telah dilakukan proses mediasi, namun pada tanggal 11 Oktober 2023 mediasi dinyatakan gagal. Adapun sidang dilanjutkan melalui *E-Court* dan pada tanggal 25 Oktober 2023, Tergugat III telah mengajukan Jawaban Gugatan dan Eksepsi pada tanggal 08 November 2023. Majelis Hakim mengucapkan putusan sela secara elektronik atas Eksepsi tergugat pada hari Rabu, 13 Desember 2023, yang memutus sebagai berikut:

1. Menolak Eksepsi Para Tergugat;
2. Adapun sidang selanjutnya akan dilaksanakan pada tanggal 11 Januari 2024.

g) Gugatan Ramlah Binti Arfah Daeng Gading dkk

Gugatan Perdata dengan Nomor: 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2019/PT.Mks Klaim atas tanah seluas 85.562 m² di Dusun Baddo-Baddo Desa Baji Mangangai, Kec. Mandai, Kab. Maros, dimana sebagian tanah yang diklaim tersebut dikuasai oleh AP1 seluas 7,4 Ha.

Kemudian pada tanggal 29 Maret 2023, Perseroan menerima Risalah Pemberitahuan Putusan Mahkamah Agung RI Nomor 40/K/Pdt/2023 yang amarnya pada pokoknya berbunyi "menolak permohonan kasasi para pemohon kasasi". Dalam hal ini Perusahaan dibebaskan membayar ganti kerugian sebesar Rp42.770.000.

h) Gugatan PT Aneka Glass Abadi

Bahwa dalam perkara gugatan Perbuatan Melawan Hukum yang diajukan PT Aneka Glass Abadi melawan PT Makassar Indah Graha Sarana ("MIGS") dan Perusahaan, telah terdapat putusan Tingkat I hingga PK yang pada pokoknya menyatakan:

1. Perusahaan telah melakukan perbuatan melawan hukum;
2. Menghukum Perusahaan dan MIGS secara tanggung renteng untuk membayar uang sejumlah Rp773.686 kepada Penggugat ditambah dengan ganti rugi/denda sebesar 6% per tahun dari nilai Rp773.686 yang harus dibayarkan seketika dan sekaligus sejak didaftarkan perkara ini pada PN Jakarta Pusat;
3. Menghukum para tergugat secara tanggung renteng untuk membayar kerugian imateriil kepada Penggugat sebesar Rp100.000.

45. CONTINGENCIES (continued)

f) *Lawsuit by Dettie Massie*

Mediation proceedings were conducted for the aforementioned case, however, on October 11, 2023, mediation was declared unsuccessful. The trial proceeded through E-Court, and on October 25, 2023, Defendant III submitted their Answer to the Lawsuit and Exceptions on November 8, 2023. The Panel of Judges issued an interim decision electronically on the Defendant's Exceptions on Wednesday, December 13, 2023, ruling as follows:

1. *Rejecting the Exceptions of the Defendants;*
2. *The next hearing will be held on January 11, 2024.*

g) *Lawsuit by Ramlah Binti Arfah Daeng Gading et al.*

Civil Lawsuit Number: 34/Pdt.G/2018/PN.Mrs jo. 438/Pdt.G/2019/PT.Mks Claim for land measuring 85,562 m² in Baddo-Baddo Hamlet, Baji Mangangai Village, Mandai Sub-district, Maros Regency, where a portion of the claimed land is occupied by AP1 covering an area of 7.4 hectares.

Then, on March 29, 2023, the Company received a Notice of Decision from the Supreme Court of the Republic of Indonesia Number 40/K/Pdt/2023, the operative part of which essentially reads "rejecting the cassation appeal of the cassation applicants". In this case, the Company is exempted from paying compensation amounting to Rp42,770,000.

h) *Lawsuit by PT Aneka Glass Abadi*

In the case of a lawsuit for Unlawful Acts filed by PT Aneka Glass Abadi against PT Makassar Indah Graha Sarana ("MIGS") and the Company, there have been judgments from Level I to PK which essentially state:

1. *The company has committed an unlawful act;*
2. *Sentencing the Company and MIGS jointly and severally to pay a sum of Rp773,686 to the Plaintiff plus compensation/fine of 6% per year from the value of Rp773,686 which must be paid immediately and simultaneously since the case was registered at the Central Jakarta District Court;*
3. *Sentencing the defendants jointly and severally to pay immaterial damages to the Plaintiff amounting to Rp100,000.*

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45. KONTINJENSI (lanjutan)

h) Gugatan PT Aneka Glass Abadi (lanjutan)

Namun sejak putusan perkara
No. 352/PDT.G/2010/PN.JKT.PST Jo.
No. 385/PDT/2011/PT.DKI Jo.
No. 2764 K/PDT/2012 Jo.
no. 564 PK/PDT/2016 tersebut diterbitkan
hingga tahun 2022 MIGS dan Perusahaan
belum melaksanakan putusan pengadilan,
sehingga dikeluarkan penetapan sita eksekusi.

Bahwa telah dilakukan pembayaran kewajiban
Perusahaan atas pelaksanaan perkara a quo
sebesar Rp1.245.056 kepada PT Aneka Glass
Abadi. Selanjutnya, berdasarkan surat
kesepakatan antara Perusahaan dan PT Aneka
Glass Abadi tanggal 27 April 2023, PT Aneka
Glass Abadi telah menghentikan atau
mengangkat penetapan eksekusi perkara a
quo.

PT Aneka Glass Abadi telah mengajukan
pembatalan sita eksekusi kepada PN Jakpus
dengan nomor PER.PCBT/03.V/2023 tanggal
28 April 2023 perihal Pencabutan Sita
Eksekusi/Blokir Rekening dan menunggu
penetapan pengadilan atas permohonan
dimaksud.

Telah dikeluarkan Penetapan Pengangkatan
Sita Eksekusi No. 66/Pdt.Eks/2021 jo. No. 564
PK/Pdt.2018 Jo. No.2764 K/Pdt/2012 Jo. No.
385/PDT/2011/PT.DKI Jo. No.
352/Pdt.G/2010/PN.Jkt.Pst. tanggal 07 Juni
2023.

**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN**

MANAJEMEN RISIKO

Liabilitas keuangan pokok Kelompok Usaha terdiri
dari utang usaha, utang lain-lain, beban akrual,
utang bank jangka pendek, utang bank jangka
panjang, utang obligasi dan sukuk, liabilitas sewa,
dan utang jangka panjang lainnya. Tujuan utama
dari liabilitas keuangan tersebut adalah untuk
mengumpulkan dana untuk operasi kelompok
usaha. Kelompok usaha juga memiliki berbagai aset
keuangan seperti kas dan setara kas, investasi
jangka pendek, piutang usaha, piutang lain-lain,
pendapatan yang masih harus diterima, investasi
jangka panjang dan aset tidak lancar lainnya yang
timbul secara langsung dari kegiatan usahanya.

45. CONTINGENCIES (continued)

h) Lawsuit by PT Aneka Glass Abadi (lanjutan)

However, since the issuance of the verdict in
case No. 352/PDT.G/2010/PN.JKT.PST Jo.
No. 385/PDT/2011/PT.DKI Jo.
No. 2764 K/PDT/2012 Jo.
No. 564 PK/PDT/2016 until 2022, MIGS and the
Company have not implemented the court's
decision, therefore, an execution seizure
determination was issued.

The Company has paid its obligations for the
implementation of the aforementioned case
amounting to Rp1,245,056 to PT Aneka Glass
Abadi. Furthermore, based on the agreement
letter between the Company and PT Aneka
Glass Abadi dated April 27, 2023, PT Aneka
Glass Abadi has ceased or lifted the execution
seizure determination of the aforementioned
case.

PT Aneka Glass Abadi has filed for the
cancellation of the execution seizure to the
Central Jakarta District Court with registration
number PER.PCBT/03.V/2023 dated April 28,
2023, regarding the Revocation of Execution
Seizure/Account Block and is awaiting the
court's decision on the said request.

An Execution Seizure Lifting Determination No.
66/Pdt.Eks/2021 jo. No. 564 PK/Pdt.2018 Jo.
No.2764 K/Pdt/2012 Jo. No.
385/PDT/2011/PT.DKI Jo. No.
352/Pdt.G/2010/PN.Jkt.Pst. was issued on
June 7, 2023.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE
AND POLICIES**

RISK MANAGEMENT

The principal financial liabilities of the Group consist
of trade payables, other payables, accrued
expenses, short-term bank loans, long-term bank
loans, bonds payable and sukuk, lease liabilities,
and other long-term liabilities. The main purpose of
these financial liabilities is to raise funds for the
operations of the group. The group also has various
financial assets such as cash and cash equivalents,
short-term investments, trade receivables, other
receivables, accrued revenues, other current
assets, long-term investments and other non-
current assets which arise directly from its
operations.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN (lanjutan)**

MANAJEMEN RISIKO (lanjutan)

Kegiatan Kelompok Usaha mencakup aktivitas pengambilan risiko dengan sasaran tertentu dengan pengelolaan yang profesional. Fungsi Utama dari manajemen risiko Kelompok Usaha adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko-risiko ini dan mengelola posisi risiko. Kelompok Usaha secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar dan praktik pasar terbaik.

Tujuan Kelompok Usaha dalam mengelola risiko keuangan adalah untuk mencapai keseimbangan yang sesuai antara risiko dan tingkat pengembalian dan meminimalisasi potensi memburuknya kinerja keuangan Kelompok Usaha.

Kelompok Usaha mendefinisikan risiko keuangan sebagai kemungkinan kerugian atau laba yang hilang, yang disebabkan oleh faktor internal dan eksternal yang berpotensi negatif terhadap pencapaian tujuan Kelompok Usaha.

Direksi menyediakan kebijakan tertulis manajemen risiko secara keseluruhan termasuk kebijakan tertulis untuk area khusus seperti risiko mata uang asing, risiko tingkat bunga, risiko kredit dan risiko likuiditas instrumen keuangan. Masing-masing unit usaha melaksanakan manajemen risiko berdasarkan kebijakan - kebijakan yang disetujui oleh Direksi. Unit Manajemen Risiko memonitor pelaksanaan manajemen risiko yang dilaksanakan oleh Kelompok Usaha.

Risiko signifikan yang berasal dari instrumen keuangan kelompok usaha diantaranya adalah risiko tingkat suku bunga, risiko kredit dan risiko likuiditas.

a. Risiko suku bunga

Risiko tingkat suku bunga adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Kelompok Usaha memiliki eksposur terhadap risiko perubahan suku bunga pasar yang berkaitan dengan kas dan setara kas, investasi jangka pendek dan utang bank.

Saat ini, Kelompok Usaha belum memiliki kebijakan formal untuk lindung nilai risiko tingkat suku bunga.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE
AND POLICIES (continued)**

RISK MANAGEMENT (continued)

The Group's activities involve taking on risks in a targeted manner and managing them professionally. The main functions of the Group's risk management are to identify all key risks for the Group, measure these risks and manage the risk positions. The Group regularly reviews its risk management policies and systems to reflect changes in markets and best practices.

The Group's aim in managing the financial risks is to achieve an appropriate balance between risk and return, and minimize potential adverse effects on the Group's financial performance.

The Group defines financial risk as the possibility of losses or profits foregone, which may be caused by internal or external factors which might have negative potential impact to the achievement of the Group's objectives.

The Directors provide written policies for overall risk management, as well as written policies covering specific areas, such as foreign currency risk, interest rate risk, credit risk and liquidity risk of financial instruments. Each business unit carries out the risk management based on the written policies approved by the Board of Directors. Risk Management Unit monitors the risk management carried out by the Group.

The significant risks arising from financial instruments to which the Group is exposed are interest rate risk, credit risk and liquidity risk.

a. Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group is exposed to the risk of changes in market interest rates related to cash and cash equivalents, short-term investment and bank loans.

Currently, the Group does not yet have a formal policy to hedge interest rate risk.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN (lanjutan)**

MANAJEMEN RISIKO (lanjutan)

a. Risiko suku bunga (lanjutan)

Pergerakan tingkat suku bunga diawasi untuk meminimalisasi dampak negatif terhadap posisi keuangan Perusahaan. Pinjaman dalam berbagai tingkat suku bunga menyebabkan Perusahaan terekspos risiko tingkat bunga. Untuk mengukur risiko pasar atas pergerakan suku bunga, Perusahaan melakukan analisis pada pergerakan marjin tingkat bunga dan profil jatuh tempo aset dan liabilitas keuangan berdasarkan jadwal perubahan suku bunga.

Perusahaan menghadapi risiko tingkat suku bunga atas penarikan pinjaman bank jangka panjang dan obligasi masing-masing sebesar Rp2.000.000 dan Rp108.940.007 pada tanggal 31 Desember 2023 dan 2022.

Pada tanggal 31 Desember 2023 dan 2022, jika tingkat bunga atas pinjaman lebih tinggi/rendah 1% dan variabel lain dianggap tetap, laba setelah pajak untuk tahun berjalan akan lebih rendah/tinggi masing-masing sebesar Rp237.425.713 dan Rp240.089.334, terutama sebagai akibat tingginya/rendahnya beban bunga dari pinjaman dengan suku bunga mengambang.

b. Risiko kredit

Risiko kredit adalah risiko bahwa Kelompok Usaha akan mengalami kerugian yang timbul dari pelanggan atau *counterparty* yang gagal memenuhi kewajiban kontraktual mereka. Risiko kredit terutama berasal dari piutang usaha dari para pelanggan sehubungan dengan pendapatan usaha pelayanan jasa kebandarudaraan dan jasa terkaitnya.

Kelompok Usaha terekspos risiko kredit terutama dari piutang usaha dan piutang lain-lain. Risiko kredit dikendalikan dengan pengawasan terus menerus atas saldo dan penagihan piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE
AND POLICIES (continued)**

RISK MANAGEMENT (continued)

a. Interest rate risk (continued)

Interest rate movements are monitored to minimize any negative impact on The Company's financial position. Borrowings at different interest rates caused the Company exposed to interest rate risk. To measure the market risk of interest rate movements, the Company conducts analysis on interest margin and the maturity profile of financial assets and liabilities based on schedule of changes in interest rates.

The Company is exposed to the interest rate risk for the interest-bearing loans drawdowns from long-term bank loan and bonds totalling Rp2,000,000 and Rp108,940,007 as of December 31, 2023 and 2022, respectively.

As of December 31, 2023 and 2022, if interest rates on Rupiah-denominated borrowings had been 1% higher/lower with all other variables held constant, profit after tax for the year would have been Rp237,425,713 and Rp240,089,334 lower/higher, respectively, mainly as a result of higher/lower interest expense on floating rate borrowings.

b. Credit risk

Credit risk is the risk that the Group will incur a loss arising from its customers' or counterparties' failure to fulfill their contractual obligations. Credit risk arises mainly from trade receivables from customers relating to operating revenues of airport services and its related services.

The Group is exposed to credit risk mainly from trade receivables and other receivables. Credit risk is controlled by the continuous monitoring of balances and billing of accounts receivable other receivables, and accrued revenues.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN (lanjutan)**

MANAJEMEN RISIKO (lanjutan)

b. Risiko kredit (lanjutan)

Tabel di bawah ini menunjukkan risiko kredit maksimum untuk komponen-komponen dari laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023 dan 2022:

31 Desember 2023/December 31, 2023						
	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Penyisihan kerugian penurunan nilai Allowance for impairment loss	Total/ Total	
Piutang usaha	545.400.412	151.820.835	593.237.391	(719.403.831)	571.054.807	Trade receivables
Piutang lain-lain	20.984.898	9.775.437	5.543.462	(9.981.809)	26.321.988	Other receivables
Pendapatan yang masih harus diterima	344.663.367	11.200.824	16.463.541	(65.418.711)	306.909.021	Accrued revenues
Total	911.048.677	172.797.096	615.244.394	(794.804.351)	904.285.816	Total

31 Desember 2022/December 31, 2022						
	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Penyisihan kerugian penurunan nilai Allowance for impairment loss	Total/ Total	
Piutang usaha	598.940.199	198.787.326	435.868.564	(638.625.767)	594.970.322	Trade receivables
Piutang lain-lain	9.023.555	218.151	6.421.783	(3.698.759)	11.964.730	Other receivables
Pendapatan yang masih harus diterima	244.685.466	22.810.954	22.944.672	(74.484.433)	215.956.659	Accrued revenues
Total	852.649.220	221.816.431	465.235.019	(716.808.959)	822.891.711	Total

Manajemen Kelompok Usaha yakin akan kemampuannya untuk mengawasi dan mempertahankan eksposur risiko kredit yang minimal, dimana Kelompok Usaha telah menyediakan provisi yang memadai untuk menutupi kerugian yang timbul dari piutang yang tidak tertagih.

The Group's management is confident in its ability to control and sustain minimal exposure of credit risk, which the Group has provided sufficient provision to cover losses arising from uncollectible accounts receivable based on historical loss data.

c. Risiko likuiditas

Kelompok Usaha mengelola profil likuiditasnya untuk dapat membiayai pengeluaran modalnya dan membayar utang yang jatuh tempo dengan menjaga kecukupan kas dan ketersediaan pendanaan melalui analisa proyeksi keuangan yang dilakukan pada awal tahun.

c. Liquidity risk

The Group manages its liquidity profile to be able to finance its capital expenditure and pay its maturing debts by maintaining sufficient cash and the availability of funding through an analysis of financial projection which is performed at the beginning of the year.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN (lanjutan)**

MANAJEMEN RISIKO (lanjutan)

c. Risiko likuiditas (lanjutan)

Kelompok Usaha secara berkala mengevaluasi proyeksi arus kas dan arus kas aktual untuk memastikan ketersediaan dana untuk memenuhi kebutuhan operasional dan pembayaran liabilitas yang jatuh tempo. Secara umum, dana yang dibutuhkan untuk melunasi liabilitas jangka pendek diperoleh dari kegiatan penjualan jasa kebandarudaraan kepada pelanggan. Kelompok Usaha juga melakukan analisis rasio-rasio likuiditas laporan posisi keuangan, dalam rangka memenuhi persyaratan yang terdapat di perjanjian kredit pinjaman.

Tabel di bawah ini merupakan jadwal jatuh tempo liabilitas keuangan Kelompok Usaha berdasarkan pembayaran kontraktual semula yang tidak didiskontokan.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE
AND POLICIES (continued)**

RISK MANAGEMENT (continued)

c. Liquidity risk (continued)

The Group regularly evaluates its projected and actual cash flow information to ensure the availability of funds for its operations and to settle its maturing obligations. In general, the funds needed to settle the current liabilities are obtained from sales airport services activities to customers. The Group also analyzes liquidity ratios in statement of financial positions accordance to compliance with the requirements stated in loan credit agreements.

The table below summarizes the maturity profile of the Group's financial liabilities based on original contractual undiscounted amounts to be paid.

31 Desember 2023/December 31, 2023

	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Total/ Total	
Utang usaha	295.596.963	-	-	295.596.963	Trade payables
Utang lain-lain	807.199.316	-	-	807.199.316	Other payables
Pendapatan diterima di muka	101.326.785	-	-	101.326.785	Unearned revenues
Beban akrual	1.032.789.241	-	-	1.032.789.241	Accrued expenses
Utang bank jangka pendek	95.551.607	-	-	95.551.607	Short-term bank loan
Liabilitas imbalan kerja karyawan jangka pendek	28.850.944	-	-	28.850.944	Short-term employee benefit liabilities
Pinjaman jangka panjang					Long term loans
Utang bank jangka panjang	42.359.712	966.883.949	22.544.000.405	23.553.244.066	Long-term bank loans
Utang obligasi dan sukuk	487.500.000	-	4.250.400.000	4.737.900.000	Bonds payable and sukuk
Liabilitas sewa	20.572.765	12.900.962	168.145.638	201.619.365	Lease liabilities
Utang jangka panjang lainnya	-	1.034.217.320	1.161.375.633	2.195.592.953	Other long-term payables
Total	2.911.747.333	2.014.002.231	28.123.921.676	33.049.671.240	Total

31 Desember 2022/December 31, 2022

	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Total/ Total	
Utang usaha	560.599.107	-	-	560.599.107	Trade payables
Utang lain-lain	783.146.141	-	-	783.146.141	Other payables
Pendapatan diterima di muka	105.055.901	-	-	105.055.901	Unearned revenues
Beban akrual	780.539.735	-	-	780.539.735	Accrued expenses
Utang bank jangka pendek	107.285.344	-	-	107.285.344	Short-term bank loan
Liabilitas imbalan kerja karyawan jangka pendek	17.722.473	-	-	17.722.473	Short-term employee benefit liabilities
Pinjaman jangka panjang					Long term loans
Utang bank jangka panjang	36.235.992	42.359.712	23.516.191.621	23.594.787.325	Long-term bank loans
Utang obligasi dan sukuk	444.000.000	487.500.000	2.790.400.000	3.721.900.000	Bonds payable and sukuk
Liabilitas sewa	14.447.941	20.572.765	167.885.175	202.905.881	Lease liabilities
Utang jangka panjang lainnya	-	265.765.757	1.072.251.196	1.338.016.953	Other long-term payables
Total	2.849.032.634	816.198.234	27.546.727.992	31.211.958.860	Total

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47. NILAI WAJAR

Tabel berikut menyajikan nilai tercatat, yang juga merefleksikan nilai wajarnya, dari instrumen keuangan kelompok usaha:

	31 Desember 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022
Aset keuangan		
Lancar		
<u>Aset keuangan yang diukur dengan biaya perolehan diamortisasi</u>		
Kas dan setara kas	5.244.395.233	2.220.931.962
Kas yang dibatasi penggunaannya- bagian lancar	265.765.757	-
Piutang usaha	507.417.625	540.807.889
Piutang lain-lain, neto	26.321.988	11.964.730
Pendapatan yang masih harus diterima	306.909.021	215.956.659
Investasi jangka pendek	78.904.358	98.492.146
Tidak lancar		
Piutang jangka panjang, neto	63.637.182	54.162.433
Kas yang dibatasi penggunaannya- bagian lancar	385.214.552	-
<u>Dengan nilai wajar melalui OCI</u>		
Investasi jangka pendek	5.167.500	5.065.000
Investasi jangka panjang	14.344.280	13.630.441
Total	6.898.077.496	3.161.011.260
Liabilitas keuangan		
Lancar		
<u>Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi</u>		
Utang usaha	295.696.963	560.599.107
Utang lain-lain	833.983.387	783.146.141
Beban akrual	1.034.856.114	780.539.735
Utang bank jangka pendek	95.551.607	107.285.344
Liabilitas imbalan kerja karyawan jangka pendek	28.850.944	17.722.473
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:		
Utang bank jangka panjang	42.359.712	36.235.992
Utang obligasi dan sukuk ijarah	487.500.000	444.000.000
Liabilitas sewa	20.572.765	14.447.941
Tidak lancar		
Utang bank jangka panjang	23.216.954.500	23.217.820.773
Utang obligasi dan sukuk ijarah	4.241.984.332	3.270.623.013
Utang jangka panjang lainnya	2.195.592.953	1.338.016.953
Liabilitas sewa	181.046.600	188.457.940
Total	32.674.949.877	30.758.895.412

47. FAIR VALUE

The following table sets out the carrying values, which also reflects the estimated fair values, of the group's financial instruments:

	Financial assets
	Current
<u>Financial assets measured at amortized cost</u>	
Cash and cash equivalents	
Restricted cash - current portion	
Trade receivables	
Other receivables, net	
Accrued revenues	
Short-term investment	
Non-current	
Due from related parties, net	
Restricted cash - non-current portion	
<u>Fair value through OCI</u>	
Short-term investment	
Long-term investment	
Total	
	Financial liabilities
	Current
<u>Financial liabilities measured at amortized cost</u>	
Trade payables	
Other payables	
Accrued expenses	
Short-term bank loans	
Short-term employee benefits liabilities	
Current maturities of long-term liabilities:	
Long-term bank loans	
Bonds payable and sukuk ijarah	
Lease liabilities	
Non-current	
Long-term bank loans	
Bonds payable and sukuk ijarah	
Other long-term liabilities	
Lease liabilities	
Total	

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47. NILAI WAJAR (lanjutan)

Detail dari liabilitas keuangan kelompok usaha dalam nilai tercatat dan nilai wajarnya adalah:

	31 Desember 2023/December 31, 2023		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Liabilitas keuangan			Financial liabilities
Lancar			Current
Utang bank jangka pendek	95.551.607	95.551.607	Short-term bank loans
Utang bank jangka panjang	42.359.712	42.359.712	Long-term bank loans
Utang obligasi dan sukuk	487.500.000	487.500.000	Bonds payables and sukuk
Liabilitas sewa	20.572.765	20.572.765	Lease liabilities
Tidak lancar			Non-current
Utang bank jangka panjang	23.510.884.354	23.216.954.500	Long-term bank loans
Utang obligasi dan sukuk	4.250.400.000	4.241.984.332	Bonds payables and sukuk
Liabilitas sewa	181.046.600	181.046.600	Lease liabilities

	31 Desember 2022/December 31, 2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Liabilitas keuangan			Financial liabilities
Lancar			Current
Utang bank jangka pendek	107.285.344	107.285.344	Short-term bank loans
Utang bank jangka panjang	36.235.992	36.235.992	Long-term bank loans
Utang obligasi dan sukuk	444.000.000	444.000.000	Bonds payables and sukuk
Liabilitas sewa	14.447.941	14.447.941	Lease liabilities
Tidak lancar			Non-current
Utang bank jangka panjang	23.181.584.781	23.217.820.773	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.270.623.013	Bonds payables and sukuk ijarah
Liabilitas sewa	188.457.940	188.457.940	Lease liabilities

Selain instrumen keuangan yang dijabarkan di atas, kelompok usaha tidak memiliki aset dan/atau kewajiban lain yang dicatat pada nilai wajarnya.

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi terkini antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, bukan dalam penjualan yang dipaksakan atau penjualan likuidasi.

Metode-metode dan asumsi-asumsi di bawah ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan:

- a. Aset keuangan lancar dan liabilitas keuangan jangka pendek

Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang akan jatuh tempo dalam waktu satu tahun atau kurang diasumsikan sama dengan nilai tercatatnya karena bersifat jangka pendek.

47. FAIR VALUE (continued)

The details of the group's financial liabilities in their carrying value and fair value are:

	31 Desember 2023/December 31, 2023		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Liabilitas keuangan			Financial liabilities
Lancar			Current
Utang bank jangka pendek	95.551.607	95.551.607	Short-term bank loans
Utang bank jangka panjang	42.359.712	42.359.712	Long-term bank loans
Utang obligasi dan sukuk	487.500.000	487.500.000	Bonds payables and sukuk
Liabilitas sewa	20.572.765	20.572.765	Lease liabilities
Tidak lancar			Non-current
Utang bank jangka panjang	23.510.884.354	23.216.954.500	Long-term bank loans
Utang obligasi dan sukuk	4.250.400.000	4.241.984.332	Bonds payables and sukuk
Liabilitas sewa	181.046.600	181.046.600	Lease liabilities

	31 Desember 2022/December 31, 2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Liabilitas keuangan			Financial liabilities
Lancar			Current
Utang bank jangka pendek	107.285.344	107.285.344	Short-term bank loans
Utang bank jangka panjang	36.235.992	36.235.992	Long-term bank loans
Utang obligasi dan sukuk	444.000.000	444.000.000	Bonds payables and sukuk
Liabilitas sewa	14.447.941	14.447.941	Lease liabilities
Tidak lancar			Non-current
Utang bank jangka panjang	23.181.584.781	23.217.820.773	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.270.623.013	Bonds payables and sukuk ijarah
Liabilitas sewa	188.457.940	188.457.940	Lease liabilities

Other than the financial instruments described above, the group does not have any other assets or liabilities that are recorded at their fair values.

Fair value is defined as the amount at which an instrument could be exchanged in a current arm's length transaction between knowledgeable willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair value of each class of financial instruments:

- a. Current financial assets and liabilities

The fair values of current financial assets and liabilities with maturities of one year or less are assumed to be approximately the same as their carrying amounts due to their short-term nature.

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47. NILAI WAJAR (lanjutan)

Metode-metode dan asumsi-asumsi di bawah ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan: (lanjutan)

b. Aset keuangan tidak lancar dan liabilitas keuangan jangka panjang

Nilai wajar dari aset keuangan tidak lancar dan liabilitas keuangan jangka panjang selain aset keuangan tersedia untuk dijual dan utang bank, diasumsikan sama dengan nilai tunai yang akan diterima atau dibayarkan karena saat jatuh temponya tidak dinyatakan dalam kontrak-kontrak terkait, sehingga tidak memungkinkan untuk menentukan kapan aset keuangan dan liabilitas keuangan jangka panjang tersebut akan direalisasi dan dilunasi.

Investasi jangka pendek dan investasi jangka panjang merupakan aset Perusahaan yang nilai wajarnya didasarkan atas kuotasi harga pasar terakhir pada tanggal 31 Desember 2023 dan 2022.

Pinjaman jangka panjang yang memiliki suku bunga variabel dan tetap disajikan sebesar biaya perolehan diamortisasi dengan menggunakan metode Suku Bunga Efektif (SBE).

Estimasi nilai wajar bersifat judgmental dan melibatkan batasan-batasan yang beragam, termasuk:

- Nilai wajar disajikan tidak mempertimbangkan dampak fluktuasi mata uang di masa depan.
- Estimasi nilai wajar tidak selalu mengindikasikan nilai yang kelompok usaha akan catat pada saat pelepasan/penghentian aset dan liabilitas keuangan.
- Tingkat 1 : Nilai wajar diukur berdasarkan pada harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.
- Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.
- Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang tidak dapat diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.

47. FAIR VALUE (continued)

The following methods and assumptions were used to estimate the fair value of each class of financial instruments: (continued)

b. Non-current financial assets and liabilities

The fair values of non-current financial assets and liabilities other than available-for-sale financial assets and bank loans are assumed to be the same as the cash amount that will be received or paid due to the fact that their maturities are not stated in the related contracts, therefore it is not possible to determine when the financial assets and financial liabilities will be realized and settled, respectively.

Short-term investment and long-term investment represent The Company's assets whose fair values are stated with last quoted market prices as of December 31, 2023 and 2022.

Long-term loans with floating and fixed interest rates are carried at amortized costs using Effective Interest Rate (EIR).

Fair value estimation is judgmental and involves various boundaries, including:

- Fair values presented do not consider the impact of future currency fluctuation.
- Fair value estimation does not always indicate the value that the group will record at the time of sales/termination of financial assets and liabilities.
- Level 1 : Fair value measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 : Fair value measured based on valuation techniques, which for all inputs that have a significant effect on the recorded fair values are observable, either directly or indirectly.
- Level 3 : Fair value measured based on valuation techniques for which any inputs that have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs).

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47. NILAI WAJAR (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, hirarki nilai wajar kelompok usaha untuk aset yang nilai wajarnya diungkapkan adalah sebagai berikut:

31 Desember 2023/December 31, 2023					
	Total/ Total	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset yang nilai wajarnya diungkapkan				Assets for which fair values are disclosed	
Aset keuangan pada nilai wajar melalui OCI	816.340	816.340	-	-	<i>Financial assets at fair value through OCI</i>
Properti investasi	1.475.094.889	-	1.475.094.889	-	<i>Investment properties</i>
31 Desember 2022/December 31, 2022					
	Total/ Total	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset yang nilai wajarnya diungkapkan				Assets for which fair values are disclosed	
Aset keuangan pada nilai wajar melalui OCI	(4.605.590)	(4.605.590)	-	-	<i>Financial assets at fair value through OCI</i>
Properti investasi	1.403.004.986	-	1.403.004.986	-	<i>Investment properties</i>

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat pengalihan antara pengukuran nilai wajar tingkat 1 dan tingkat 2 dan tidak ada pengalihan dari Tingkat 3 pengukuran nilai wajar.

Tidak terdapat aset dan liabilitas lain yang diukur dan diungkapkan berdasarkan nilai wajar selain yang telah dijelaskan di atas.

As of December 31, 2023 and 2022, fair value hierarchy of the group for assets which fair values were disclosed are as follows:

As of December 31, 2023 and 2022, there are no transfers between measurement of fair value of level 1 and level 2 and no transfer from Level 3 fair value measurements.

No other assets and liabilities have been measured and disclosed based on fair value other than above explained.

48. PERISTIWA SETELAH PERIODE PELAPORAN

a. PT Angkasa Pura Indonesia ("API")

API didirikan berdasarkan Akta Pendirian Perseroan Terbatas tanggal 28 Desember 2023 dari Surjadi, S.H., M.Kn., dalam rangka pembentukan Integrasi Bandar Udara. Akta tersebut disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-0099070.AH.01.01.Tahun 2023 tanggal 29 Desember 2023.

48. SUBSEQUENT EVENT

a. PT Angkasa Pura Indonesia ("API")

API was established based on the Limited Liability Company Establishment Deed dated December 28, 2023 by Surjadi, S.H., M.Kn., in relation to the establishment of Airport Integration. The Deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree Number AHU-0099070.AH.01.01.Tahun 2023 dated December 29, 2023.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

**a. PT Angkasa Pura Indonesia ("API")
(lanjutan)**

Berdasarkan Akta Pernyataan Keputusan Pemegang Saham Perusahaan No. 16 tanggal 2 Februari 2024 dari Jimmy Tanal, S.H., M.Kn, para pemegang saham Perusahaan diantaranya menyetujui pemindahan hak atas saham seri B Perusahaan milik Injourney kepada API dengan cara dilakukannya inbreg dari Injourney kepada API sebanyak 3.143.061 (nilai penuh) lembar saham atau seluruhnya sebesar Rp3.143.061.000.

Akta tersebut di atas telah diterima dan dicatat dalam sistem administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia tanggal 16 Februari 2024

b. Serah terima bisnis APH kepada APR

Pada tanggal 2 Januari 2024, berdasarkan Akta Notaris Nabila Mazaya Putri, S.H., M.Kn., No. 02 tentang perubahan peningkatan modal ditempatkan/ disetor PT Angkasa Pura Retail, Para pemegang saham menyetujui rencana aksi korporasi APR antara lain: peralihan bisnis dan segmen usaha Lounge, Inflight Catering (IFC), dan Passenger Handling (PASS) dari APH kepada APR dengan nilai akuisisi sebesar Rp286.572.985. Nilai tersebut akan dicatat sebagai penambahan penyertaan modal APH pada APR sebesar Rp45.000.000 dan sisanya akan dicatatkan oleh APR sebagai penerimaan pinjaman atau *Shareholders Loan* ("SHL") dari APH sebesar Rp241.572.985.

48. SUBSEQUENT EVENT (continued)

**a. PT Angkasa Pura Indonesia ("API")
(continued)**

Based on Deed of the Company's Shareholders Decision No. 16 dated February 2, 2024 from Jimmy Tanal, S.H., M.Kn., the shareholders of the Company agreed among others to transfer the rights of series B shares of the Company owned by Injourney to API through inbreg from Injourney to API amounting to 3,143,061 (full amount) shares or Rp3,143,061,000.

The Deed as mentioned above has been received and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia dated February 16, 2024

b. Spin-off business APH to APR

On January 2, 2024, based on Notarial Deed by Nabila Mazaya Putri, S.H., M.KN., No. 02 regarding the increase in placed/subscribed capital of PT Angkasa Pura Retail. The shareholders approved APR's corporate action plan, including the transfer of business and business segments of Lounge, Inflight Catering (IFC), and Passenger Handling (PASS) by APH to APR with an acquisition value of Rp286,572,985. This amount will be recorded as an increase in APH's capital participation in APR by Rp45,000,000, and the remainder will be recorded by APR as receipt of a loan or Shareholders Loan ("SHL") from APH amounting to Rp241,572,985.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

**b. Serah terima bisnis APH kepada APR
(lanjutan)**

Pada tanggal 22 Januari 2024, berdasarkan Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 85 tentang perubahan anggaran dasar PT Angkasa Pura Retail. Berdasarkan akta tersebut, para pemegang saham menyetujui rencana aksi korporasi perseroan antara lain:

1. Menyetujui penyelesaian utang piutang melalui transaksi net-off utang piutang pihak berelasi (*debt to equity swap*) APR kepada AP I sebesar Rp311.836.874.997 (nilai penuh) menjadi setoran modal atas saham PT Angkasa Pura I dalam APR.
2. Menyetujui pengambilalihan kepemilikan saham APH pada APR oleh AP I sehingga seluruh saham sebanyak 46.250 lembar milik APH beralih ke AP I.

Dibawah ini adalah komposisi saham APR pada tanggal efektif akuisisi:

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I	406.836	406.836.000	100,00	PT Angkasa Pura I
Total	406.836	406.836.000	100,00	Total

c. Serah terima bisnis APP kepada APS

Pada tanggal 19 Januari 2024, berdasarkan Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 73 tentang perubahan anggaran dasar PT Angkasa Pura Properti. Berdasarkan akta tersebut, para pemegang saham menyetujui rencana aksi korporasi Perseroan pengalihan bisnis *Building Management* kepada APS dengan nilai valuasi 100% segmen usaha sebesar Rp15.536.459 melalui mekanisme novasi dan jual-beli bisnis.

48. SUBSEQUENT EVENT (continued)

b. Spin-off business APH to APR (continued)

On January 22, 2024, based on Notarial Deed by Jose Dima Satria, S.H., M.Kn., No. 85 concerning the amendment of the articles of association of PT Angkasa Pura Retail. According to the deed, the shareholders approved the company's corporate action plan including:

1. Approving the settlement of receivables and payables through a net-off transaction of receivables and payables to related parties (*debt to equity swap*) from APR to AP I amounting to Rp311,836,874,997 (full amount) to be considered as capital injection for shares of PT Angkasa Pura I in APR.
2. Approving the acquisition of APH's share ownership in APR by AP I, thus transferring all 46,250 shares owned by APH to AP I.

Below is the composition of APR shares as of the effective date of acquisition:

c. Spin-off business from APP to APS

On January 19, 2024, based on Notarial Deed by Jose Dima Satria, S.H., M.Kn. No. 73 concerning the amendment of the articles of Association of PT Angkasa Pura Properti. According to the deed, the shareholders approved corporate action plan to spin-off the *Building Management* business to APS with valuation of 100% of the business segment amounting Rp15,536,459 through novation and business transaction.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

d. PT Integrasi Aviasi Solusi (“IAS”)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo (“APK”) menyetujui hal-hal diantaranya sebagai berikut:

- a. Menyetujui pembelian seluruh saham milik Koperasi Karyawan PT AP II (Persero) Satya Ardhia dalam APK sejumlah 100 lembar saham dengan nilai nominal seluruhnya sebesar Rp100.000 oleh PT Angkasa Pura II (“AP2”).
- b. Menyetujui perubahan klasifikasi saham APK menjadi:
 - Saham Seri I - merupakan saham dengan klasifikasi khusus yang memberikan hak kepada pemegang saham Seri I, sebagaimana diatur dalam Anggaran Dasar APK, yang tidak dimiliki oleh pemegang saham Seri J; dan
 - Saham Seri J.
- c. Menyetujui untuk merubah klasifikasi saham biasa yang telah ditempatkan dan disetor penuh oleh AP2 sejumlah 200.000 lembar saham dengan nilai nominal seluruhnya sebesar Rp200.000.000 untuk diklasifikasikan menjadi lembar Saham Seri J.
- d. Menyetujui peningkatan modal dasar APK yang semula senilai Rp800.000.000 terbagi atas 800.000 lembar saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham menjadi senilai Rp5.000.000.000 terbagi atas 5.000.000 lembar saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham.
- e. Menyetujui penerbitan saham baru dalam APK sebanyak 1 lembar saham Seri I dengan nilai nominal seluruhnya sebesar Rp1.000 dan 1.086.907 lembar saham dengan nilai nominal seluruhnya sebesar Rp1.086.907.000 atau setara dengan Rp1.000.000 (nilai penuh) per lembar saham.

48. SUBSEQUENT EVENT (continued)

d. PT Integrasi Aviasi Solusi (“IAS”)

Based on the Deed No. 280 dated December 28, 2023 regarding Statement of Shareholders' Decree on Change of Name of PT Angkasa Pura Kargo to PT Integrasi Aviasi Solusi from Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta, the shareholders of PT Angkasa Pura Kargo (“APK”) approved matters among others:

- a. Approving the purchase of all shares owned by Koperasi Karyawan PT AP II (Persero) Satya Ardhia in APK amounting to 100 shares with a total nominal value of Rp100,000 by PT Angkasa Pura II (“AP2”).
- b. Approve the classification alteration of APK shares to:
 - Series I shares - represent shares with a special classification that offers rights to Series I shareholders, guided by the APK Articles of Association, which is not available to Series J shareholders; and
 - Series J shares.
- c. Approval to change the classification of ordinary shares that have been issued and fully paid by AP2 totaling 200,000 shares with a total nominal value of Rp200,000,000 to be classified as Series J shares.
- d. Agree to increase the APK's authorized capital from an initial value of Rp800,000,000 divided into 800,000 shares with a nominal value of Rp1,000,000 (full amount) per share to a value of Rp5,000,000,000 divided into 5,000,000 shares with a nominal value of Rp1,000,000 (full amount) per share.
- e. Approve the issuance of new shares in APK amounting to 1 Series I share with a total nominal value of Rp1,000 and 1,086,907 shares with a total nominal value of Rp1,086,907,000 equivalent to Rp1,000,000 (full amount) per share.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

d. PT Integrasi Aviasi Solusi ("IAS") (lanjutan)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo ("APK") menyetujui hal-hal diantaranya sebagai berikut: (lanjutan)

- f. Menyetujui untuk menerima pengambilbagian atas penerbitan saham baru oleh:
- Injourney sebanyak 1 lembar saham Seri I dengan nilai nominal seluruhnya sebesar Rp1.000 yang dilakukan secara tunai;
 - AP2 sebanyak 566.841 lembar saham Seri J dengan nilai nominal seluruhnya sebesar Rp566.841.000; dan
 - Perusahaan sebanyak 520.066 lembar saham Seri J dengan nilai nominal seluruhnya sebesar Rp520.066.000.
- g. Menyetujui untuk menerima pembayaran atas harga Pengambilbagian Saham Baru oleh AP2 dan Perusahaan dengan cara pengalihan saham melalui mekanisme inbreng milik AP2 dan Perusahaan di dalam masing-masing anak perusahaannya kepada APK dengan rincian sebagai berikut:
- Saham milik AP2 di dalam:
 - a. PT Angkasa Pura Solusi ("APSolusi") sebanyak 467.539 lembar saham dengan nilai nominal seluruhnya sebesar Rp467.539.000 atau sebesar 99,997% kepemilikan saham, dengan nilai valuasi sebesar Rp814.998.214 atau senilai dengan Rp1.743.166 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh AP2 sebanyak 309.003 lembar saham.

48. SUBSEQUENT EVENT (continued)

**d. PT Integrasi Aviasi Solusi ("IAS")
(continued)**

Based on the Deed No. 280 dated December 28, 2023 regarding Statement of Shareholders' Decree on Change of Name of PT Angkasa Pura Kargo to PT Integrasi Aviasi Solusi from Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta, the shareholders of PT Angkasa Pura Kargo ("APK") approved matters among others: (continued)

- f. Approval to accept allocation of new share issuance by:
- Injourney for 1 Series I share with a total nominal value of Rp1,000, made in cash;
 - AP2 for 566,841 Series J shares with a total nominal value of Rp566,841,000; and,
 - The Company for 520,066 Series J shares with a total nominal value of Rp520,066,000.
- g. Approve to accept payment for the price of the new Share Allocation by AP2 and the Company by transferring shares through the inbreng mechanism owned by AP2 and the Company in each of its subsidiaries to APK with the following details:
- Shares owned by AP2 in:
 - a. PT Angkasa Pura Solusi ("APSolusi") for 467,539 shares with a total nominal value of Rp467,539,000 or 99.997% share ownership, with a valuation value of Rp814,998,214 or equivalent to Rp1,743,166 (full amount) per share for the allocation of new APK shares by AP2 amounting to 309,003 shares.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

d. PT Integrasi Aviasi Solusi ("IAS") (lanjutan)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo ("APK") menyetujui hal-hal diantaranya sebagai berikut: (lanjutan)

g. Menyetujui untuk menerima pembayaran atas harga Pengambilbagian Saham Baru oleh AP2 dan Perusahaan dengan cara pengalihan saham melalui mekanisme inbreng milik AP2 dan Perusahaan di dalam masing-masing anak perusahaannya kepada APK dengan rincian sebagai berikut: (lanjutan)

- Saham milik AP2 di dalam (lanjutan):
 - b. PT Angkasa Pura Propertindo ("APP2") sebanyak 149.900 lembar saham dengan nilai nominal seluruhnya sebesar Rp149.900.000 atau sebesar 99,933% kepemilikan saham, dengan nilai valuasi sebesar Rp329.756.299 atau senilai dengan Rp2.199.842 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh AP2 sebanyak 125.026 lembar saham.
 - c. Gapura sebanyak 149.900 lembar saham dengan nilai nominal seluruhnya sebesar Rp129.100.000 atau sebesar 46,62% kepemilikan saham, dengan nilai valuasi sebesar Rp350.292.589 atau senilai dengan Rp271.334 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh AP2 sebanyak 132.812 lembar saham.
- Saham milik Perusahaan di dalam:
 - a. APL sebanyak 263.520 lembar saham dengan nilai nominal seluruhnya sebesar Rp263.520.000 atau sebesar 99,72% kepemilikan saham, dengan nilai valuasi sebesar Rp545.464.062 atau senilai dengan Rp2.069.915 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh Perusahaan sebanyak 206.810 lembar saham.

48. SUBSEQUENT EVENT (continued)

**d. PT Integrasi Aviasi Solusi ("IAS")
(continued)**

Based on the Deed No. 280 dated December 28, 2023 regarding Statement of Shareholders' Decree on Change of Name of PT Angkasa Pura Kargo to PT Integrasi Aviasi Solusi from Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta, the shareholders of PT Angkasa Pura Kargo ("APK") approved matters among others: (continued)

g. Approve to accept payment for the price of the new Share Allocation by AP2 and the Company by transferring shares through the inbreng mechanism owned by AP2 and the Company in each of its subsidiaries to APK with the following details: (continued)

- Shares owned by AP2 in (continued):
 - b. PT Angkasa Pura Propertindo ("APP2") for 149,900 shares with a total nominal value of Rp149,900,000 or 99.933% share ownership, with a valuation value of Rp329,756,299 or equivalent to Rp2,199,842 (full amount) per share for the allocation of new APK shares by AP2 amounting to 125,026 shares.
 - c. Gapura for 149,900 shares with a total nominal value of Rp129,100,000 or 46.62% share ownership, with a valuation value of Rp350,292,589 or equivalent to Rp271,334 (full amount) per share for the allocation of new APK shares by AP2 amounting to 132,812 shares.
- Shares owned by the Company in:
 - a. APL for 263,520 shares with a total nominal value of Rp263,520,000 or 99.72% share ownership, with a valuation value of Rp545,464,062 or equivalent to Rp2,069,915 (full amount) per share for the allocation of new APK shares by the Company amounting to 206,810 shares.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

d. PT Integrasi Aviasi Solusi (“IAS”) (lanjutan)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo (“APK”) menyetujui hal-hal diantaranya sebagai berikut: (lanjutan)

- g. Menyetujui untuk menerima pembayaran atas harga Pengambilbagian Saham Baru oleh AP2 dan Perusahaan dengan cara pengalihan saham melalui mekanisme inbreg milik AP2 dan Perusahaan di dalam masing-masing anak perusahaannya kepada APK dengan rincian sebagai berikut: (lanjutan)
- Saham milik Perusahaan di dalam: (lanjutan)
 - b. APS sebanyak 378.750 lembar saham dengan nilai nominal seluruhnya sebesar Rp378.350.000 atau sebesar 99,81% kepemilikan saham, dengan nilai valuasi sebesar Rp767.867.987 atau senilai dengan Rp2.027.034 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh Perusahaan sebanyak 291.134 lembar saham.
 - c. Gapura sebanyak 215.040 lembar saham dengan nilai nominal seluruhnya sebesar Rp21.504.000 atau sebesar 7,76% kepemilikan saham, dengan nilai valuasi sebesar Rp58.347.729 atau senilai dengan Rp271.334 (nilai penuh) per lembar saham untuk pengambilbagian saham baru APK oleh Perusahaan sebanyak 22.122 lembar saham.
 - h. Menyetujui peningkatan modal disetor dan ditempatkan pada APK yang semula senilai Rp200.000.000 terbagi atas 200.000 lembar saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham menjadi senilai Rp1.286.908.000 terbagi atas 1 lembar saham Seri I dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham dan 1.286.907 lembar saham Seri J dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham.

48. SUBSEQUENT EVENT (continued)

d. PT Integrasi Aviasi Solusi (“IAS”) (continued)

Based on the Deed No. 280 dated December 28, 2023 regarding Statement of Shareholders' Decree on Change of Name of PT Angkasa Pura Kargo to PT Integrasi Aviasi Solusi from Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta, the shareholders of PT Angkasa Pura Kargo (“APK”) approved matters among others: (continued)

- g. *Approve to accept payment for the price of the new Share Allocation by AP2 and the Company by transferring shares through the inbreg mechanism owned by AP2 and the Company in each of its subsidiaries to APK with the following details: (continued)*
- *Shares owned by the Company in: (continued)*
 - b. *APS for 378,750 shares with a total nominal value of Rp378,350,000 or 99.81% share ownership, with a valuation value of Rp767,867,987 or equivalent to Rp2,027,034 (full amount) per share for the allocation of new APK shares by the Company amounting to 291,134 shares.*
 - c. *Gapura for 215,040 shares with a total nominal value of Rp21,504,000 or 7.76% share ownership, with a valuation value of Rp58,347,729 or equivalent to Rp271,334 (full amount) per share for the allocation of new APK shares by the Company amounting to 22,122 shares.*
 - h. *Agree to increase the issued and paid-up capital in APK, from an initial value of Rp200,000,000 divided into 200,000 shares with a nominal value of Rp1,000,000 (full amount) per share to become Rp1,286,908,000 divided into 1 Series I share with a nominal value of Rp1,000,000 (full amount) per share and 1,286,907 Series J shares with a nominal value of Rp1,000,000 (full amount) per share.*

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
(lanjutan)**

d. PT Integrasi Aviasi Solusi ("IAS") (lanjutan)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo ("APK") menyetujui hal-hal diantaranya sebagai berikut: (lanjutan)

- i. Menyetujui pengambilalihan APK oleh Injourney melalui pengambilalihan saham baru oleh Injourney, dan oleh karenanya terjadi perubahan pengendalian dari yang sebelumnya dikendalikan oleh AP2 menjadi dikendalikan oleh Injourney.
- j. Menyetujui bahwa sehubungan dengan perubahan pengendalian atas APK, AP2 dengan ini sepakat untuk memindahkan konsolidasi laporan keuangan APK menjadi terkonsolidasi kepada Injourney.
- k. Menyetujui perubahan anggaran dasar APK termasuk namun tidak terbatas pada perubahan nama APK, perubahan pasal 3 mengenai maksud dan tujuan, serta kegiatan usaha APK dalam bentuk perubahan dan pernyataan kembali anggaran dasar APK.
- l. Menyetujui pemberhentian dengan hormat Direksi dan Dewan Komisaris APK sebagai berikut:
 - Tuan Agus Haryadi dalam jabatannya sebagai Plt Direktur Utama merangkap Direktur Operasi;
 - Tuan Palwoto dalam jabatannya sebagai Direktur Keuangan, Manajemen Risiko dan *Human Capital*;
 - Tuan M Rizal Pahlevi dalam jabatannya sebagai Komisaris Utama;
 - Tuan Agus Wialdi dalam jabatannya sebagai Komisaris; dan
 - Tuan Ali Mohammad Amin dalam jabatannya sebagai Komisaris.

48. SUBSEQUENT EVENT (continued)

**d. PT Integrasi Aviasi Solusi ("IAS")
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- i. Approve the takeover of APK by Injourney through the takeover of new shares by Injourney, causing a change of control from previously controlled by AP2 to being controlled by Injourney.
- j. Agree that in connection with the change of control over APK, AP2 hereby agrees to move the consolidation of APK financial statements to be consolidated by Injourney.
- k. Approve changes to the articles of association of APK including but not limited to changes in the APK name, changes to article 3 regarding the purpose and objectives, and the business activities of APK in the form of revisions and restatement of the APK articles of association.
- l. Approve the honorable dismissal of the Board of Directors and Board of Commissioners of APK as follows:
 - Mr. Agus Haryadi in his capacity as Managing Director (ad interim) also serving as Operational Director.
 - Mr. Palwoto in his capacity as Director of Finance, Risk Management, and Human Capital;
 - Mr. M Rizal Pahlevi in his capacity as Chairman of Commissioners
 - Mr. Agus Wialdi in his capacity as Commissioner; and
 - Mr. Ali Mohammad Amin in his capacity as Commissioner.

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**48. PERISTIWA SETELAH PERIODE PELAPORAN
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d. PT Integrasi Aviasi Solusi ("IAS") (lanjutan)

Berdasarkan Akta No. 280 tanggal 28 Desember 2023 tentang Pernyataan Keputusan Pemegang Saham Perubahan Nama PT Angkasa Pura Kargo menjadi PT Integrasi Aviasi Solusi dari Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, pemegang saham PT Angkasa Pura Kargo ("APK") menyetujui hal-hal diantaranya sebagai berikut: (lanjutan)

m. Menyetujui pengangkatan Direksi dan Dewan Komisaris APK yang baru sebagai berikut:

- Tuan Dendi Tegar Danianto sebagai Direktur Utama;
- Tuan Danny P. Thaharsyah sebagai Direktur Integrasi dan Portofolio;
- Tuan Muhammad Putra Patriadi sebagai Direktur Komersial;
- Tuan Israwadi sebagai Direktur Human Capital;
- Tuan Ajar Setiadi sebagai Direktur Keuangan dan Manajemen Risiko;
- Tuan Danang Parikesit sebagai Komisaris Utama;
- Tuan Tubagus Fiki Chikara Satari sebagai Komisaris Independen;
- Tuan Pardiman sebagai Komisaris Independen;
- Tuan Agus Santoso sebagai Komisaris Independen;
- Tuan Elen Setiadi dalam jabatannya sebagai Komisaris.

n. Menyetujui bahwa pengalihan saham anak perusahaan milik AP2 dan Perusahaan yang dilakukan melalui mekanisme inbreng akan berlaku pada saat efektifnya pengambilalihan saham baru yaitu pada tanggal diterbitkannya persetujuan dan bukti penerimaan pemberitahuan dari Menteri Hukum dan Hak Asasi Manusia terkait perubahan anggaran dasar dan data APK.

Perubahan anggaran dasar APK tersebut telah diberitahukan dan disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia masing-masing melalui Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar dan Surat Keputusan tanggal 4 Januari 2024.

48. SUBSEQUENT EVENT (continued)

**d. PT Integrasi Aviasi Solusi ("IAS")
(continued)**

Based on the Deed No. 280 dated December 28, 2023 regarding Statement of Shareholders' Decree on Change of Name of PT Angkasa Pura Kargo to PT Integrasi Aviasi Solusi from Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta, the shareholders of PT Angkasa Pura Kargo ("APK") approved matters among others: (continued)

m. Approve the appointment of new Board of Directors and Board of Commissioners of APK as follows:

- Mr. Dendi Tegar Danianto as Managing Director.
- Mr. Danny P. Thaharsyah as Integration and Portfolio Director;
- Mr. Muhammad Putra Patriadi as Commercial Director
- Mr. Israwadi as Human Capital Director
- Mr. Ajar Setiadi as Finance and Risk Management Director;
- Mr. Danang Parikesit as Chairman of Commissioners
- Mr. Tubagus Fiki Chikara Satari as Independent Commissioner;
- Mr. Pardiman as Independent Commissioner
- Mr. Agus Santoso as Independent Commissioner;
- Mr. Elen Setiadi in his position as Commissioner.

n. Approved that the transfer of shares in subsidiaries owned by AP2 and the Company carried out through the inbreng mechanism will take effect at the effective time of the acquisition of new shares, namely on the date of issuance of approval and receipt of notification from the Minister of Law and Human Rights regarding changes to the articles of association and APK data.

The amendments to the articles of association of APK have been acknowledged and approved by the Minister of Law and Human Rights of the Republic of Indonesia, respectively, through Letter of Acceptance of Notification of Amendment to the Articles of Association and Decision Letter dated January 4, 2024, respectively.

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49. REKLASIFIKASI AKUN

Kelompok usaha melakukan reklasifikasi pada beberapa akun di dalam laporan keuangan tahun 2023 untuk memastikan kesesuaiannya dengan ketentuan penyajian dan pengungkapan laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2023. Reklasifikasi tersebut adalah sebagai berikut:

49. ACCOUNT RECLASSIFICATION

The Group carried out reclassifications on several accounts within the 2023 financial statement to ensure compliance with the provisions for the presentation and disclosure of financial statements for the year ending on December 31, 2023. The reclassifications involved are as follows:

<u>31 Desember 2022/31 December 2022</u>				
Laporan Posisi Keuangan	Dilaporkan Sebelumnya/ As Previously Reported	Reklasifikasi/ Reclassification	Setelah Reklasifikasi/ After Reclassification	Statements of Financial Position
Aset tetap, neto				Fixed assets, net
Aset dalam konstruksi	2.000.877.319	27.572.616	2.028.449.935	Asset under construction
Aset takberwujud, neto				Intangible assets, net
Aset dalam konstruksi	31.686.366	(27.572.616)	4.113.750	Asset under construction
<u>31 Desember 2023/31 December 2023</u>				
Laporan Laba Rugi	Dilaporkan Sebelumnya/ As Previously Reported	Reklasifikasi/ Reclassification	Setelah Reklasifikasi/ After Reclassification	Statements of Profit or Loss
Beban Umum dan Administrasi				General and Administrative Expense
Penurunan nilai piutang	-	(220.730.079)	64.603.112	Impairment of receivable
Lainnya	-	(24.311.285)	76.519.647	Others
Beban Operasional Bandara				Operating Expense
Management Fee	-	24.311.285	24.311.285	Management fee
Penghasilan Lain-lain				Other Income
Pemulihan atas penyisihan penurunan nilai aset keuangan	(220.730.079)	220.730.079	-	Recovery of allowance for impairment of Financial assets

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50. INFORMASI KEUANGAN ENTITAS INDUK

Berikut ini adalah informasi keuangan terpisah PT Angkasa Pura I (entitas induk), terdiri dari laporan posisi keuangan entitas induk pada tanggal 31 Desember 2023 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan arus kas entitas induk terkait untuk tahun yang berakhir 31 Desember 2023 dan ikhtisar kebijakan akuntansi signifikan. Informasi keuangan entitas induk disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian grup pada tanggal 31 Desember 2023 dan untuk tahun yang berakhir pada tanggal tersebut.

50. FINANCIAL INFORMATION OF PARENT ENTITY

The following is separate PT Angkasa Pura I (the parent entity)'s financial information, consisting of the statement of financial position of the parent entity as of December 31, 2023 and statements of profit or loss and other comprehensive income, changes in equity and cash flows of the parent entity for the year ended December 31, 2023 and a summary of significant accounting policies. The parent entity's financial information is presented as supplementary information to the consolidated financial statements of the group as of December 31, 2023 and for the year then ended.

	31 Desember 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022	
LAPORAN POSISI KEUANGAN			STATEMENT OF FINANCIAL POSITION
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan setara kas	4.777.661.606	1.929.492.538	Cash and cash equivalents
Kas yang dibatasi penggunaannya- bagian lancar	265.765.757	-	Restricted cash - current portion
Investasi jangka pendek	49.071.858	38.557.146	Short-term investments
Piutang usaha, neto			Trade receivables, net
Pihak berelasi	293.399.838	122.675.596	Related parties
Pihak ketiga	249.028.580	261.217.086	Third parties
Piutang lain-lain, neto	25.920.470	11.793.891	Other receivables, net
Persediaan, neto	9.666.942	8.449.125	Inventories, net
Uang muka dan biaya dibayar di muka	22.163.902	3.271.303	Advances and prepaid expenses
Pendapatan yang masih harus diterima, neto	129.312.168	147.011.285	Accrued revenues, net
Pajak dibayar di muka	21.671.275	24.014.620	Prepaid taxes
Aset lancar lainnya	5.275.112	417.877	Other current assets
TOTAL ASET LANCAR	5.848.937.508	2.546.900.467	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR			NON-CURRENT ASSETS
Piutang jangka panjang, neto			Long-term receivables, net
Pihak berelasi	40.338.680	37.964.490	Related parties
Pihak ketiga	9.012.945	-	Third parties
Estimasi tagihan pajak	181.237.947	43.849.951	Estimated claims for tax refund
Investasi jangka panjang	1.841.593.607	1.610.293.472	Long-term investments
Aset pajak tangguhan, neto	1.326.000.464	1.499.232.456	Deferred tax assets, net
Properti investasi, neto	80.973.000	83.827.569	Investment properties, net
Aset tetap, neto	33.738.859.308	34.777.395.615	Fixed assets, net
Aset takberwujud, neto	23.802.260	40.574.520	Intangible assets, net
Kas yang dibatasi penggunaannya - bagian tidak lancar	385.214.552	-	Restricted cash - non-current portion
Aset hak-guna, neto	188.798.479	255.784.438	Right-of-use assets, net
Aset tidak lancar lainnya	1.075.715	1.249.058	Other non-current assets
TOTAL ASET TIDAK LANCAR	37.816.906.957	38.350.171.569	TOTAL NON-CURRENT ASSETS
TOTAL ASET	43.665.844.465	40.897.072.036	TOTAL ASSETS

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**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

	Desember 31, 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS			LIABILITIES
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang usaha			Trade payables
Pihak ketiga	138.651.981	124.244.647	Third parties
Pihak berelasi	236.660.962	527.718.858	Related Parties
Utang lain-lain	790.491.781	1.043.641.355	Other payables
Pendapatan diterima dimuka	58.505.341	40.778.571	Unearned revenues
Beban akrual	1.027.147.790	545.906.622	Accrued expenses
Utang pajak	69.826.970	64.614.230	Taxes payable
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:			Current maturities of long-term liabilities:
Utang bank jangka panjang	12.901.319	11.700.815	Long-term bank loans
Utang obligasi dan sukuk	487.500.000	444.000.000	Bonds payable and sukuk
Liabilitas sewa	88.593.270	73.369.345	Lease liabilities
TOTAL LIABILITAS JANGKA PENDEK	2.910.279.414	2.875.974.443	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG			NON-CURRENT LIABILITIES
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:			Long-term liabilities - net of current maturities:
Utang bank jangka panjang	23.106.506.573	23.072.607.185	Long-term bank loans
Utang obligasi dan sukuk	4.241.984.332	3.270.623.013	Bonds payable and sukuk
Liabilitas sewa	187.899.130	236.845.231	Lease liabilities
Utang jangka panjang lainnya	2.223.149.516	1.363.645.720	Other long-term liabilities
Liabilitas imbalan kerja karyawan	639.412.237	759.611.929	Employee benefits liabilities
TOTAL LIABILITAS JANGKA PANJANG	30.398.951.788	28.703.333.078	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS	33.309.231.202	31.579.307.521	TOTAL LIABILITIES
EKUITAS			EQUITY
Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham masing-masing untuk saham Seri A Dwiwarna dan saham Seri B Modal dasar - 12.000.000 saham, terdiri dari 1 saham Seri A Dwiwarna dan 11.999.999 saham Seri B			Share capital - par value of Rp1,000,000 (full amount) per share for A Series Dwiwarna share and B Series shares, respectively Authorized capital - 12,000,000 shares, consists of 1 A Series Dwiwarna share and 11,999,999 B Series shares
Modal ditempatkan dan disetor penuh - 6.414.412 saham, terdiri dari 1 saham Seri A Dwiwarna dan 6.414.411 saham Seri B	6.414.412.000	6.414.412.000	Issued and fully paid capital - 6,414,412 shares, consists of 1 A Series Dwiwarna share and 6,414,411 B Series shares
Tambahan modal disetor	16.424.662	16.424.662	Addition paid in capital
Penyertaan modal negara	22.963.207	22.963.207	Government capital investment
Nilai buku aset tetap kenavigasian Akumulasi penyusutan aset tetap kenavigasian	(37.004.793)	(37.004.793)	Book value of fixed assets navigation Accumulated depreciation of navigation fixed assets
Saldo laba			Retained earnings
Dicadangkan	9.230.837.096	9.230.837.096	Appropriated
Tidak dicadangkan	(5.278.788.326)	(6.431.176.896)	Unappropriated
Penghasilan komprehensif lain	(420.624.107)	(307.084.285)	Other comprehensive income
TOTAL EKUITAS	10.356.613.263	9.317.764.515	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	43.665.844.465	40.897.072.036	TOTAL LIABILITIES AND EQUITY

The original consolidated financial statements included herein are in Indonesian language.

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LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN	
PENDAPATAN USAHA	
Pendapatan aeronautika	5.486.289.944
Pendapatan non-aeronautika	2.635.319.390
Total	8.121.609.334
Beban pegawai	(1.293.446.015)
Beban operasional bandara	(3.477.244.862)
Beban umum dan administrasi	(704.590.399)
Beban pemasaran	(10.604.418)
Penghasilan lain-lain	337.442.350
Beban lain-lain	(33.771.613)
LABA USAHA	2.939.394.377
Penghasilan keuangan	69.485.789
Beban keuangan	(1.583.777.234)
Bagian laba (rugi) entitas asosiasi	22.571.005
LABA (RUGI) SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN	1.447.673.937
Beban pajak final	(89.938.607)
LABA (RUGI) SEBELUM PAJAK PENGHASILAN BADAN	1.357.735.330
(Beban) manfaat pajak penghasilan badan, neto	(205.346.760)
LABA (RUGI) TAHUN BERJALAN	1.152.388.570

**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

	31 Desember 2022/ December 31, 2022	
		STATEMENT OF PROFIT OR LOSS OTHER COMPREHENSIVE INCOME
		OPERATING REVENUES
	3.320.877.479	<i>Aeronautical revenues</i>
	1.552.376.502	<i>Non-aeronautical revenues</i>
Total	4.873.253.981	Total
	(930.311.668)	<i>Employee expenses</i>
	(2.853.126.836)	<i>Airport operation expenses</i>
	(915.432.861)	<i>General and administrative expenses</i>
	(6.901.993)	<i>Marketing expenses</i>
	488.321.273	<i>Other income</i>
	(166.379.491)	<i>Other expenses</i>
LABA USAHA	489.422.405	OPERATING PROFIT
	462.928.656	<i>Finance income</i>
	(1.728.700.623)	<i>Finance costs</i>
	(24.565.997)	<i>Share in gain (loss) of associate entities</i>
	(800.915.559)	PROFIT (LOSS) BEFORE FINAL TAX AND CORPORATE INCOME TAX
	(57.383.008)	<i>Final tax expense</i>
	(858.298.567)	PROFIT (LOSS) BEFORE CORPORATE INCOME TAX
	36.463.431	<i>Corporate income tax (expense) benefit, net</i>
	(821.835.136)	PROFIT (LOSS) FOR THE YEAR

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**50. INFORMASI KEUANGAN ENTITAS INDUK
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**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

	31 Desember 2023/ December 31, 2023	31 Desember 2022/ December 31, 2022	
(RUGI) LABA KOMPRESIF LAIN			OTHER COMPREHENSIVE (LOSS) INCOME
Pos yang akan direklasifikasi ke laba rugi:			Item that will be reclassified to profit or loss:
Perubahan nilai wajar aset keuangan tersedia untuk dijual	816.340	(4.605.590)	<i>Changes in fair value of available- for-sale financial assets</i>
Pos-pos yang tidak akan direklasifikasikan ke laba rugi			Items that will not be reclassified to profit or loss
(Rugi) laba kompresif entitas asosiasi	(494.710)	1.149.387	<i>(Loss) gain in comprehensive income from associate entities</i>
(Rugi) laba aktuarial imbalan kerja karyawan	(113.861.452)	99.508.296	<i>Actuarial (loss) gain on employee benefits</i>
(Rugi) laba kompresif lain tahun berjalan setelah pajak	(113.539.822)	96.052.093	Other comprehensive (loss) gain for the year after tax
Total laba (rugi) penghasilan kompresif tahun berjalan	1.038.848.748	(725.783.043)	Total comprehensive profit (loss) for the year

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50. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

50. FINANCIAL INFORMATION OF PARENT ENTITY (continued)

LAPORAN PERUBAHAN EKUITAS

STATEMENT OF CHANGES IN EQUITY

	Modal saham ditempatkan dan disetor/ issued and paid shares capital	Penyertaan modal pemerintah/ Government capital investment	Tambahan Modal Disetor/ Additional Paid-in Capital	Nilai buku aset kenavigasian/ Book value of fixed assets navigation	Akumulasi penyusutan aset tetap kenavigasian/ Accumulated depreciation of navigation fixed assets	Laba (rugi) belum direalisasi atas pemilikan efek/ Unrealized gain (loss) on marketable securities	Keuntungan (kerugian) aktual/ imbalan kerja/ Actuarial post retirement benefits	Keuntungan (kerugian) entitas asosiasi/ Gain (loss) of associated entities	Dicadangkan/ Appropriated	Saldo laba/Retained Earnings	Total ekuitas/ Total equity	Balance as of December 31, 2021
Saldo per 31 Desember 2021	6.414.412.000	22.963.207	16.424.862	(37.004.793)	408.393.524	4.854.852	(400.029.305)	(7.761.925)	9.230.837.096	(5.609.341.760)	10.043.547.558	
Rugi bersih tahun berjalan	-	-	-	-	-	-	-	-	-	(821.835.136)	(821.835.136)	Net loss for the year
Pendapatan komprehensif lain	-	-	-	-	-	-	-	1.149.387	-	(821.835.136)	1.149.387	Other comprehensive income
Rugi belum direalisasi atas pemilikan efek	-	-	-	-	-	(4.605.590)	-	-	-	-	(4.605.590)	Unrealized loss on securities investment
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	99.508.296	-	-	-	99.508.296	Re-measurement of employee benefits liabilities
Saldo tanggal 31 Desember 2022	6.414.412.000	22.963.207	16.424.862	(37.004.793)	408.393.524	49.262	(300.521.009)	(6.612.538)	9.230.837.096	(6.431.176.898)	9.317.764.515	Balance as of December 31, 2022
Laba bersih tahun berjalan	-	-	-	-	-	-	-	-	-	1.152.388.570	1.152.388.570	Net income for the year
Rugi komprehensif lain	-	-	-	-	-	-	-	(494.710)	-	-	(494.710)	Other comprehensive loss
Laba belum direalisasi atas pemilikan efek	-	-	-	-	-	816.340	-	-	-	-	816.340	Unrealized gain on securities investment
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	(113.861.452)	-	-	-	(113.861.452)	Re-measurement of employee benefits liabilities
Saldo tanggal 31 Desember 2023	6.414.412.000	22.963.207	16.424.862	(37.004.793)	408.393.524	865.602	(414.382.461)	(7.107.248)	9.230.837.096	(5.278.788.326)	10.356.613.263	Balance as of December 31, 2023

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**50. FINANCIAL INFORMATION OF PARENT ENTITY
(continued)**

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2023	2022	
LAPORAN ARUS KAS			STATEMENT OF CASH FLOWS
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan dari pelanggan	7.918.943.482	4.553.756.056	Cash received from customers
Pembayaran kas kepada pemasok, pihak ketiga lainnya dan karyawan	(3.718.928.344)	(2.762.246.360)	Cash payments to suppliers, other third parties, and employees
(Pembayaran) penerimaan pajak	(404.394.101)	1.049.766.840	(Payment) receipt for taxes
Penerimaan pendapatan bunga	69.066.234	69.272.021	Receipt of interest income
Pembayaran beban bunga	(798.982.165)	(1.044.457.731)	Payment of interest expense
Kas bersih yang diperoleh dari aktivitas operasi	3.065.705.106	1.866.090.826	Net cash provided by operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan dari (pengeluaran untuk) investasi jangka pendek	(10.412.212)	6.748.882	Proceeds from (payment for) short-term investments
Penerimaan dari (pengeluaran untuk) investasi jangka panjang	5.000.000	(163.723.654)	Proceeds from (payment for) long-term investments
Penambahan aset tetap, properti investasi dan aset takberwujud	(507.229.350)	(677.393.006)	Increase of fixed assets, investment properties and intangible assets
Penempatan kas yang dibatasi penggunaannya	(650.980.309)	-	Placement of restricted cash
Kas bersih yang digunakan untuk aktivitas investasi	(1.163.621.871)	(834.367.778)	Net cash used in investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITY
Penerimaan obligasi dan sukuk	1.460.000.000	-	Proceeds from bonds payable and sukuk
Pembayaran pinjaman bank, obligasi, dan sukuk ijarah	(455.700.815)	(10.600.339)	Payment on bank loan, bonds payable and sukuk ijarah
Pembayaran liabilitas sewa	(54.896.804)	(73.353.135)	Payments of lease liabilities
Kas bersih yang digunakan (diperoleh) untuk aktivitas pendanaan	949.402.381	(83.953.474)	Net cash used in (provided by) financing activities
Dampak perubahan selisih kurs terhadap kas dan setara kas	(3.316.548)	(15.489.162)	Effects of exchange rate changes on cash and cash equivalents
KENAIKAN (PENURUNAN) KAS DAN SETARA KAS	2.848.259.068	932.280.412	INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	1.929.492.538	997.212.126	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	4.777.751.606	1.929.492.538	CASH AND CASH EQUIVALENTS AT END OF YEAR

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**50. INFORMASI KEUANGAN ENTITAS INDUK
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**IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING**

**Dasar penyusunan laporan keuangan tersendiri
entitas induk**

Laporan keuangan tersendiri Entitas Induk disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 4, "Laporan Keuangan Tersendiri".

PSAK No. 4 menyatakan bahwa ketika sebuah entitas induk memilih untuk menyajikan laporan keuangan terpisah, laporan keuangan tersebut seharusnya hanya disajikan sebagai informasi tambahan pada laporan keuangan konsolidasi. Laporan keuangan tersendiri yang disajikan oleh entitas induk, di mana investasi dalam entitas anak, entitas asosiasi dan entitas dikendalikan bersama dicatat berdasarkan kepemilikan langsung dan bukan berdasarkan hasil yang dilaporkan dan aset neto entitas investasi.

Kebijakan akuntansi yang diterapkan dalam penyusunan informasi keuangan entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak dan entitas asosiasi.

Penyertaan saham pada entitas anak dicatat pada biaya perolehan. Entitas induk mengakui dividen dari entitas anak pada perkiraan laba rugi dalam laporan keuangan tersendiri ketika hak menerima dividen ditetapkan.

INVESTASI JANGKA PANJANG

Investasi jangka panjang entitas induk terdiri dari penyertaan saham dan obligasi dengan rincian sebagai berikut:

	31 Desember/December 31,		
	2023	2022	
Penyertaan saham	1.827.249.327	1.591.663.032	<i>Investment in shares</i>
Obligasi	14.344.280	18.630.440	<i>Bond</i>
Total	1.841.593.607	1.610.293.472	Total

**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

**SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES**

**Basis of preparation of the separate financial
statements of the parent entity**

The separate financial statements of the Parent Entity are prepared in accordance with the Statement of Financial Accounting Standards ("PSAK") No. 4, "Separate Financial Statements".

PSAK No.4 provides that when a parent entity chooses to present the separate financial statements, such financial statements should only be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent, in which the investments in subsidiaries, associate entities and jointly controlled entities are accounted for based on the direct equity interest rather than on the basis of the reported results and net assets of the investees.

Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Notes 2 to the consolidated financial statements, except for investments in subsidiaries and associates.

Investments in shares of stock of subsidiaries are accounted for at acquisition cost. The parent entity recognizes dividends from subsidiaries in profit or loss in its separate financial statements when its right to receive the dividends was established.

LONG-TERM INVESTMENTS

The parent entity's long term investments consist of investments in shares and bond with details as follows:

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unless otherwise stated)**

**50. INFORMASI KEUANGAN ENTITAS INDUK
(lanjutan)**

INVESTASI JANGKA PANJANG (lanjutan)

a. Penyertaan saham

Informasi mengenai entitas anak dan asosiasi yang dimiliki Kelompok Usaha diungkapkan dalam Catatan 1c dan 14 atas Laporan Keuangan Konsolidasian.

Pada tanggal 31 Desember 2023 dan 2022, Entitas Induk memiliki penyertaan saham sebagai berikut:

	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2023/ Acquisition cost December 31, 2023	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2022/ Acquisition cost December 31, 2022
<u>Entitas Anak/Subsidiaries</u>				
PT Angkasa Pura Support	99,81%	378.750.000	99,81%	250.000.000
PT Angkasa Pura Properti	99,96%	169.930.000	99,96%	167.940.000
PT Angkasa Pura Hotel	99,99%	649.864.789	99,99%	649.864.789
PT Angkasa Pura Logistik	99,72%	263.520.000	99,72%	180.750.000
PT Angkasa Pura Retail	97,50%	48.750.000	97,50%	48.750.000
<u>Entitas Asosiasi/Associates</u>				
PT Gapura Angkasa	7,76%	21.504.000	7,76%	21.504.000
PT Jasa Marga Bali Tol	6,31%	59.635.000	6,31%	59.635.000
PT Bandara International Batam	51,00%	296.523.690	51,00%	296.523.690
Total		1.888.477.479		1.674.967.479

b. Obligasi

Pada tanggal 31 Desember 2023 dan 2022, Entitas Induk memiliki obligasi sebagai berikut:

	31 Desember 2023/ December 31, 2023		31 Desember 2022/ December 31, 2022		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
Obligasi Negara Tahun 2018 RI0148	15.206.000	14.344.280	15.206.000	13.630.441	Government Bonds Year 2018 RI0148
Obligasi Berkelanjutan Indonesia Eximbank IV Tahap VII Tahun 2019 Seri C	-	-	5.000.000	5.000.000	Continuous Bond Indonesia Eximbank IV Phase VII Year 2019 Series C
Total	15.206.000	14.344.280	20.206.000	18.630.441	Total

**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

LONG-TERM INVESTMENTS (continued)

a. Investment in shares

Information pertaining to subsidiaries and associates owned by the Group is disclosed in Notes 1c and 14 to the Consolidated Financial Statements.

As of December 31, 2023 and 2022, the Parent Entity has investment in shares as follows:

b. Bonds

As of December 31, 2023 and 2022, the Parent Entity has bonds as follows:

**PT ANGKASA PURA I
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2023 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2023
and for The Year Then Ended
(Expressed in thousands of Rupiah,
unless otherwise stated)**

**50. INFORMASI KEUANGAN ENTITAS INDUK
(lanjutan)**

**50. FINANCIAL INFORMATION OF PARENT
ENTITY (continued)**

**INFORMASI TAMBAHAN ATAS LAPORAN ARUS
KAS**

**SUPPLEMENTAL INFORMATION TO THE
STATEMENT OF CASH FLOW**

Transaksi non-kas terdiri dari:

Non-cash transactions consist of:

	<u>31 Desember 2023/ December 31, 2023</u>	<u>31 Desember 2022/ December 31, 2022</u>	
Penambahan aset hak-guna melalui liabilitas sewa	6.105.753	25.883.654	Addition of right-of-use assets through lease liabilities
Kapitalisasi biaya pinjaman ke aset tetap	73.944	12.212.640	Capitalization of borrowing costs
Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut :			Movement of liabilities arising from financing activities in the statement of cash flows are as follows:

	<u>Non-arus kas/Non-cash flow</u>				<u>31 Desember 2023/ December 31, 2023</u>	
	<u>1 Januari 2023/ January 1, 2023</u>	<u>Arus kas/ Cash flow</u>	<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	23.084.308.000	(11.700.815)	-	46.800.707	23.119.407.892	Long-term bank loans
Obligasi dan sukuk	3.714.623.013	1.016.000.000	-	(1.138.681)	4.729.484.332	Bonds payable and sukuk
Liabilitas sewa	310.214.576	(54.896.804)	-	21.174.628	276.492.400	Lease liabilities
Total	27.109.145.589	949.402.381	-	66.836.654	28.125.384.624	Total

	<u>Non-arus kas/Non-cash flow</u>				<u>31 Desember 2022/ December 31, 2022</u>	
	<u>1 Januari 2022/ January 1, 2022</u>	<u>Arus kas/ Cash flow</u>	<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	23.371.323.788	(10.600.339)	-	(276.415.449)	23.084.308.000	Long-term bank loans
Obligasi dan sukuk ijarah	3.712.680.188	-	-	1.942.825	3.714.623.013	Bonds payable and sukuk ijarah
Liabilitas sewa	369.119.027	(73.353.135)	-	14.448.684	310.214.576	Lease liabilities
Total	27.453.123.003	(83.953.474)	-	(260.023.940)	27.109.145.589	Total

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2023

Laporan Tahunan
Annual Report



Angkasa Pura | AIRPORTS

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