

# CREATIVE EMPOWERMENT

**Kreatif Mewujudkan Kontribusi Nyata**







# Sanggahan dan Batasan Tanggung Jawab

## Disclaimer

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Laporan Tahunan ini memuat berbagai pernyataan terkait kondisi keuangan, operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku. Pernyataan-pernyataan tersebut memiliki prospek risiko serta ketidakpastian, hingga kemungkinan perbedaan dengan perkembangan yang aktual. Berbagai pernyataan prospektif dalam Laporan Tahunan ini disusun berdasarkan asumsi-asumsi mengenai kondisi terkini, serta proyeksi atas situasi mendatang terkait lingkungan bisnis Perusahaan. PT Pertamina Gas tidak dapat menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil yang pasti.

Laporan Tahunan ini memuat kata "Perusahaan" atau "Pertamina Gas" yang mengacu pada PT Pertamina Gas. Selain itu, kata "Kami" terkadang diselipkan pada beberapa kesempatan dengan fungsi yang sama, atas pertimbangan kemudahan penyebutan PT Pertamina Gas. Demi kemudahan, laporan tahunan ini dapat diunduh pada situs web Perusahaan dengan alamat [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com).

References and standards used in the preparation of the Annual Report of PT Pertamina Gas for 2021 use standard parameters and criteria that apply in Indonesia, the place where the Company carries out its business activities. Although Pertamina Gas is not a listed company on the stock exchange, this Annual Report uses the best practice standards for preparing annual reports in Indonesia, as stated in the Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.

This Annual Report contains various statements related to the Company's financial condition, operations, policies, projections, plans, strategies, and objectives, which are classified as forward-looking statements in the implementation of applicable laws and regulations. These statements have the prospect of risk and uncertainty, up to the possibility of differences with actual developments. The various prospective statements in this Annual Report are prepared based on assumptions regarding current conditions, as well as projections on future situations related to the Company's business environment. PT Pertamina Gas cannot guarantee that documents whose validity has been confirmed will bring definite results.

This Annual Report contains the words "Company" or "Pertamina Gas" which refers to PT Pertamina Gas. In addition, the word "we" is sometimes inserted on several occasions with the same function, due to the convenience of mentioning PT Pertamina Gas. For convenience, this annual report can be downloaded on the Company's website at [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com).





# Tema yang Berkesimbangan

## Continuous Theme

**2021**

# CREATIVE EMPOWERMENT

**Kreatif Mewujudkan Kontribusi Nyata**



Pemenuhan aspirasi untuk tetap menyediakan energi gas bumi di tengah pandemi COVID-19 yang berkepanjangan tentu menjadi tantangan tersendiri. Dibutuhkan sebuah kreativitas untuk dapat mengelola tantangan yang ada, mengoptimalkan kapasitas dan kompetensi yang ada, diiringi dengan optimalisasi pengelolaan operasional dan keuangan yang dapat memberikan nilai tambah bagi keseluruhan kinerja Perusahaan.

Walhasil, Pertamina Gas mampu mengelola tantangan yang ada dan mengoptimalkan potensi yang dimiliki untuk meraih hasil yang baik. Hal ini terlihat dari berbagai indikator kinerja yang meningkat dari tahun sebelumnya, baik itu volume pengangkutan dan niaga gas, kinerja keuangan, pemenuhan aspek K3 dan lingkungan, hingga tata kelola perusahaan. Kinerja positif di tengah tantangan ini akan menjadi fondasi yang kokoh bagi Pertamina Gas untuk dapat tumbuh berkelanjutan di masa mendatang.

Fulfilling the aspiration to continue to provide natural gas energy in the midst of the prolonged COVID-19 pandemic is certainly a challenge. It takes creativity to be able to manage existing challenges, optimize existing capacities and competencies, accompanied by optimizing operational and financial management that can provide added value to the overall performance of the Company.

As a result, Pertamina Gas is able to manage existing challenges and optimize its potential to achieve good results. This can be seen from various performance indicators that have increased from the previous year, both the volume of gas transportation and trade, financial performance, compliance with K3 and environmental aspects, to corporate governance. Positive performance in the midst of these challenges will be a solid foundation for Pertamina Gas to be able to grow sustainably in the future.





## 2018 **STRONGER TOGETHER**

PT Pertamina Gas sebagai bagian dari Badan Usaha Milik Negara mempunyai peranan sebagai agen pembangunan yang harus tetap konsisten menjaga terjaminnya ketersediaan Gas Nasional, serta senantiasa berupaya mewujudkan kedaulatan energi. Pada 2018 Pemerintah mewujudkan keinginan tersebut dengan mendirikan *subholding* BUMN industri Gas seiring dengan upaya Perusahaan untuk memperkuat posisi sebagai perusahaan terbaik industri gas di Indonesia. Untuk itu, Pertamina Gas telah menetapkan komitmen untuk tumbuh bersama dan memberikan manfaat sebanyak mungkin pada Bangsa dan Negara.

PT Pertamina Gas as part of the State-Owned Enterprises has a role as a development agent who must consistently maintain the assurance of the availability of National Gas, and always strive to realize energy sovereignty. In 2018 the Government realized this desire by establishing a gas industry SOE subholding in line with the Company's efforts to strengthen its position as the best gas industry company in Indonesia. To that end, Pertamina Gas has set a commitment to grow together and provide as many benefits as possible to the Nation and State



## 2019 **THE NEW PATH**

Tahun 2019 merupakan tahun Komitmen Pertagas dalam mengimplementasikan langkah strategis guna mewujudkan peningkatan nilai Perusahaan, didukung oleh peningkatan kompetensi secara konsisten, serta mengimplementasikan tata kelola dan komitmen pada standar keselamatan kerja menuju era sumber daya energi terbarukan dan berkelanjutan.

2019 was the year of Pertagas' commitment to implementing strategic steps to achieve increased Company value, supported by consistent competency improvement, expertise and technology development, efforts to expand market share, implementation of an integrated risk management system, optimization of operational asset management, development of strategic alliances and implementation of corporate governance. manage and commit to work safety standards towards the era of renewable and sustainable energy resources.



## 2020 **RESILIENCE KETAHANAN DALAM BADAI**

*Resilience Amidst the Storm*

Tahun 2020 adalah tahun penuh tantangan bagi Pertamina Gas. Tidak hanya bertahan dari efek pandemi COVID-19, Pertamina Gas dituntut untuk dapat bertahan dari rangkaian tantangan lainnya. Resilience adalah tema yang tepat untuk menggambarkan bahwa pada tahun 2020 seluruh Perwira Pertagas menunjukkan semangat, inovasi dan daya juang untuk bertahan hingga berhasil mencapai kinerja gemilang.

2020 is a year full of challenges for Pertamina Gas. Not only surviving the effects of the COVID-19 pandemic, Pertamina Gas is required to be able to survive a series of other challenges. Resilience is the right theme to describe that in 2020 all Pertagas Officers showed enthusiasm, innovation and fighting power to survive until they succeeded in achieving brilliant performance.

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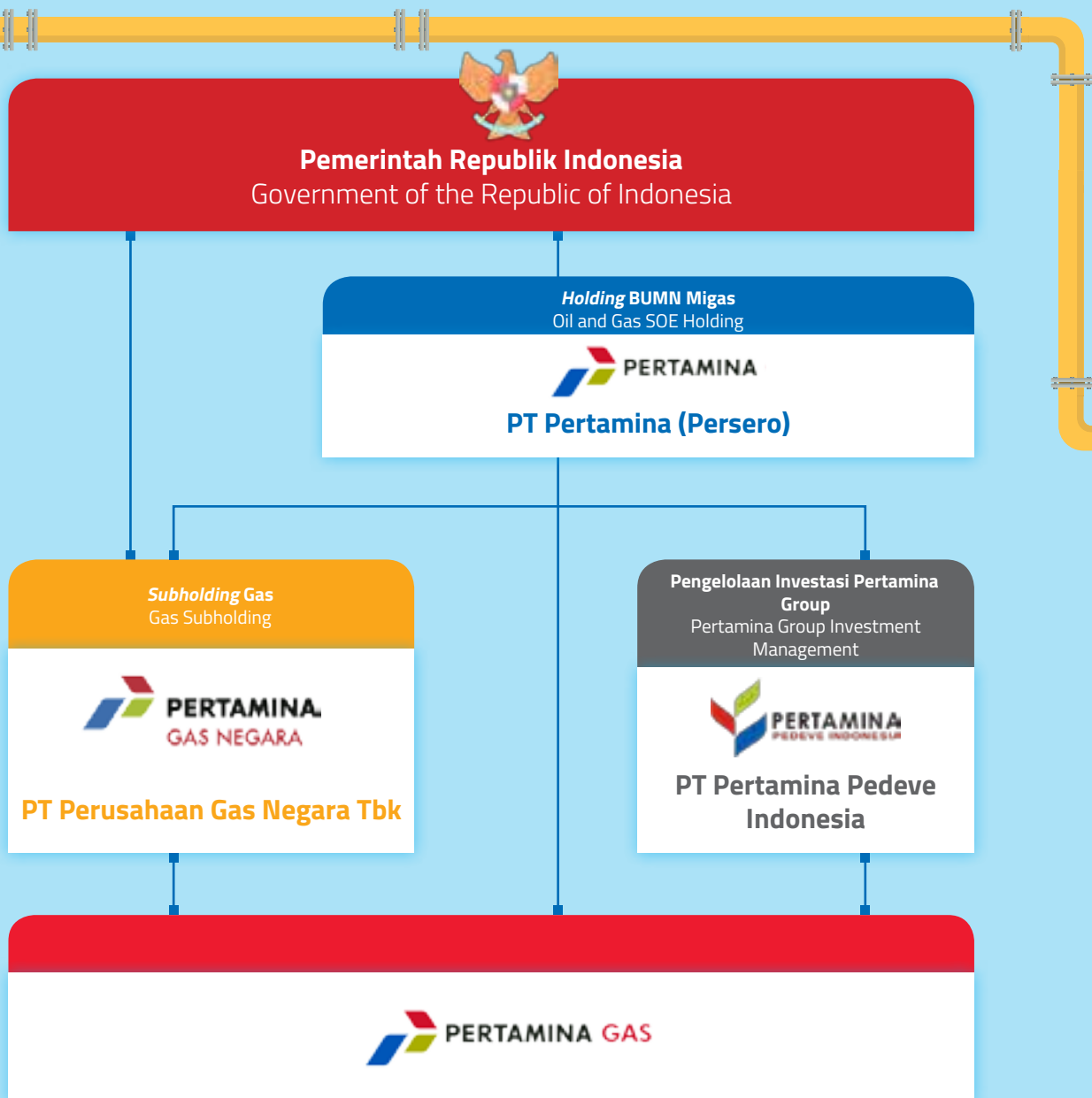


# Sekilas tentang Pertamina Gas

## Pertamina Gas At a Glance

Sebagai bagian dari *Subholding Gas* dalam *Holding BUMN Migas*, Pertamina Gas berkomitmen untuk memenuhi aspirasi pemegang saham dalam menghadirkan energi gas bumi bagi masyarakat Indonesia.

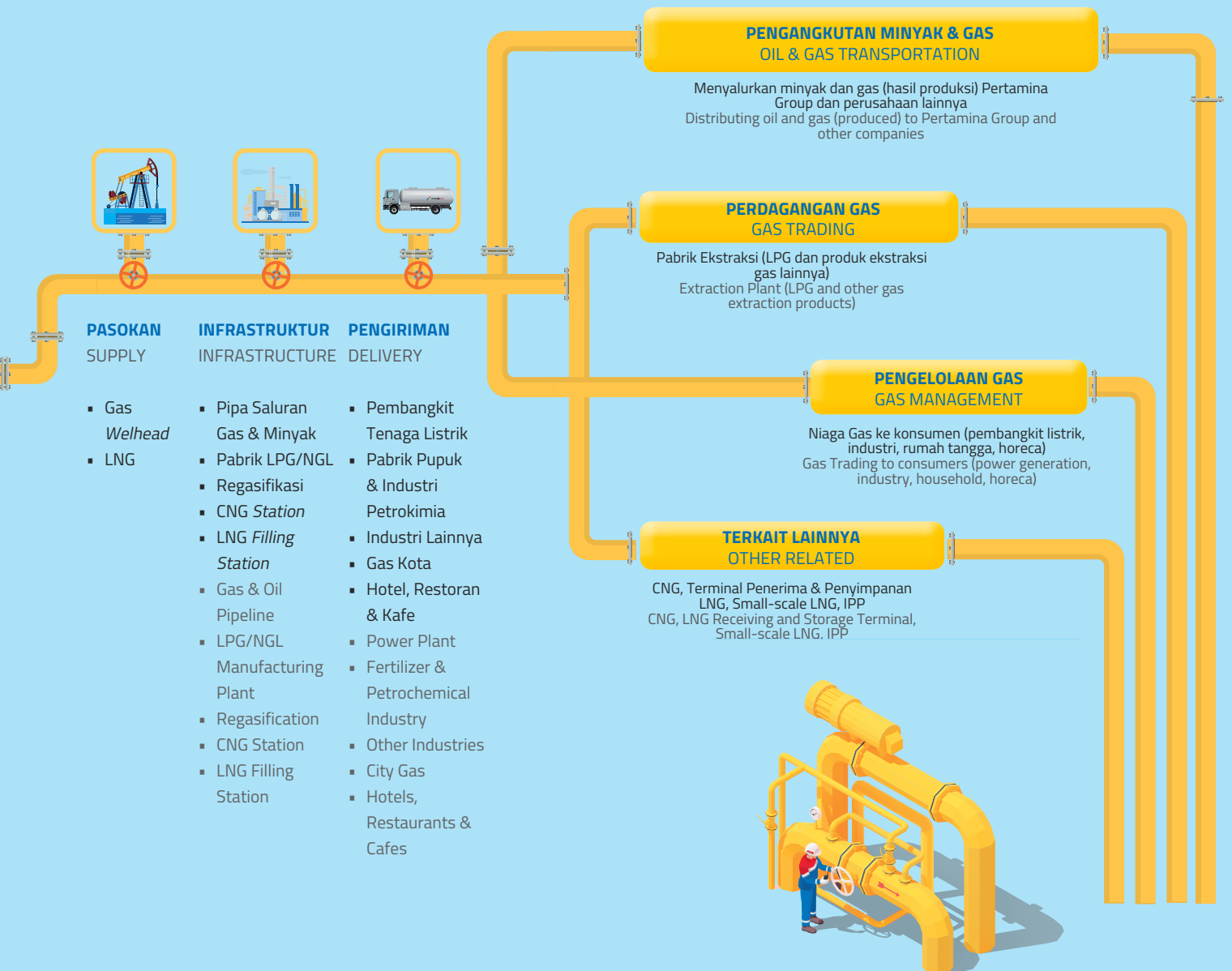
As part of the Gas Subholding in Oil and Gas SOE Holding, Pertamina Gas is committed to fulfilling the aspirations of shareholders in bringing natural gas energy to the people of Indonesia.





**Pertamina Gas mengembangkan bisnis energi gas melalui perusahaan transportasi gas, transportasi minyak, pemrosesan gas, distribusi gas, niaga gas dan bisnis lainnya yang terkait dengan gas alam dan produk turunannya.**

Pertamina Gas develops gas energy business through gas transportation, oil transportation, gas processing, gas distribution, gas trading and other businesses related to natural gas and its derivative products.

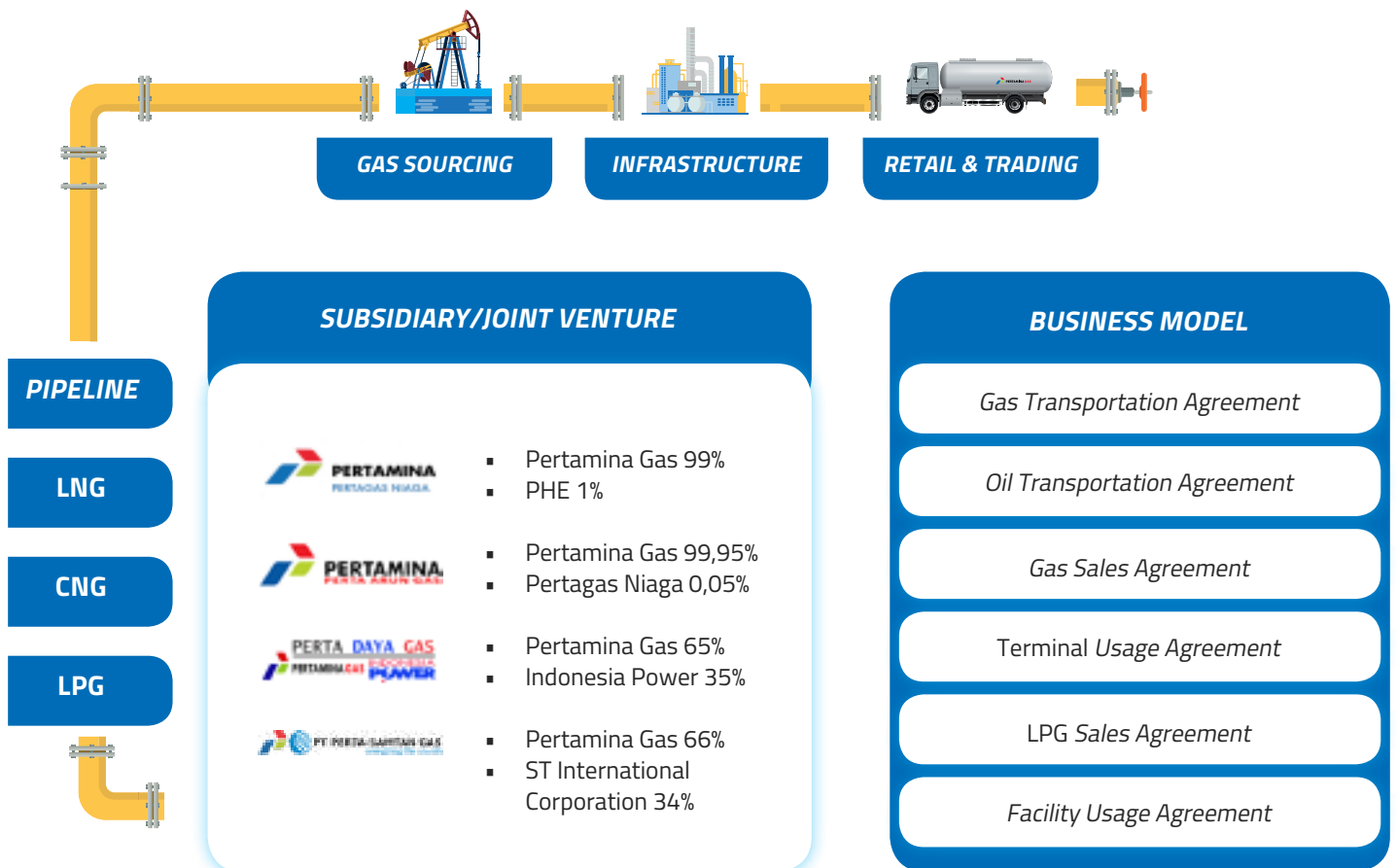


# Model Bisnis dan Kompetensi Inti

## Business Model and Core Competencies

Pertamina Gas secara berkelanjutan mengembangkan bisnisnya dengan pengembangan ruas pipa transmisi gas baru, jaringan gas rumah tangga baru, dan proyek-proyek fasilitas gas lainnya di seluruh Indonesia demi menjamin kebutuhan pasokan energi domestik. Hingga akhir tahun 2021, kegiatan usaha Pertamina Gas didukung oleh 2 (dua) Entitas Anak Usaha, yaitu PT Pertagas Niaga dan PT Perta Arun Gas, dan 2 (dua) Entitas Perusahaan Patungan, yaitu PT Perta Daya Gas dan PT Perta-Samtan Gas.

Pertamina Gas is continuously developing its business by developing new gas transmission pipelines, new household gas networks, and other gas facility projects throughout Indonesia to ensure domestic energy supply needs. Until the end of 2021, Pertamina Gas' business activities are supported by 2 (two) Subsidiaries, namely PT Pertagas Niaga and PT Perta Arun Gas, and 2 (two) Joint Venture Entities, namely PT Perta Daya Gas and PT Perta-Samtan Gas.





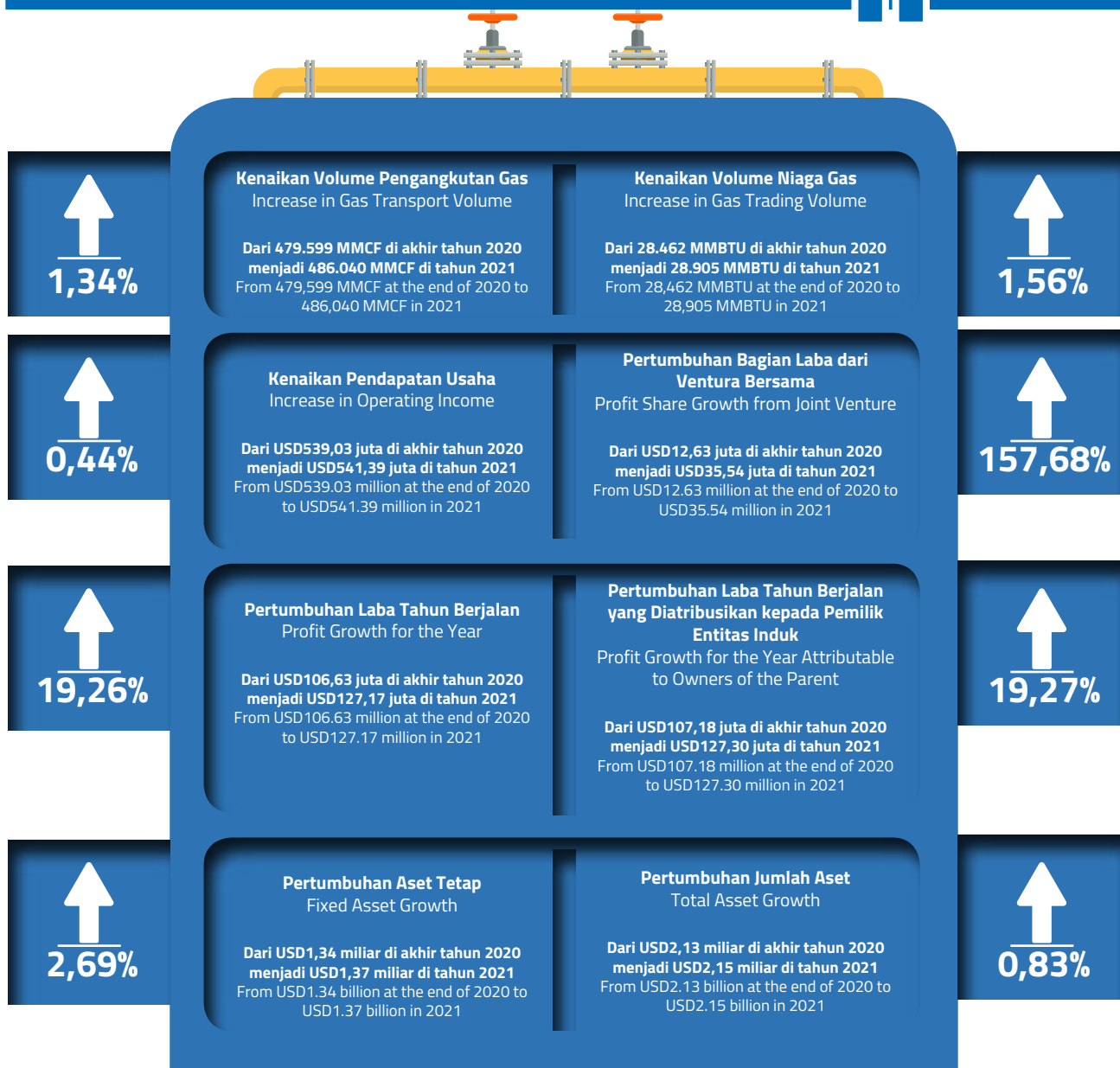


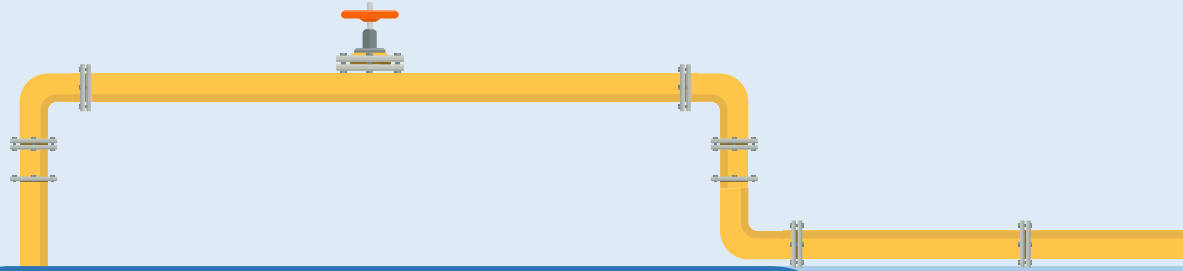
# Pencapaian Tahun 2021

## 2021 Achievements

**Pertamina Gas berkomitmen untuk tumbuh secara berkelanjutan, baik dukungan terhadap pemulihan ekonomi nasional melalui pemenuhan kebutuhan energi gas, penguatan kinerja keuangan, hingga pemenuhan aspirasi terkait K3 dan pengelolaan Tata Kelola Perusahaan.**

Pertamina Gas is committed to sustainable growth, both in support of the national economic recovery through fulfilling gas energy needs, strengthening financial performance, to fulfilling aspirations related to K3 and the management of Corporate Governance.







**9.251.587**

**JAM KERJA SELAMAT**

Safety Working Hours

**Meningkat signifikan dari tahun sebelumnya sebanyak 6.152.556 jam**

Significantly increased from the previous year of 6,152,556 hours.



**SISTEM MANAJEMEN TERINTEGRASI**

Integrated Management System

**mencakup ISO 9001:2015 Sistem Manajemen Mutu, ISO 14001: 2015 Sistem Manajemen Lingkungan, ISO 45001:2018 Sistem Manajemen Keselamatan & Kesehatan Kerja, dan ISO 37001:2016 Sistem Manajemen Anti Penyuapan, yang seluruhnya telah tersertifikasi.**

includes ISO 9001:2015 Quality Management System, ISO 14001: 2015 Environmental Management System, ISO 45001:2018 Occupational Health & Safety Management System, and ISO 37001:2016 Anti-Bribery Management System, all of which have been certified.



**89,38**

**"SANGAT BAIK"**

"Very Good"

Hasil *assessment* penerapan *Good Corporate Governance* (GCG) tahun 2021, meningkat dari penilaian sebelumnya di tahun 2019 dengan hasil 86,35 dengan predikat "Baik".

*Assessment* penerapan GCG dilakukan dengan metode mengacu kepada Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Penilaian dilakukan setiap 2 (dua) tahun sekali.

The results of the assessment of the implementation of Good Corporate Governance (GCG) in 2021, increased from the previous assessment in 2019 with a result of 86.35 with the predicate "Good".

Assessment of the implementation of GCG is carried out by referring to a copy of the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in BUMN. Assessment is carried out every 2 (two) years.



**4,18**

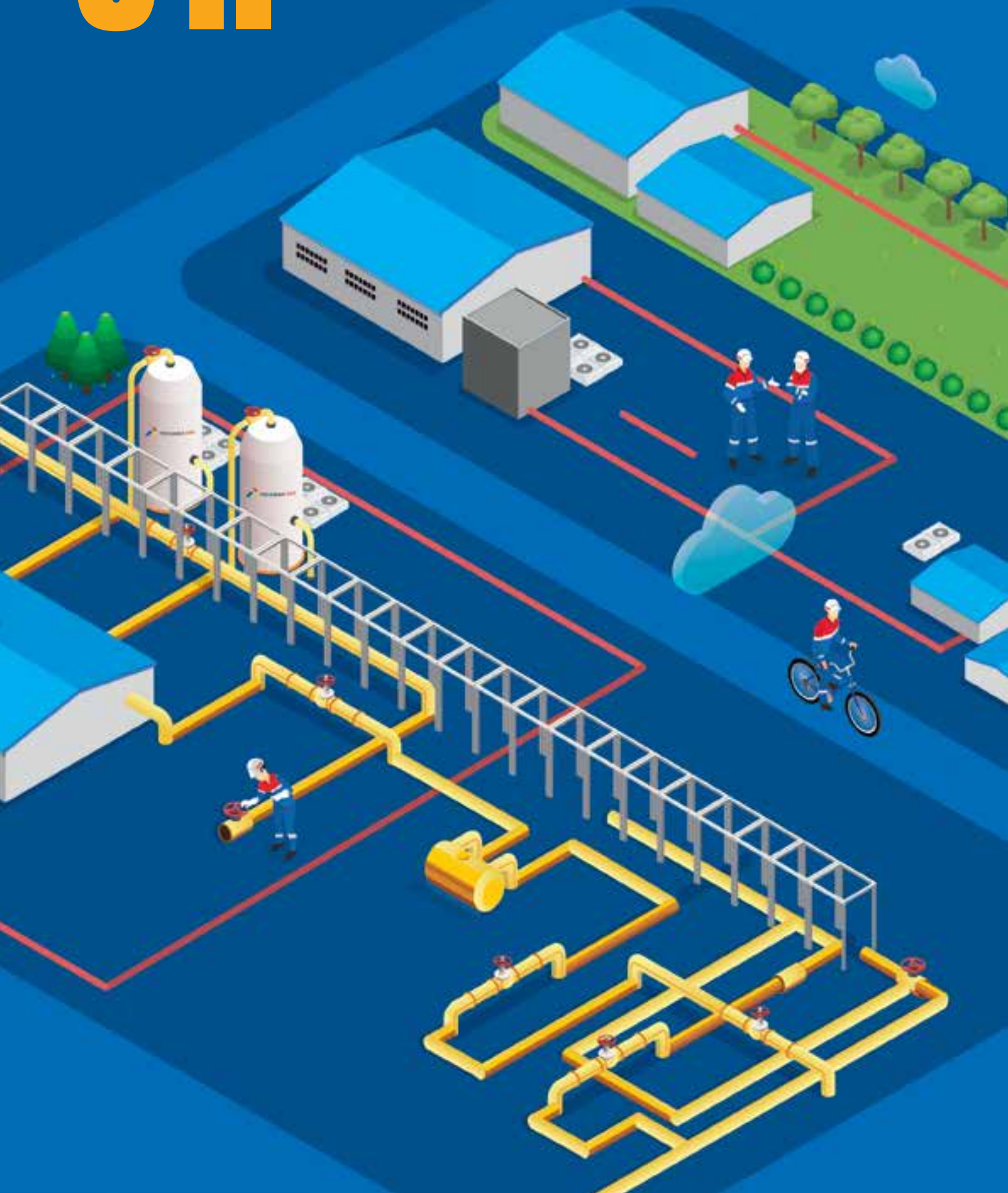
**"MANAGED"**

Hasil penilaian maturitas manajemen risiko tahun 2021, meningkat dari dari penilaian sebelumnya di tahun 2019 dengan hasil 3,97 dengan predikat "*Mature Growth*". Penilaian dilakukan setiap 2 (dua) tahun sekali.

The results of the risk management maturity assessment in 2021, increased from the previous assessment in 2019 with a result of 3.97 with the title "*Mature Growth*". Assessment is carried out every 2 (two) years.



# 01.





# PERFORMA 2021

2021 Performance

**Di tengah ketidakpastian global akibat pandemi, PT Pertamina Gas tetap berupaya meningkatkan kinerja operasional dan menunjukkan semangatnya dalam menyikapi tantangan tersebut dengan berhasil mencatatkan performa bisnis berjalan dengan baik. Pertamina Gas terus menjalankan berbagai proyek infrastruktur strategis di beberapa wilayah di Indonesia sebagai wujud upaya kontribusi positif dalam penyaluran energi baik ke seluruh penjuru Indonesia.**

In the midst of global uncertainty due to the pandemic, PT Pertamina Gas continues to strive to improve operational performance and show enthusiasm in responding to these challenges by successfully recording business performance going well. Pertamina Gas continues to run various strategic infrastructure projects in several regions in Indonesia as a form of positive contribution to the distribution of good energy throughout Indonesia.

# Ikhtisar Data Keuangan Penting

## Financial Highlights

### Labanya (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Profit (Loss) and Other Comprehensive Income

(dalam ribuan Dolar USD, kecuali dinyatakan lain) (in thousands of US Dollars, unless otherwise stated)	2021	2020	2019	2018	2017	YoY 2020-2021 (%) YoY 2020-2021 (%)	CAGR 2017-2021 (%) CAGR 2017-2021 (%)
<b>Pendapatan usaha</b> Operating revenues							
Transportasi gas Gas transportation	205.279	213.393	242.347	241.025	248.498	(3,80)	(4,66)
Niaga gas bumi Natural gas trading	231.960	220.167	346.405	228.424	230.398	5,36	0,17
Usaha gas terproses Processed gas business	84.800	83.551	115.030	127.117	118.111	1,49	(7,95)
Jasa transportasi minyak Oil transportation service	19.347	18.017	20.185	24.720	21.295	7,38	(2,37)
Jasa pemasaran Marketing services	-	3.906	6.269	7.155	6.283	-	-
Jumlah pendapatan usaha Total Operating revenue	541.386	539.034	730.236	628.441	624.585	0,44	(3,51)
Beban pokok pendapatan Cost of revenue	(390.479)	(382.430)	(500.636)	(408.451)	(413.562)	2,10	(1,43)
Laba bruto Gross profit	150.907	156.604	229.600	219.990	211.023	(3,64)	(8,04)
Beban umum dan administrasi General and administrative expenses	(38.858)	(41.218)	(51.810)	(45.535)	(43.108)	(5,73)	(2,56)
<b>Pendapatan (beban) lain-lain</b> Other income (expenses)							
Pendapatan/(beban) keuangan Finance income /(costs)	(7.296)	(9.756)	(15.874)	(19.442)	(17.194)	(25,22)	(19,29)
Penurunan nilai piutang Impairment of receivables	(2.844)	(1.316)	(3.294)	(3.542)	-	116,11	-
(Kerugian)/keuntungan selisih kurs Foreign exchange profit/(loss)	(1.803)	(461)	2.441	(1.440)	(1.941)	291,11	(1,83)
Bagian laba dari ventura bersama Share of profits from joint venture	32.537	12.627	18.855	23.954	25.270	157,68	6,52
Pendapatan lain-lain, neto Other income, net	22.146	20.613	16.030	17.818	15.569	7,44	9,21
Jumlah pendapatan (beban) lain-lain Total other income (expenses)	42.740	21.707	18.158	17.348	21.704	96,90	18,46
Laba sebelum pajak penghasilan Profit before income tax	154.789	137.093	195.948	191.803	189.619	12,91	(4,95)
Beban pajak penghasilan Income tax expense	(27.615)	(30.460)	(45.722)	45.388)	(48.286)	(9,34)	(13,04)
Laba tahun berjalan Profit for the year	127.174	106.633	150.226	146.416	141.333	19,26	(2,60)
Laba/(rugi) komprehensif lain Other comprehensive income/(loss)	142	573	(1.429)	(1.755)	(1.447)	(75,22)	-





## Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Profit (Loss) and Other Comprehensive Income

(dalam ribuan Dolar USD, kecuali dinyatakan lain) (in thousands of US Dollars, unless otherwise stated)	2021	2020	2019	2018	2017	YoY 2020-2021 (%) YoY 2020-2021 (%)	CAGR 2017-2021 (%) CAGR 2017-2021 (%)
Jumlah laba komprehensif tahun berjalan Total comprehensive income for the year	127.316	107.206	148.797	148.171	142.780	18,76 ●	(2,83) ●
<b>Laba tahun berjalan diatribusikan kepada: Profit for the year attributable to:</b>							
Pemilik entitas induk Owners of the parent	127.159	106.610	150.160	146.385	141.238	19,27 ●	(2,59) ●
Kepentingan nonpengendali Non-controlling interest	15	23	66	31	95	(34,78) ●	(36,96) ●
	127.174	106.633	150.226	146.416	141.333	19,26 ●	(2,60) ●
<b>Laba komprehensif tahun berjalan diatribusikan kepada: Comprehensive Income For The Year Attributable To:</b>							
Pemilik entitas induk Owners of the parent	127.301	107.183	148.731	148.140	142.685	18,77 ●	(2,81) ●
Kepentingan nonpengendali Non-controlling interest	15	23	66	31	95	(34,78) ●	(36,96) ●
	127.316	107.206	148.797	148.171	142.780	18,76 ●	(2,83) ●
EBITDA* EBITDA*	207.283	206.175	284.846	278.989	273.739	(0,03) ●	(6,72) ●
Laba bersih per saham** Basic Earnings per share**	25,03	20,98	29,56	28,81	27,80	19,27 ●	(2,59) ●

\*) EBITDA dihitung berdasarkan akumulasi laba operasi dan beban penyusutan

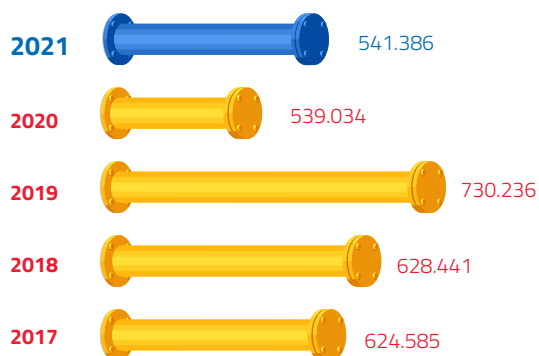
\*\*) Laba bersih per saham dihitung dengan membagi laba tahun berjalan yang diatribusikan kepada entitas induk dengan jumlah lembar saham.

\*) EBITDA is calculated based on accumulated operating profit and depreciation expense

\*\*) Basic Earnings per share is calculated by dividing the profit for the year attributable to the parent entity by the number of shares.

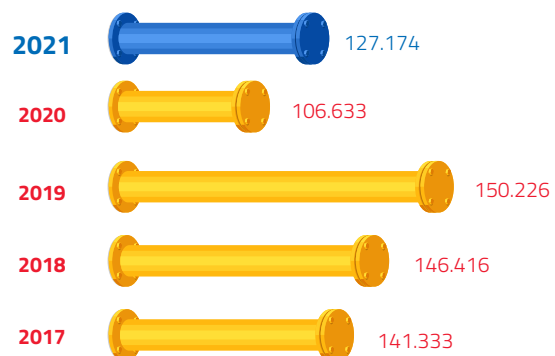
### Pendapatan Usaha (USD-ribu)

Operating revenues (USD-thousand)

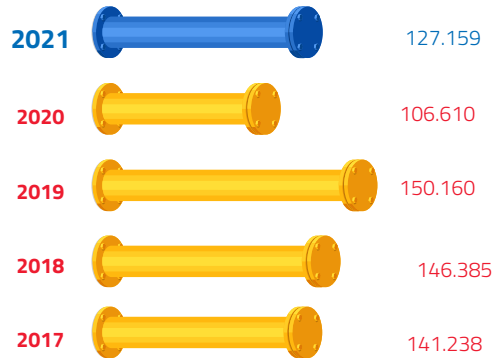


### Laba Tahun Berjalan (USD-ribu)

Profit for The Year (USD-thousand)



**Laba Tahun Berjalan yang Diatribusikan kepada Pemilik Entitas Induk (USD-ribu)**  
Profit for The Year Attributable Owners of The Parent (USD-thousand)



**Posisi Keuangan Konsolidasian**  
Consolidated Statement of Financial Position

(dalam ribuan USD) (in thousands of US Dollar)	2021	2020	2019	2018	2017	YoY 2020-2021 (%) YoY 2020-2021 (%)	CAGR 2017-2021 (%) CAGR 2017-2021 (%)
<b>Aset</b> Asset							
Investasi Investment	81.497	78.660	89.465	93.710	92.865	3,61 ●	(3,21) ●
Aset tetap Fixed assets	1.375.132	1.339.048	1.273.841	1.393.361	1.292.419	2,69 ●	1,56 ●
Aset lancar Current assets	462.828	475.525	538.044	447.630	429.180	(2,67) ●	1,90 ●
Aset tidak lancar Non-current assets	1.684.406	1.653.983	1.526.862	1.600.126	1.497.579	1,84 ●	2,98 ●
Jumlah aset Total assets	2.147.234	2.129.508	2.064.906	2.047.756	1.926.759	0,83 ●	2,75 ●
<b>Liabilitas</b> Liability							
Liabilitas jangka pendek Short-term liabilities	237.194	324.982	350.315	379.469	376.996	(27,01) ●	(10,94) ●
Liabilitas jangka panjang Long-term liabilities	282.901	256.718	248.959	315.001	344.712	10,20 ●	(4,82) ●
Jumlah liabilitas Total Liabilities	520.095	581.700	599.274	694.470	721.708	(10,59) ●	(7,86) ●



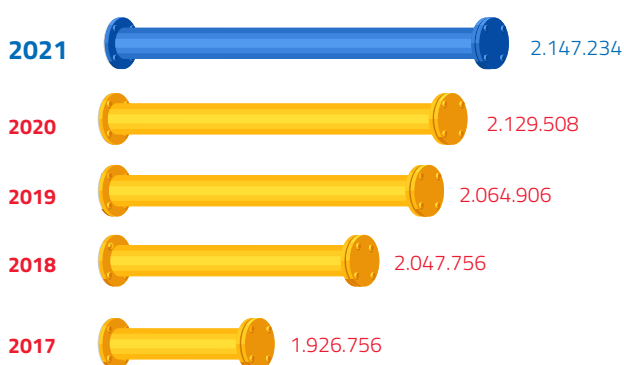
## Posisi Keuangan Konsolidasian

Consolidated Statement of Financial Position

(dalam ribuan USD) (in thousands of US Dollar)	2021	2020	2019	2018	2017	YoY 2020-2021 (%) YoY 2020-2021 (%)	CAGR 2017-2021 (%) CAGR 2017-2021 (%)
<b>Ekuitas</b> Equity							
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk Equity attributable to owners of the parent	1.626.708	1.547.381	1.465.198	1.352.888	1.204.614	5,13 ●	7,80 ●
Jumlah ekuitas yang dapat diatribusikan kepada kepentingan non-pengendali Equity attributable to non-controlling interests	431	427	434	398	437	0,94 ●	(0,35) ●
Jumlah ekuitas Total equity	1.627.139	1.547.808	1.465.632	1.353.286	1.205.051	5,13 ●	7,80 ●
<b>Liabilitas dan Ekuitas</b> Liability and Equity							
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	2.147.234	2.129.508	2.064.906	2.047.756	1.926.759	0,83 ●	2,75 ●
<b>Lainnya</b> Other							
Modal kerja bersih Net working capital	225.634	150.543	187.729	68.161	52.184	49,88 ●	44,20 ●

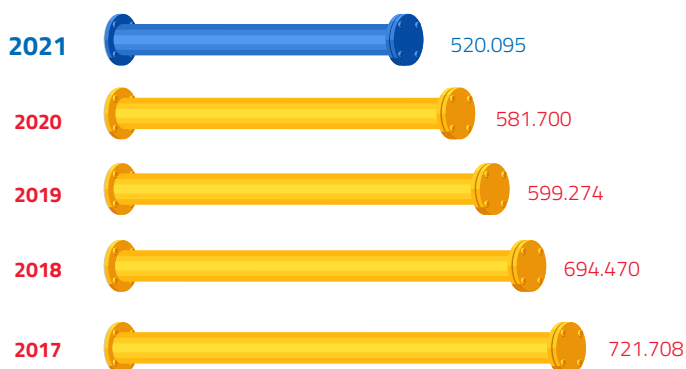
### Aset (USD-ribu)

Assets (USD-thousand)



### Liabilitas (USD-ribu)

Liability (USD-thousand)



**Ekuitas (USD-ribu)**  
Equity (USD-thousand)



**Arus Kas**  
Cash Flow

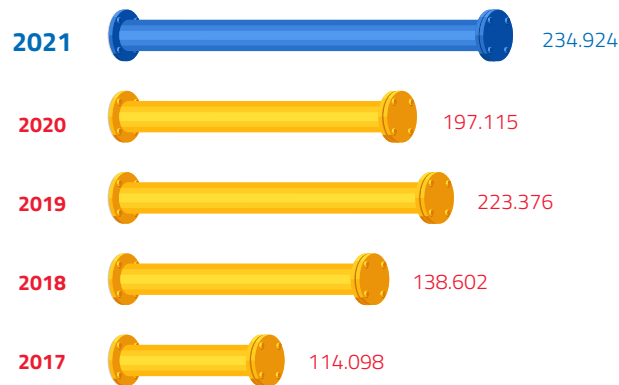
(dalam ribuan Dolar USD) (in thousands of US Dollar)	2021	2020	2019	2018	2017	YoY 2020-2021 (%)	YoY 2020-2021 (%)	CAGR 2017-2021 (%)	CAGR 2017- 2021 (%)
Arus kas dari aktivitas operasi Cash flow from operating activities	241.842	157.499	203.053	156.075	149.121	53,55	●	12,85	●
Arus kas dari aktivitas investasi Cash flow from investment activities	(101.785)	(116.669)	3.806	(105.089)	(127.814)	(12,76)	●	(5,53)	●
Arus kas dari aktivitas pendanaan Cash flow from financing activities	(103.113)	(69.395)	(125.166)	(25.625)	(51.641)	48,59	●	18,87	●
Kenaikan/(penurunan) neto kas dan setara kas Net increase/(decrease) in cash and cash equivalents	36.944	(28.565)	81.693	25.361	(30.334)	(229,33)	●	-	
Pengaruh perubahan kurs neto dari kas dan setara kas Effect of changes in net exchange rates of cash and cash equivalents	865	2.304	3.081	857	(141)	(62,46)	●	-	
Saldo kas dan setara kas awal tahun Cash and cash equivalents at the beginning of the year	197.115	223.376	138.602	114.098	144.573	(11,76)	●	8,06	●
Saldo kas dan setara kas akhir tahun Cash and cash equivalents at the end of the year	234.924	197.115	223.376	138.602	114.098	19,18	●	19,79	●





### Saldo Kas dan Setara Kas Akhir Tahun (USD-ribu)

Cash and cash equivalents at the end of the year (USD-thousand)



### Rasio-rasio Keuangan

Financial Ratios

Perihal Description	2021	2020	2019	2018	2017	Kenaikan (Penurunan) 2020-2021 (basis poin) Increase (Decrease) 2020- 2021 (point base)	
<b>Rasio Operasi dan Profitabilitas</b> Operating Ratio and Profitability							
Rasio Imbalan atas Aset, atau <i>Return On Asset (ROA)</i> (%) Return on Assets Ratio, or Return On Assets (ROA) (%)	5,92	5,01	7,28	7,15	7,34	0,92	●
Rasio Imbalan kepada Pemegang Saham, atau <i>Return On Equity (ROE)</i> (%) Ratio of Returns to Shareholders, or Return On Equity (ROE) (%)	8,48	7,40	11,42	12,75	19,55	1,08	●
Rasio Imbalan Investasi, atau <i>Return On Investment (ROI)</i> (%) Return on Investment Ratio, or Return On Investment (ROI) (%)	6,05	4,72	26,34	20,24	17,26	1,33	●
Marjin Laba Operasi, atau <i>Operating Profit Margin (OPM)</i> (%) Operating Profit Margin (OPM) (%)	20,17	21,41	23,90	27,20	26,88	(1,24)	●
Marjin Laba Bersih, atau <i>Net Profit Margin (NPM)</i> (%) Net Profit Margin, or Net Profit Margin (NPM) (%)	23,49	19,78	20,57	23,30	22,63	3,71	●
Perputaran Total Aset, atau <i>Total Asset Turn Over (TATO)</i> (%) Total Asset Turnover, or Total Asset Turn Over (TATO) (%)	25,32	25,70	35,51	48,71	42,27	(0,38)	●
Perputaran Persediaan, atau <i>Inventory Turn Over</i> (%) Inventory Turnover, or Inventory Turn Over (%)	3,05	2,93	4,52	6,30	7,81	0,12	●

## Rasio-rasio Keuangan

### Financial Ratios

Perihal Description	2021	2020	2019	2018	2017	Kenaikan (Penurunan) 2020-2021 (basis poin) Increase (Decrease) 2020- 2021 (point base)	
<b>Rasio Likuiditas</b> Liquidity Ratio							
Rasio Kas (%) Cash Ratio (%)	99,04	60,65	63,85	42,20	30,27	38,39	●
Rasio Lancar (%) Current Ratio (%)	195,13	146,32	154,66	136,20	113,84	48,81	●
Rasio Cakupan Bunga, atau <i>Time Interest Earned Ratio</i> (%) Interest Coverage Ratio, or Time Interest Earned Ratio (%)	15,48	12,17	15,60	13,41	12,35	3,31	●
<b>Rasio Penagihan Piutang</b> Receivables Collection Ratio							
<i>Collection Periods</i> (hari) Collection Periods (days)	25,16	24,29	19,75	36,10	51,01	0,87	●
<b>Rasio Solvabilitas</b> Solvency Ratio							
Rasio Liabilitas terhadap Ekuitas (%) Liability to Equity Ratio (%)	31,96	37,58	40,89	51,32	59,89	(5,62)	●
Rasio Liabilitas terhadap Aset (%) Liabilities to Assets Ratio (%)	24,22	27,32	29,02	33,91	37,46	(3,10)	●
<b>Rasio Pertumbuhan</b> Growth Ratio							
Pendapatan (%) Revenue (%)	0,44	(26,18)	16,20	0,62	(6,59)	26,62	●
Beban pokok pendapatan (%) Cost of revenue (%)	2,10	(23,61)	(22,57)	(1,24)	0,25	25,71	●
Laba Bruto (%) Gross profit (%)	(3,64)	(31,79)	4,37	4,25	(17,62)	28,15	●
Beban Umum dan Administrasi (%) General and Administrative Expenses (%)	1,17	(20,44)	(5,57)	13,85	(10,73)	21,61	●
Laba Bersih (%) Net profit (%)	15,00	(29,02)	2,60	3,60	(11,15)	44,02	●
Laba Bersih yang Dapat Diatribusikan Kepada Pemilik Entitas Induk (%) Net Profit Attributable to Owners of the Parent (%)	19,31	(29,00)	2,58	3,64	(11,20)	48,31	●
Aset (%) Assets (%)	0,83	3,13	0,84	6,28	2,48	(2,30)	●
Liabilitas (%) Liabilities (%)	(10,59)	(2,93)	(13,71)	(3,77)	(11,87)	(7,66)	●
Ekuitas (%) Equity (%)	5,13	5,61	8,30	12,30	13,56	(0,48)	●



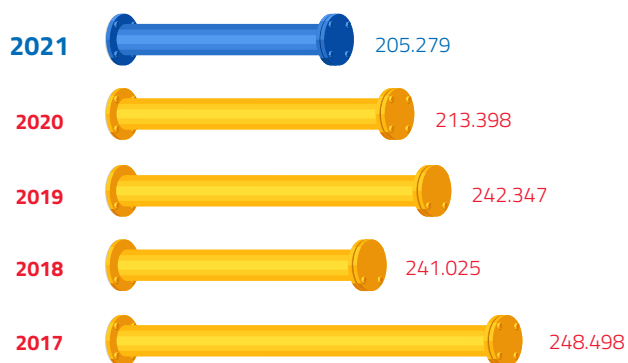
# Ikhtisar Bisnis, Operasi dan Organisasi

## Business, Operations and Organization Highlights

Ikhtisar Pendapatan Usaha (dalam ribuan Dolar USD) Operating Revenue Highlights (in thousands of US Dollars)	2021	2020	2019	2018	2017	YoY 2020-2021 (%)		CAGR 2017-2021 (%)	
						YoY 2020-2021 (%)		CAGR 2017-2021 (%)	
Pendapatan transportasi gas (USD-ribu) Gas transportation revenue (USD-thousand)	205.279	213.393	242.347	241.025	248.498	(3,80)	●	(4,66)	●
Pendapatan niaga gas bumi (USD-ribu) Natural gas trading revenue (USD-thousand)	231.960	220.167	346.405	228.424	230.398	5,36	●	0,17	●
Pendapatan usaha gas terproses (USD-ribu) Processed gas operating revenue (USD-thousand)	84.800	83.551	115.030	127.117	118.111	1,49	●	(7,95)	●
Pendapatan jasa transportasi minyak (USD-ribu) Oil transportation service revenue (USD-thousand)	19.347	18.017	20.185	24.720	21.295	7,38	●	(2,37)	●
Pendapatan jasa pemasaran (USD-ribu) Marketing service revenue (USD-thousand)	-	3.906	6.269	7.155	6.283	-	●	-	●
Jumlah pendapatan usaha (USD-ribu) Total operating income (USD-thousand)	541.386	539.034	730.236	628.441	624.585	0,44	●	(3,51)	●

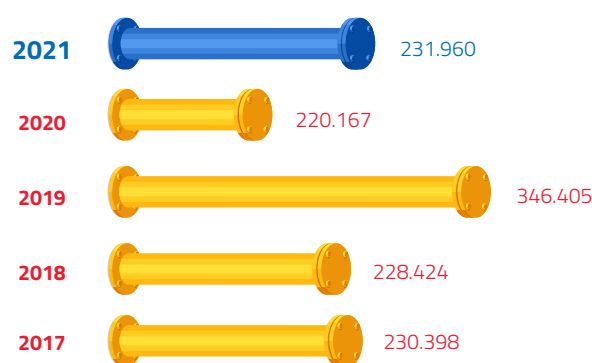
### Transportasi Gas (USD-ribu)

Gas Transportation (USD-thousand)



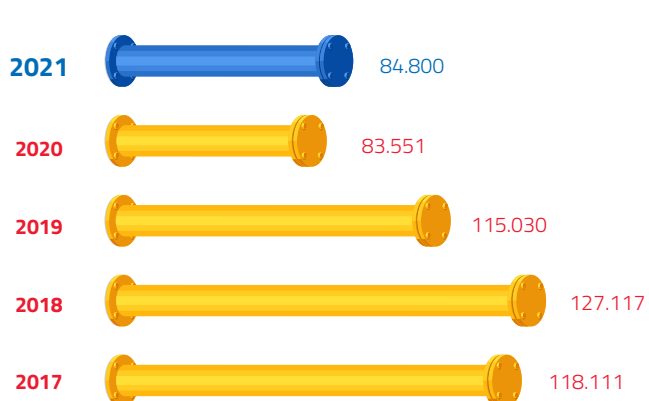
### Niaga Gas Bumi (USD-ribu)

Natural Gas Trading (USD-thousand)



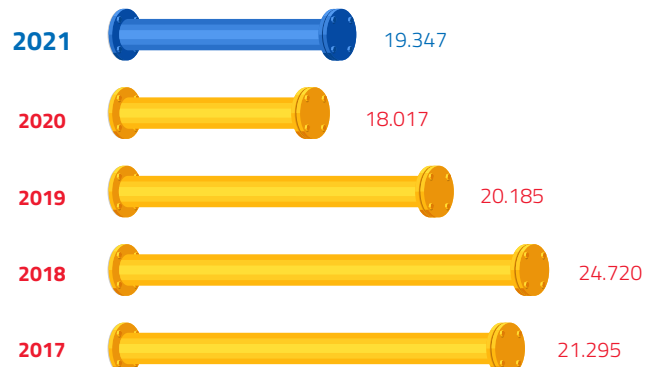
### Usaha Gas Terproses (USD-ribu)

Processed Gas Operating (USD-thousand)



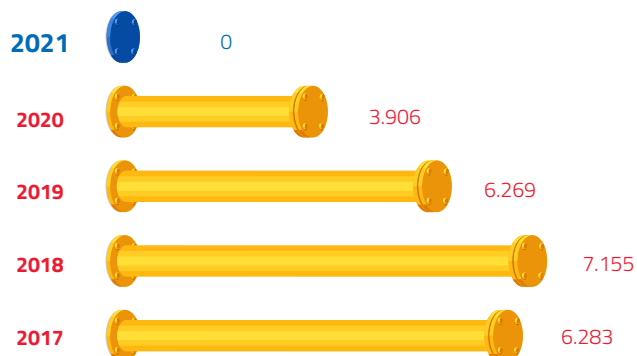
### Jasa Transportasi Minyak (USD-ribu)

Oil Transportation Service (USD-thousand)



### Jasa Pemasaran (USD-ribu)

Marketing Service (USD-thousand)



Ikhtisar Operasi Operational Highlights	2021	2020	2019	2018	2017	YoY 2020-2021	CAGR 2017-2021	YoY 2020-2021	CAGR 2017-2021
						(%)		(%)	
<b>Volume Pengangkutan Gas Berdasarkan Area (MMCF)</b> Gas Freight Volume by Area (MMCF)									
Sumatera Utara North Sumatra	37.040	40.277	60.960	54.751	50.282	(8,04)	●	(7,36)	●
Sumatera Selatan South Sumatra	94.877	91.470	104.216	109.966	115.584	3,72	●	(4,82)	●
Jawa Barat West Java	95.820	87.758	105.681	104.219	105.335	9,19	●	(2,34)	●
Jawa Timur East Java	88.762	98.274	94.629	96.346	93.294	(9,68)	●	(1,24)	●
Kalimantan Kalimantan	154.804	149.036	145.715	146.989	137.548	3,87	●	3,00	●
Dumai Dumai	14.737	12.784	8.281	-	-	15,28	●	-	-



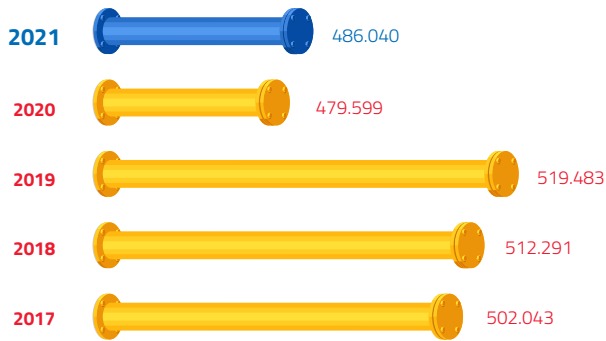
Ikhtisar Operasi Operational Highlights	2021	2020	2019	2018	2017	YoY 2020-2021 (%)		CAGR 2017-2021 (%)		
						YoY 2020-2021 (%)	YoY 2020-2021 (%)	CAGR 2017-2021 (%)	CAGR 2017-2021 (%)	
Jumlah Pengangkutan Gas Total Gas Freight	486.040	479.599	519.483	512.271	502.043	1,34	●	(0,81)	●	
<b>Volume Niaga Gas (MMBTU) Gas Trading Volume (MMBTU)</b>										
Pertamina Gas Pertamina Gas	5.910	3.241	1.631	2.852	3.181	82,35	●	16,75	●	
Pertagas Niaga Trading Pertagas	22.995	25.221	38.248	26.902	28.720	(8,83)	●	(5,41)	●	
Jumlah Niaga Gas Total Gas Trading	28.905	28.462	39.879	29.754	31.901	1,56	●	(2,44)	●	
<b>Volume Pengangkutan Minyak (Barrel) Oil Freight Volume (Barrel)</b>										
PT Pertamina EP (UBEP Jambi)	1.139.822	1.176.149	1.013.866	1.149.868	1.169.441	(3,09)	●	(0,64)	●	
TAC EMP Gelam	-	-	-	-	44.069	-	-	-	-	
TAC Akar Golindo	-	-	-	-	-	-	-	-	-	
TAC PBMS	217.972	346.021	317.084	379.838	322.032	(37,01)	●	(9,30)	●	
MontD'Or Oil Tungkal Ltd.	34.423	96.588	204.257	480.297	330.803	(64,36)	●	(43,20)	●	
PT Pertamina EP (UBEP Ramba)	585.041	675.295	654.019	915.558	749.234	(13,37)	●	(6,00)	●	
PT Geo Minergi KSO	-	-	-	-	10.947	-	-	-	-	
PT Samudra Energy BWP Meruap	421.274	409.398	464.613	505.028	511.692	2,90	●	(4,74)	●	
Tately	24.704	45.717	40.799	31.425	148.215	(45,96)	●	(36,10)	●	
Hexindo Gemilang Jaya	-	56	200.875	201.155	46.221	-	-	-	-	
Odira Energy Karang Agung	131.387	70.140	74.127	49.946	44.733	87,32	●	30,91	●	
PT Pertamina EP (Central Ramba)	899.957	858.193	776.624	-	-	4,87	●	-	-	
PSC Seleraya Merangin Dua	70.225	-	-	-	-	-	-	-	-	
PSC Jindi South Jambi B Co., Limited	18.040	-	-	-	-	-	-	-	-	
Jumlah Pengangkutan Minyak Total Oil Freight	3.542.846	3.677.557	3.746.265	3.713.115	3.377.386	(3,66)	●	1,20	●	
<b>Volume Pemrosesan Gas (Ton) Gas Processing Volume (Tons)</b>										
LPG Plant Pondok Tengah	27	632	2.312	6.505	11.383	(95,73)	●	(77,93)	●	



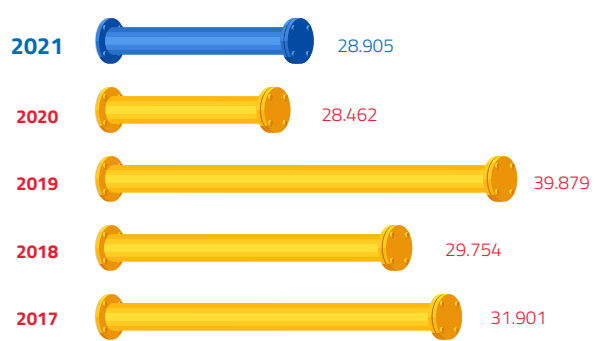
Ikhtisar Operasi Operational Highlights	2021	2020	2019	2018	2017	YoY 2020-2021 (%)		CAGR 2017-2021 (%)	
						YoY 2020-2021 (%)	CAGR 2017-2021 (%)		
LPG Plant PT Perta-Samtan Gas**	135.331	125.093	130.221	132.867	128.702	8,18	●	1,26	●
LPG Plant MKS	33.786	45.810	60.066	77.873	65.375	(26,25)	●	(15,21)	●
Jumlah Pemrosesan Gas Total Gas Processing	169.143	171.535	192.599	217.245	205.460	(1,39)	●	(4,75)	●
Volume Regasifikasi LNG (BBTU) LNG Regasification Volume (BBTU)									
Perta Arun Gas - Regasifikasi PLN	32.293	34.360	43.884	45.836	41.785	(6,02)	●	(6,24)	●
Jumlah Regasifikasi Total Regasification	32.293	34.301	43.884	45.624	41.785	(5,86)	●	(6,24)	●

\*<sup>1</sup>) dihitung berdasarkan porsi kepemilikan Pertamina Gas sebesar 60% di LPG Plant Pondok Tengah  
<sup>2</sup>) dihitung berdasarkan porsi kepemilikan Pertamina Gas sebesar 66% di LPG Plant PT Perta-Samtan Gas  
<sup>3</sup>) calculated based on Pertamina Gas ownership portion of 60% in Pondok Tengah LPG Plant  
<sup>4</sup>) calculated based on Pertamina Gas's 66% ownership in LPG Plant PT Perta-Samtan Gas

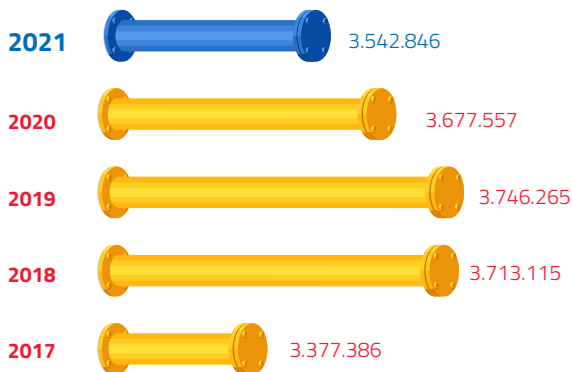
**Pengangkutan Gas (MMCF)**  
Gas Freight (MMCF)



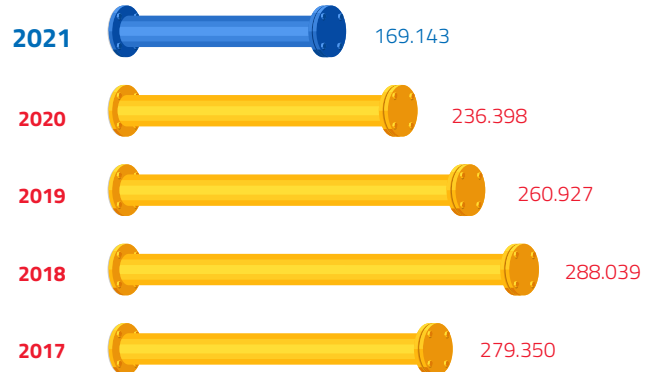
**Niaga Gas (MMBTU)**  
Gas Trading (MMBTU)



**Pengangkutan Minyak (Barrel)**  
Oil Freight (Barrel)

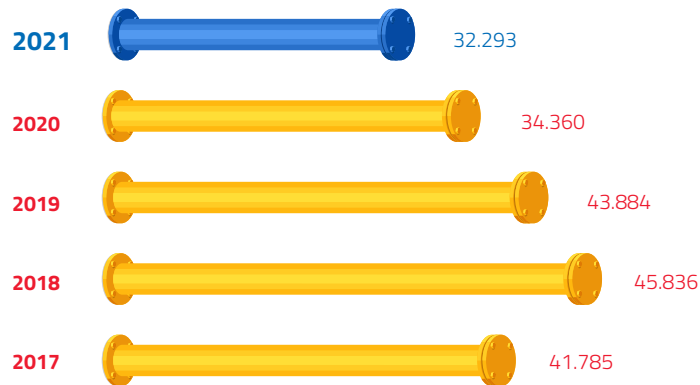


**Pemrosesan Gas (Ton)**  
Gas Processing (Ton)





## Regasifikasi LNG (BBTU) LNG Regasification (BBTU)



Ikhtisar Organisasi Organization Highlights	2021	2020	2019	2018	2017
Jumlah karyawan Total Employees	470	470	428	399	399
<b>Tingkat Kesehatan Perusahaan Company Health Level</b>					
Keuangan Finance	53,00 "Sehat" 53,00 "healthy"	52,00 "Sehat" 52,00 "healthy"	59,50 "Sehat" 59,50 "healthy"	62,50 "Sehat" 62,50 "healthy"	62,50 "Sehat" 62,50 "healthy"
Pertumbuhan Growth	12,30 "Tumbuh" 12,30 "Grow"	14,50 "Tumbuh" 14,50 "Grow"	14,50 "Tumbuh" 14,50 "Grow"	3,00 "Kurang Tumbuh" 3,00 "Less growth"	0,00 "Tidak Tumbuh" 0,00 "Not Growing"
Administrasi Administration	15,00 "Tertib" 15,00 "Orderly"	15,00 "Tertib" 15,00 "Orderly"	15,00 "Tertib" 15,00 "Orderly"	10,00 "Tertib" 10,00 "Orderly"	10,00 "Tertib" 10,00 "Orderly"
Jumlah Total	80,30 "Sehat (AA)" 80,30 "healthy (AA)"	81,50 "Sehat (AA)" 81,50 "healthy (AA)"	89,00 "Sehat (AA)" 89,00 "healthy (AA)"	75,50 "Sehat (A)" 75,50 "healthy (A)"	72,50 "Sehat (A)" 72,50 "healthy (A)"
<b>Sistem Manajemen Terintegrasi Integrated Management System</b>					
ISO 9001:2015 Sistem Manajemen Mutu ISO 9001:2015 Quality Management System	Certified	Certified	-	-	-
ISO 14001: Sistem Manajemen Lingkungan ISO 14001: Environmental Management Systems	Certified	Certified	-	-	-
ISO 45001:2018 Sistem Manajemen Keselamatan & Kesehatan Kerja ISO 45001:2018 Occupational Health & Safety Management System	Certified	Certified	-	-	-

Iktisar Organisasi Organization Highlights	2021	2020	2019	2018	2017
ISO 37001:2016 Sistem Manajemen Anti Penyuapan ISO 37001:2016 Anti-Bribery Management System	Certified	-	-	-	-
<b>Budaya Inovasi (Continuous Improvement Program)</b> Culture of Innovation (Continuous Improvement Program)					
Keterlibatan Pekerja dalam kegiatan inovasi (CIP) Employee Involvement in Innovation Activities (CIP)	325 Pekerja 325 Employees	313 Pekerja 313 Employees	236 Pekerja 236 Employees	148 Pekerja 148 Employees	152 Pekerja 152 Employees
Jumlah Inovasi (CIP) Total Innovations (CIP)	84 CIP	60 CIP	54 CIP	29 CIP	37 CIP
<b>Budaya Berbagi Pengetahuan (Knowledge Management)</b> Knowledge Sharing Culture (Knowledge Management)					
Pelaksanaan Webinar Knowledge Sharing Implementation of the Knowledge Sharing Webinar	56	56	-	-	-
Jumlah Partisipasi Pekerja Number of Worker Participation	347	407	-	-	-
Jam Kerja Selamat Happy Working Hours	9.251.587	6.152.556	6.023.903	10.425.951	8.023.916
<b>Recordable Incident</b>					
Fatality Fatality	0	0	0	0	0
Lost Time Injury (LTI) Lost Time Injury (LTI)	0	0	0	0	1
Restricted Work Case (RWC) Restricted Work Case (RWC)	0	0	0	0	0
Medical Treatment Case (MTC) Medical Treatment Case (MTC)	0	0	0	0	1
<b>Total Recordable Incident Rate (TRIR) = (Total Recordable Incident : Jam Kerja Selamat) x 1 mio</b> Total Recordable Incident Rate (TRIR) = (Total Recordable Incident : Safe Working Hours) x 1 mio	0.00	0.00	0.00	0.00	0.25
<b>Non Recordable Incident</b>					
First Aid	0	1	3	2	5
Nearmiss	4	5	16	11	8
Total Kejadian Spill > 15 barels Total Spill Occurrence > 15 barrels	0	0	0	0	3
Total Kejadian Spill < 15 barels Total Spill Occurrence < 15 barrels	20	22	29	36	46
Hasil Survey Budaya HSSE HSSE Cultural Survey Results	Proactive	Proactive	Proactive	Calculative	Calculative



Ikhtisar Organisasi Organization Highlights	2021	2020	2019	2018	2017
Pelaporan Keselamatan Kerja (PEKA) Work Safety Reporting (PEKA)	7.111	4.107	1.971	3.361	2.799
Persentase PEKA yang ditindaklanjuti Percentage of PEKA that were followed up	98%	94%	96%	76%	69%
<b>PROPER</b>					
Total Area Operasi Peserta PROPER Total Operation Area of PROPER Participants	5	4	4	4	4
Area Operasi peraih PROPER Emas Gold Candidate Operation Area	0	1	1	0	0
Area Operasi peraih Kandidat Emas Gold PROPER-winning Operation Area	2	2	2	1	0
Area Operasi peraih PROPER Hijau Green PROPER-winning Operation Area	4	4	4	3	4
Area Operasi peraih PROPER Biru Blue PROPER-winning Operation Area	1	0	0	1	0
<i>Good Corporate Governance (Skor Hasil Assessment)*</i> Good Corporate Governance (Assessment Result Score)*	89,38 Sangat Baik 89,38 Very good	N/A	86,35 Baik 86,35 Good	N/A	83,08 Baik 83,08 Good
Indikator Maturitas Manajemen Risiko* Risk Management Maturity Indicator*	4,18 Managed 4,18 Managed	N/A	3,97 Mature Growth 3,97 Mature Growth	N/A	3,74 Kompeten 3,74 Component

\*) assessment penerapan GCG serta penilaian maturitas manajemen risiko dilakukan setiap 2 (dua) tahun sekali.

\*) assessment of GCG implementation and risk management maturity assessment is carried out every 2 (two) years.



# Ikhtisar Tentang Saham dan Aksi Korporasi

## Highlights of Share and Corporate Action

### JUMLAH SAHAM

Jumlah saham Perusahaan sebanyak 5.080.585 lembar saham, dengan kepemilikan PT Perusahaan Gas Negara Tbk sebanyak 2.591.099 lembar saham atau 51,00%, dan PT Pertamina (Persero) memiliki saham Perusahaan sebanyak 2.488.986 lembar saham atau 48,99%, dan PT Pertamina Pedeve Indonesia memiliki saham Perusahaan sebanyak 500 lembar saham atau 0,01%.

### INFORMASI TENTANG PENCATATAN SAHAM DI BURSA SAHAM DAN KEPEMILIKAN SAHAM OLEH PUBLIK

Hingga 31 Desember 2021 Perusahaan tidak melakukan penawaran umum saham dan tidak memperdagangkan sahamnya kepada publik. Perusahaan juga tidak memiliki kebijakan terkait kepemilikan perorangan, baik kepemilikan oleh manajemen maupun karyawan.

### DIVIDEN SAHAM

Berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler tentang Penggunaan Laba Bersih Tahun Buku 2020 tanggal 7 September 2021, para pemegang saham menyetujui keputusan penggunaan laba bersih sebesar USD47.974.623 dibagikan sebagai dividen secara tunai kepada pemegang saham.

Berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019 tanggal 29 Juni 2020, para pemegang saham menyetujui keputusan penggunaan laba bersih sebesar USD25.000.000 dibagikan sebagai dividen secara tunai kepada pemegang saham.

Realisasi pembagian Dividen Saham tunai untuk hasil usaha tahun buku 2019 yang dibagikan di tahun 2020 dan Dividen Saham untuk hasil usaha tahun buku 2020 yang dibagikan di tahun 2021 adalah sebagai berikut:

### NUMBER OF SHARES

The number of shares of the Company is 5,080,585 shares, with ownership of PT Perusahaan Gas Negara Tbk as much as 2,591,099 shares or 51.00%, and PT Pertamina (Persero) owning shares of the Company as much as 2,488,986 shares or 48.99%, and PT Pertamina Pedeve Indonesia owns 500 shares or 0.01% of the Company's shares.

### INFORMATION ON LISTING OF SHARES ON THE STOCK EXCHANGE AND PUBLIC OWNERSHIP OF SHARES

Until December 31, 2021, the Company did not conduct a public offering of shares and did not trade its shares to the public. The Company also does not have a policy regarding individual ownership, both ownership by management and employees.

### STOCK DIVIDEND

Based on the Circular Shareholders' Resolution on the Use of Net Profits for Fiscal Year 2020 dated September 7, 2021, the shareholders approved the decision to use the net income of USD47,974,623 to be distributed as cash dividends to shareholders.

Based on the Circular Shareholders' Resolution regarding the 2019 Annual General Meeting of Shareholders on June 29, 2020, the shareholders approved the decision to use the net profit of USD25,000,000 to be distributed as cash dividends to shareholders.

The realization of the distribution of cash Stock Dividends for 2019 financial year operating results distributed in 2020 and Stock Dividends for 2020 financial year operating results distributed in 2021 are as follows:



	2021 (untuk Hasil Usaha Tahun Buku 2020) 2021 (for Fiscal Year 2020 Operating Results)	2020 (untuk Hasil Usaha Tahun Buku 2019) 2020 (for Fiscal Year 2019 Operating Results)
Laba Bersih yang Diatribusikan Kepada Entitas Induk (USD-ribu) Net Profit Attributable To The Parent Entity (USD-thousand)	106.633	150.160
Dividen yang Dibagikan (USD-ribu) Dividend Divided (USD-thousand)	47.985	25.030
Dividen Kas per Saham (USD/lembar) Cash Dividend per Share (USD/share)	9,44	4,92
Rasio Pembagian Dividen (%) Dividend Ratio (%)	45%	17%
Tanggal Pengumuman Announcement Date	7 September 2021 September 7, 2021	12 Agustus 2020 August 12, 2020
Tanggal Pembayaran Payment date	9, 10 dan 13 September, serta 13 Desember 2021 September 9, 10 and 13, and December 13, 2021	28 Juli dan 21 Oktober 2020 28 July and 21 October 2020

## INFORMASI TENTANG AKSI KORPORASI LAINNYA

Di sepanjang tahun 2020 dan 2021 Perusahaan tidak melakukan aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham.

## INFORMATION ON OTHER CORPORATE ACTIONS

Throughout 2020 and 2021 the Company did not take corporate actions such as stock splits, reverse stock, bonus shares, or a decrease in the nominal value of shares.

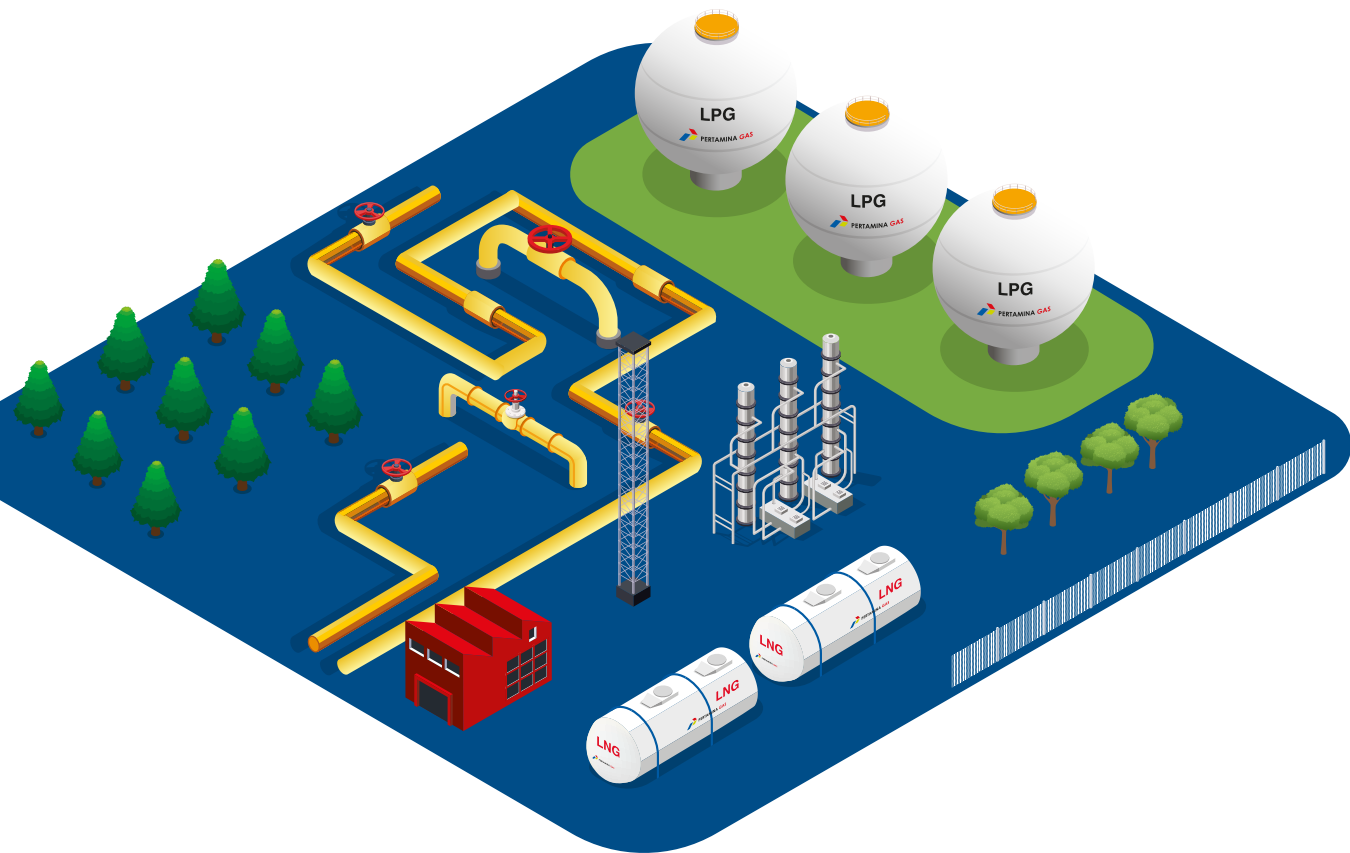


# Informasi tentang Obligasi, Sukuk atau Obligasi Konversi, serta informasi pendanaan lainnya

## Information on Bond, Sukuk or Convertible Bonds, and Other Financing Information

Hingga 31 Desember 2021 Perusahaan tidak melakukan penawaran umum surat utang pada bursa efek manapun, baik obligasi, sukuk, obligasi konversi, maupun efek lainnya. Perusahaan juga tidak memiliki pendanaan lainnya seperti Surat Berjangka Menengah, atau *Medium Term Notes*.

As of December 31, 2021, the Company did not conduct a public offering of debt securities on any stock exchange, either bonds, sukuk, convertible bonds, or other securities. The company also does not have other funding such as Medium Term Notes.





## Kilas Peristiwa

### Event Highlights



#### 20 JANUARI

January 20

Pengaliran gas perdana ke PLMTG Sorong oleh Perta Daya Gas  
First gas delivery to PLMTG Sorong by Perta Daya Gas

#### 27 JANUARI

January 27

Pembukaan Bulan Keselamatan dan Kesehatan Kerja (K3) Pertamina Gas  
Opening of the Month of Occupational Safety and Health (K3) Pertamina Gas



#### 18 FEBRUARI

February 18

Direktur Teknk & Operasi Meraih Penghargaan Indonesia *Young Business Leaders Award*  
Director of Technical & Operations Receives Indonesia Young Business Leaders Award



#### 22 – 25 FEBRUARI

22 – 25 February

Rangkaian kegiatan HUT Pertamina Gas Ke-14  
The series of activities for the 14th Pertamina Gas Anniversary





**24 MARET**  
March 24

Pengaliran gas perdana ke Inalum di Kuala Tanjung oleh Pertamina Niaga  
First gas delivery to Inalum in Kuala Tanjung by Pertamina Niaga

**30 MARET**  
March 30

MoU dengan PT Maluku Energi Abadi untuk mendukung kebutuhan listrik di Maluku  
MoU with PT Maluku Energi Abadi to support electricity needs in Maluku



**1 APRIL**  
April 1

Seremonial penerimaan minyak mentah Belato dengan Sele Raya Merangin Dua  
Ceremonial acceptance of Belato crude oil with Sele Raya Merangin Dua.



**9 APRIL**  
April 9

MoU dengan Pacific Oil & Gas untuk mendukung penyediaan gas di Kalimantan Utara  
MoU with Pacific Oil & Gas to support gas supply in North Kalimantan.



**7 MEI**  
May 7

Pertamina Gas raih 6 penghargaan pada Indonesian Green Awards 2021  
Pertamina Gas won 6 awards at the 2021 Indonesian Green Awards



**3 JUNI**  
June 3

Pelaksanaan RUPS Tahunan Tahun Buku 2020  
The Implementation of Annual General Meeting of Shareholders fiscal year in 2020

**8 JUNI**  
June 8

Peresmian jumperline Tb. Lorok untuk pengaliran gas dari Lap. Kepodang  
Spring jumperline Tb. Lorok for gas flow from Lap. Kepodang



**11 JUNI**  
June 11

Pengaliran gas perdana ke AICE di KEK Sei Mangkei oleh PTGN  
First gas delivery to AICE in SEI Mangkei by PTGN





**28 JUNI – 28 JULI**

28 June – 28 July

Distribusi bantuan oksigen medis ke 37 rumah sakit di Jawa & Bali  
Distribution of medical oxygen assistance to 37 hospitals in Java & Bali

**10 JULI**

July 10

Bantuan 9 unit ISO Tank oksigen medis kepada Pemerintah melalui Kementerian BUMN  
Assistance of 9 units of ISO Tank medical oxygen to the Government through the Ministry of SOEs



**22 JULI – 31 AGUSTUS**

22 July – 31 August

Distribusi Bantuan 237 Tabung Oksigen ke Fasilitas Kesehatan  
Distribution of 237 oxygen cylinders to health facilities in Java & Kalimantan

**9 AGUSTUS**

August 9

Perpindahan Kantor Pusat Pertamina Gas ke Grha Pertamina  
Pertamina Gas Head Office Moves to Grha Pertamina







## 17 AGUSTUS

August 17

Gas in 1.070 SR Jargas Sidoarjo oleh Pertamina Niaga  
 Gas in 1,070 SR Jargas Sidoarjo by Pertamina Niaga

## 19 AGUSTUS

August 19

HoA dengan PT Maluku Energi Abadi dan PT Wahana Lestari Investama untuk mendukung kebutuhan listrik di Maluku  
 HoA with PT Maluku Energi Abadi and PT Wahana Lestari Investama to support electricity needs in Maluku



## 2 SEPTEMBER

September 2

Peluncuran Aplikasi *Monitoring* Penyaluran Gas yang pertama digunakan PT Pupuk Sriwidjaja Palembang  
 Launch of the first Gas Distribution Monitoring Application used by PT Pupuk Sriwidjaja Palembang

## 2 SEPTEMBER

September 2

Penerimaan kargo LNG Total Gas & Power Asia dari Angola untuk disimpan di storage hub Perta Arun Gas  
 Receipt of Total Gas & Power Asia LNG cargo from Angola for storage at Perta Arun Gas storage hub





**15, 17 & 28 SEPTEMBER**

September 15, 17 & 28

Pertamina Gas raih 5 penghargaan pada Nusantara CSR Award, 2 penghargaan pada Indonesia SDGs Award, 1 penghargaan pada Anugerah Humas Indonesia, dan 2 penghargaan Subroto Award

Pertamina Gas won 5 awards at the Nusantara CSR Award, 2 awards at the Indonesia SDGs Award, 1 award at the Indonesian Public Relations Award, and 2 awards at the Subroto Award

**16 SEPTEMBER**

September 16

MoU dengan PT Suria Lintas Gemilang untuk mendukung penyediaan infrastruktur gas di Sulawesi Tenggara  
MoU with PT Suria Lintas Gemilang to support the provision of gas infrastructure in Southeast Sulawesi



**1 OKTOBER**

October 1

Peresmian Fasilitas *Filling Station* LNG & Cargo Dock Bontang  
Inauguration of the Bontang LNG & Cargo Dock Filling Station Facility

**19 OKTOBER**

October 19

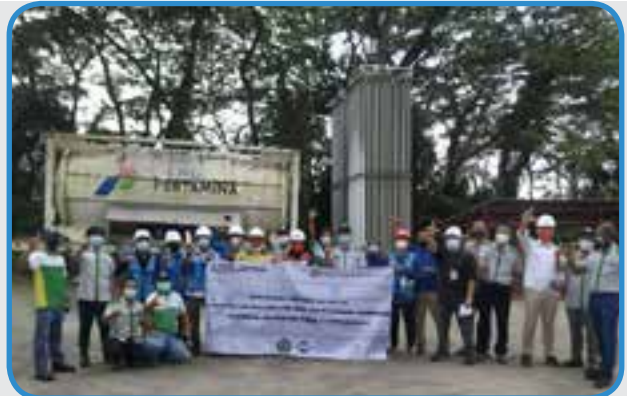
Pertamina Gas (Operation South Sumatera Area) raih Penghargaan Pendukung Proklim 2021  
Pertamina Gas (Operation South Sumatra Area) won the 2021 Proklim Supporting Award



### 21 OKTOBER

October 21

Penyaluran gas perdana ke pabrik Michelin Group di Samarinda oleh Pertagas Niaga  
Initial gas distribution to the Michelin Group plant in Samarinda by Pertagas Niaga



### 23 OKTOBER

October 23

Direktur Utama Pertamina Gas menghadiri rangkaian kegiatan terkait Sinergi dan Komitmen BUMN dalam mendukung Kemandirian Energi di Kabupaten Sorong yang diselenggarakan oleh Kabupaten Sorong

The President Director of Pertamina Gas attended a series of activities related to SOE Synergy and Commitment in supporting Energy Independence in Sorong Regency which was organized by Sorong Regency

### 29 OKTOBER

October 29

Peresmian Fasilitas Pipa dan *Mother Station* CNG & Kondensat Blora  
Inauguration of CNG & Condensate Pipe and Mother Station Facilities in Blora



### 4-5 NOVEMBER

November 4-5

Rakor Pertamina Gas Group bersama Direksi *Subholding Gas*

Pertamina Gas Group Coordination Meeting with the Directors of Subholding Gas



**10 NOVEMBER**  
November 10

MoU dengan Max Power terkait penyediaan LNG untuk pembangkit listrik  
MoU with Max Power regarding the supply of LNG for power plants



**24 NOVEMBER**  
November 24

Pertamina Gas raih penghargaan Keselamatan Migas dari Kementerian ESDM  
Pertamina Gas won the Oil and Gas Safety award from the Ministry of Energy and Mineral Resources



**1 DESEMBER**  
Desember 1

Perjanjian Jual Beli Gas (PJBG) gas Jambi Merang antara Perusahaan Gas Negara - Pertamina Gas - Pertagas Niaga - PHE Jambi Merang  
Jambi Merang gas Gas Sales Agreement (GSA) between Perusahaan Gas Negara - Pertamina Gas - Pertagas Niaga - PHE Jambi Merang



**20 DESEMBER**  
Desember 20

Pertamina Gas raih 2 penghargaan pada BPH Migas Award 2021  
Pertamina Gas won 2 awards at the 2021 BPH Migas Award





## 20 DESEMBER

December 20

MoU dengan Petronas Caligari Ketapang II Ltd terkait pemanfaatan gas WK Bukit Panjang  
MoU with Petronas Caligari Ketapang II Ltd regarding the utilization of Bukit Panjang WK gas

## 22 DESEMBER

December 22

Pertamina Gas raih 2 penghargaan pada Top Digital Award 2021  
Pertamina Gas won 2 awards at the Top Digital Award 2021



## 23 DESEMBER

December 23

MoU dengan PT Badak NGL terkait pemanfaatan infrastruktur kilang LNG  
MoU with PT Badak NGL related to the utilization of LNG plant infrastructure

## 24 DESEMBER

December 24

Pertamina Gas raih ISO 37001:2016 Sistem Manajemen Anti Penyuapan  
Pertamina Gas achieves ISO 37001:2016 Anti-Bribery Management System



# 02.

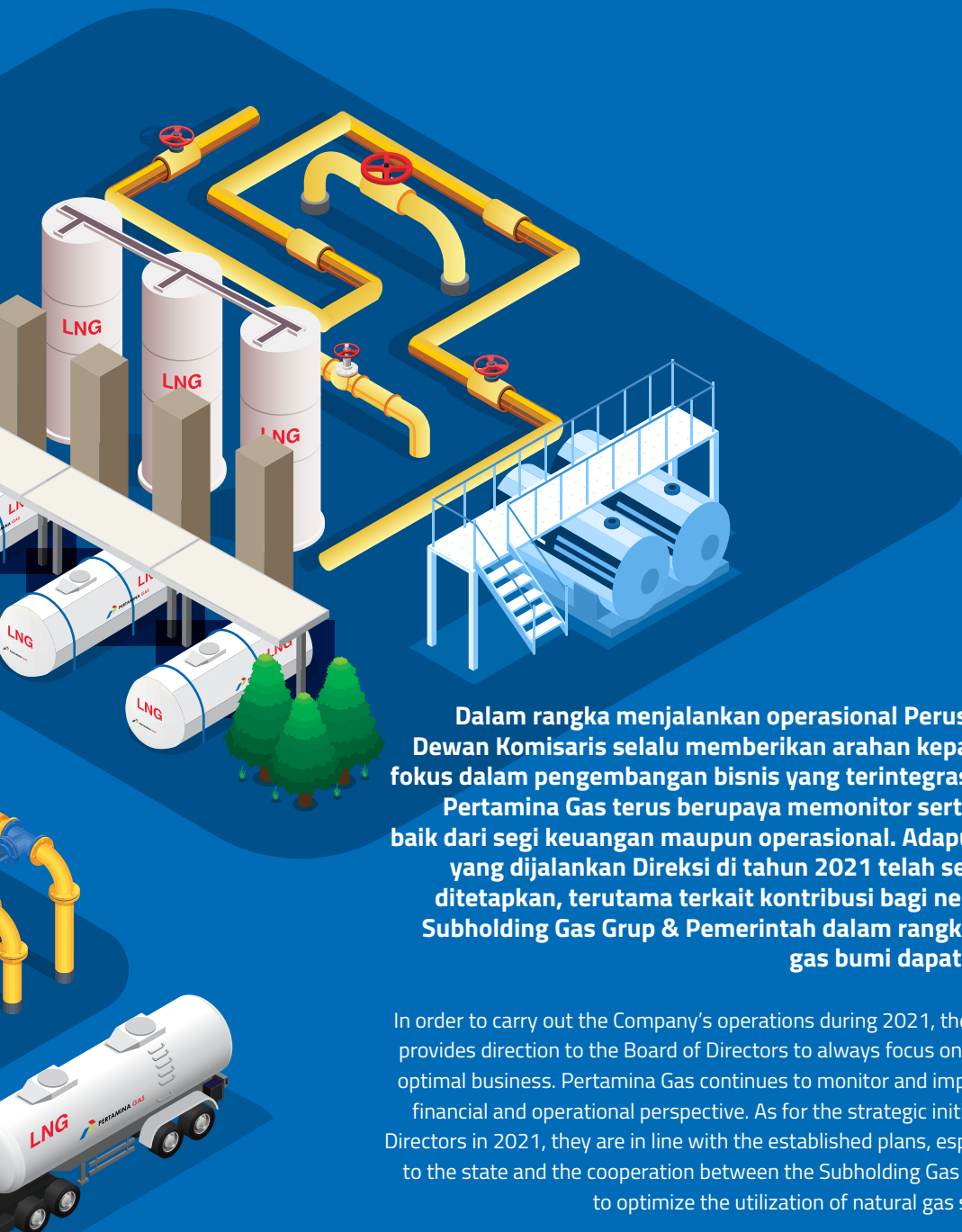






# LAPORAN MANAJEMEN

## Management Report



Dalam rangka menjalankan operasional Perusahaan selama tahun 2021, Dewan Komisaris selalu memberikan arahan kepada Direksi agar senantiasa fokus dalam pengembangan bisnis yang terintegrasi dengan baik dan optimal. Pertamina Gas terus berupaya memonitor serta meningkatkan kinerjanya baik dari segi keuangan maupun operasional. Adapun terkait inisiatif strategis yang dijalankan Direksi di tahun 2021 telah sejalan dengan rencana yang ditetapkan, terutama terkait kontribusi bagi negara dan kerja sama antara Subholding Gas Grup & Pemerintah dalam rangka mengoptimalkan utilisasi gas bumi dapat terus berjalan dengan baik

In order to carry out the Company's operations during 2021, the Board of Commissioners always provides direction to the Board of Directors to always focus on developing a well-integrated and optimal business. Pertamina Gas continues to monitor and improve its performance both from a financial and operational perspective. As for the strategic initiatives carried out by the Board of Directors in 2021, they are in line with the established plans, especially regarding the contribution to the state and the cooperation between the Subholding Gas Group & the Government in order to optimize the utilization of natural gas so that it can continue to run well.

# Laporan Dewan Komisaris

## Board of Commissioners Report

**GIGIH PRAKOSO**

**Komisaris Utama**  
President Commissioner

**Dewan Komisaris menyampaikan apresiasi atas pengelolaan operasi dan bisnis Perusahaan di tengah tantangan pandemi COVID-19 yang berkepanjangan. Keberhasilan Pertamina Gas untuk menjaga berbagai indikator pertumbuhan dibandingkan tahun sebelumnya, baik peningkatan volume transportasi dan niaga gas, penguatan kinerja keuangan, hingga pemenuhan aspirasi terkait K3 dan pengelolaan Tata Kelola Perusahaan, memberikan optimisme yang kuat bagi Perusahaan untuk dapat tumbuh secara berkelanjutan di masa-masa mendatang.**

The Board of Commissioners expresses its appreciation for the management of the Company's operations and business amidst the challenges of the prolonged COVID-19 pandemic. Pertamina Gas' success in maintaining various growth indicators compared to the previous year, both increasing the volume of gas transportation and trade, strengthening financial performance, to fulfilling aspirations related to K3 and managing Corporate Governance, provides strong optimism for the Company to be able to grow sustainably in these times. future.





## Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dampak pandemi *Corona Virus Disease 2019* (COVID-19) terhadap perekonomian serta seluruh sendi kehidupan menjadi perhatian semua pihak. Keinginan besar Pemerintah Indonesia untuk mendorong penggunaan gas bumi sebagai energi transisi sebagai salah satu poin dalam Tujuan Pembangunan Berkelanjutan (TPB) harus menghadapi berbagai dinamika. Namun demikian, PT Pertamina Gas bersyukur atas setiap proses berjalan, termasuk kondisi di tahun 2021 yang penuh dengan tantangan.

## MENGELOLA TANTANGAN TAHUN 2021

Pandemi COVID-19 telah menciptakan kondisi *extraordinary* yang berdampak terhadap perekonomian dan seluruh sektor industri. Setelah pada tahun 2020 perekonomian secara keseluruhan dan kehidupan sosial mengalami perubahan besar, kondisi kembali membaik sejak awal tahun 2021 yang terutama didukung dengan adanya program vaksinasi massal. Program ini diharapkan dapat mempercepat pembentukan *herd immunity* yang akan membuat mobilitas masyarakat dapat secepatnya kembali normal. Namun, kemunculan varian baru Delta pada pertengahan tahun 2021 kembali menciptakan ketidakpastian.

International Monetary Fund (IMF) melalui laporan *Word Economic Outlook Update* edisi Oktober 2021 menyebutkan, pada triwulan III 2021 perekonomian dunia terkoreksi menjadi menjadi 5,9% dari sebelumnya diproyeksikan tumbuh 6,0% pada triwulan II 2021. Demikian pula dengan berbagai negara dan kawasan juga menunjukkan tren serupa. Namun demikian, koreksi ini tidaklah menyeret perekonomian jatuh ke bawah seperti yang terjadi di tahun sebelumnya. Berdasarkan laporan *Word Economic Outlook Update* edisi Januari 2022 yang dirilis IMF, pertumbuhan ekonomi dunia di tahun 2021 secara keseluruhan mencapai 5,9%, jauh di atas tahun 2020 sebesar defisit 3,1%. Hal ini menunjukkan adanya optimisme yang cukup baik, terutama dengan pemulihan yang mulai berangsur-angsur terjadi.

Mengutip data Badan Pusat Statistik (BPS), perekonomian Indonesia sepanjang tahun 2021 yang penuh tekanan karena kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) akibat gelombang ke-2 pandemi COVID-19 berhasil tumbuh sebesar 3,69%, mengalami perbaikan dibandingkan tahun 2020 di mana Indonesia mencatat pertumbuhan ekonomi defisit 2,07%. Mulai berputarnya roda perekonomian tercermin dari kondisi penyaluran kredit perbankan yang tumbuh sebesar 5,24%, jauh membaik dari kondisi di tahun 2020 di mana penyaluran kredit sebesar defisit 2,41%.

## Dear Shareholders and Stakeholders,

The impact of the Corona Virus Disease 2019 (COVID-19) pandemic on the economy and all aspects of life is the concern of all parties. The Government of Indonesia's great desire to encourage the use of natural gas as a transitional energy as one of the points in the Sustainable Development Goals (TPB) must face various dynamics. However, PT Pertamina Gas is grateful for every ongoing process, including the conditions in 2021 which are full of challenges.

## MANAGING THE CHALLENGES OF 2021

The COVID-19 pandemic has created extraordinary conditions that have an impact on the economy and all industrial sectors. After in 2020 the economy as a whole and social life underwent major changes, conditions have improved again since the beginning of 2021, which is mainly supported by the mass vaccination program. This program is expected to accelerate the formation of herd immunity which will make people's mobility return to normal as soon as possible. However, the emergence of a new Delta variant in mid-2021 again creates uncertainty.

The International Monetary Fund (IMF) through its October 2021 edition of the *Word Economic Outlook Update* stated that in the third quarter of 2021 the world economy was corrected to 5.9% from the previous projected growth of 6.0% in the second quarter of 2021. Similarly, various countries and regions also shows a similar trend. However, this correction did not drag the economy down as it did in the previous year. Based on the January 2022 edition of the *Word Economic Outlook Update* released by the IMF, world economic growth in 2021 as a whole reached 5.9%, far above the deficit in 2020 of 3.1%. This shows that there is quite good optimism, especially with the recovery that is starting to gradually occur.

Citing data from the Central Statistics Agency (BPS), the Indonesian economy throughout 2021 which was full of pressure due to the policy of the Implementation of Community Activity Restrictions (PPKM) due to the 2nd wave of the COVID-19 pandemic managed to grow by 3.69%, an improvement compared to 2020 in where Indonesia recorded a deficit economic growth of 2.07%. Starting to turn the wheels of the economy as reflected in the condition of bank lending, which grew by 5.24%, much better than conditions in 2020 where credit disbursement was in a deficit of 2.41%.

Selain pemulihan yang berangsur-angsur terjadi, tahun 2021 menjadi era di mana "Normal Baru" benar-benar terwujud. Masyarakat mulai terbiasa untuk melakukan kegiatan sehari-hari secara daring melalui saluran teknologi informasi dan komunikasi yang tersedia; mulai dari kegiatan perkantoran, belajar mengajar, hingga berbelanja. Bank Indonesia mencatat, transaksi *e-commerce* sepanjang tahun 2021 terus meningkat didukung perluasan ekosistem *e-commerce*, terus berlanjutnya pergeseran preferensi perilaku masyarakat untuk berbelanja daring, maupun berbagai inovasi untuk kemudahan dan kenyamanan berbelanja daring serta berbagai promo tematik oleh para perusahaan serta program-program Pemerintah dan Bank Indonesia (BI).

Pada sektor energi, mengutip data BPS, sektor lapangan usaha Pengadaan Listrik & Gas tumbuh 5,55%, jauh di atas tahun sebelumnya dengan mencatat defisit 2,34%. Khusus untuk subsektor pengadaan gas dan produksi gas tumbuh 5,05% pada 2021 dibanding tahun sebelumnya. Pertumbuhan tersebut jauh lebih baik dibandingkan dengan tahun sebelumnya sebesar defisit 11,94%.

Sektor infrastruktur gas juga mencatat perbaikan, terutama dengan kebutuhan pasokan gas yang diproyeksikan mulai mengalami peningkatan sejalan dengan optimisme kegiatan perekonomian. Hingga Oktober 2021, infrastruktur pipa gas yang telah terbangun untuk menyalurkan gas dari sumber hulu baik gas alam maupun gas alam cair atau *Liquefied Natural Gas* (LNG) ke pelanggan akhir baru mencapai 15.782 km yang terdiri atas 5.217 km pipa transmisi (diameter pipa 8-32 Inch), pipa distribusi 6.275 km pipa distribusi, dan 4.290 km pipa jaringan gas rumah tangga (BPH Migas, 2021).

Selain pipa gas, Indonesia juga memiliki terminal regasifikasi (merubah fasa LNG ke gas) yang telah beroperasi seperti Arun Regas, Lampung FSRU, West Java FSRU, Benoa FSRU dan Java 1 FSRU. Jika dibandingkan luas wilayah Indonesia, infrastruktur yang terbangun belum memadai, hal ini menjadi tantangan agar masyarakat mendapatkan kemudahan atau akses atas energi gas. Secara geografis, untuk wilayah utama Pulau Jawa-Sumatera yang merupakan pusat permintaan gas di Indonesia telah terhubung oleh jaringan pipa gas melalui integrasi pipa transmisi gas di Jawa-Sumatera sehingga memudahkan dalam distribusi gas dengan biaya yang cukup kompetitif; sedangkan wilayah Indonesia Timur menggunakan infrastruktur *virtual pipeline*. Dengan potensi *supply* gas bumi berasal dari Indonesia Timur serta kebutuhan yang besar di Indonesia Barat tentunya membutuhkan pengembangan infrastruktur gas bumi.

Despite the gradual recovery, 2021 will be the era in which the "New Normal" truly manifests itself. People are getting used to doing their daily activities online through available information and communication technology channels; ranging from office activities, teaching and learning, to shopping. Bank Indonesia noted that *e-commerce* transactions throughout 2021 continued to increase supported by the expansion of the *e-commerce* ecosystem, continued shifts in people's behavioral preferences for online shopping, as well as various innovations for the convenience and convenience of online shopping as well as various thematic promos by companies and programs. Government and Bank Indonesia (BI).

In the energy sector, citing BPS data, the Electricity & Gas Procurement sector grew 5.55%, far above the previous year with a deficit of 2.34%. Especially for the gas procurement and gas production sub-sector, it will grow 5.05% in 2021 compared to the previous year. This growth was much better than the previous year's deficit of 11.94%.

The gas infrastructure sector also recorded improvements, particularly with the demand for gas supply which is projected to begin to increase in line with optimism in economic activity. As of October 2021, the gas pipeline infrastructure that has been built to distribute gas from upstream sources, both natural gas and liquefied natural gas or Liquefied Natural Gas (LNG) to final customers, has only reached 15,782 km, consisting of 5,217 km of transmission pipelines (pipe diameters 8-32 km). inch), 6,275 km of distribution pipelines, and 4,290 km of household gas pipelines (BPH Migas, 2021).

In addition to gas pipelines, Indonesia also has regasification terminals (converting the LNG phase to gas) which have been operating such as Arun Regas, Lampung FSRU, West Java FSRU, Benoa FSRU and Java 1 FSRU. When compared to the area of Indonesia, the infrastructure that has been built is not sufficient, this is a challenge so that the community gets easy or access to gas energy. Geographically, the main area of Java-Sumatra Island which is the center of gas demand in Indonesia has been connected by a gas pipeline network through the integration of gas transmission pipelines in Java-Sumatra, making it easier for gas distribution at a fairly competitive cost; while the eastern part of Indonesia uses a virtual pipeline infrastructure. With the potential supply of natural gas coming from Eastern Indonesia and the great demand in Western Indonesia, of course, it requires the development of natural gas infrastructure.



## FUNGSI PENGAWASAN DEWAN KOMISARIS DAN HUBUNGAN KERJA DENGAN DIREKSI DAN PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI PERUSAHAAN

Peran dan fungsi pengawasan merupakan tugas yang diemban oleh Dewan Komisaris, khususnya dalam memberikan pandangan yang sejalan dengan aspirasi pemegang saham dan seluruh pemangku kepentingan. Dalam melaksanakan fungsi pengawasan tersebut, hubungan kerja antara Dewan Komisaris dan Direksi dibangun melalui kesamaan pandangan untuk mencapai visi Perusahaan.

Fungsi pengawasan yang dijalankan Dewan Komisaris merupakan bagian dari amanat pemegang saham yang telah diputuskan melalui mekanisme Rapat Umum Pemegang Saham (RUPS). Baik secara langsung maupun tidak langsung, Dewan Komisaris menjadi representasi atas kepentingan pemegang saham untuk mengawasi pengurusan Perusahaan yang dilakukan oleh Direksi. Kompetensi anggota Dewan Komisaris memungkinkan untuk memberikan masukan kepada Direksi terkait arah dan strategi pengurusan Perusahaan; tentunya dengan batas-batas hak, wewenang dan kewajiban yang dimiliki Dewan Komisaris dan Direksi.

Peran dan fungsi pengawasan yang dilakukan Dewan Komisaris dilakukan melalui Rapat Gabungan secara berkala. Dalam fungsi pengawasan, Dewan Komisaris bertugas untuk memberikan persetujuan atas hal-hal yang dimintakan Direksi sesuai dengan ketentuan Anggaran Dasar. Dewan Komisaris juga menyampaikan laporan secara tertulis tentang usulan Rencana Kerja dan Anggaran Perusahaan (RKAP), mengusulkan remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi, serta pemantauan dan saran atas penerapan peraturan dan perundangan yang berlaku. Di sepanjang tahun 2021, Dewan Komisaris melakukan 14 kali Rapat Gabungan bersama Direksi.

Di samping itu, Dewan Komisaris juga aktif memantau melalui kunjungan ke area kerja Perusahaan. Kunjungan dilakukan untuk melihat perkembangan pelaksanaan pekerjaan sesuai Rencana Kerja, serta mengawasi kegiatan operasi Perusahaan secara faktual. Di sepanjang tahun 2021, Dewan Komisaris bersama Komite telah melakukan kunjungan kerja sebanyak 6 (enam) kali, yaitu kunjungan kerja ke Proyek Pembangunan Pipa Minyak Rokan, Proyek Pembangunan Infrastruktur Gas Alas Dara Kemuning (ADK) Cepu, Proyek Pembangunan Pipa Transmisi Gas Gresik-Semarang, dan ke Operation North Sumatera Area (ONSA).

## THE SUPERVISORY FUNCTION OF THE BOARD OF COMMISSIONERS AND WORK RELATIONS WITH THE BOARD OF DIRECTORS AND SUPERVISION OF THE IMPLEMENTATION OF THE COMPANY'S STRATEGY

The role and function of supervision is a task carried out by the Board of Commissioners, especially in providing views that are in line with the aspirations of shareholders and all stakeholders. In carrying out this supervisory function, the working relationship between the Board of Commissioners and the Board of Directors is built through a common view to achieve the Company's vision.

The supervisory function carried out by the Board of Commissioners is part of the shareholder's mandate which has been decided through the mechanism of the General Meeting of Shareholders (GMS). Either directly or indirectly, the Board of Commissioners is a representation of the interests of shareholders to oversee the management of the Company carried out by the Board of Directors. The competence of members of the Board of Commissioners allows them to provide input to the Board of Directors regarding the direction and strategy of the Company's management; of course with the limits of the rights, authorities and obligations of the Board of Commissioners and the Board of Directors.

The supervisory role and function carried out by the Board of Commissioners is carried out through regular Joint Meetings. In the supervisory function, the Board of Commissioners is tasked with giving approval on matters requested by the Board of Directors in accordance with the provisions of the Articles of Association. The Board of Commissioners also submits a written report on the proposed Company's Work Plan and Budget (RKAP), proposes remuneration for the Board of Directors in accordance with applicable regulations and the Board of Directors' performance assessment, as well as monitoring and advice on the implementation of applicable laws and regulations. Throughout 2021, the Board of Commissioners held 14 Joint Meetings with the Board of Directors.

In addition, the Board of Commissioners also actively monitors through visits to the Company's work areas. The visit was carried out to see the progress of the implementation of work according to the Work Plan, as well as to supervise the Company's operational activities factually. Throughout 2021, the Board of Commissioners and the Committees have made 6 (six) working visits, namely working visits to the Rokan Project, Alas Dara Kemuning (ADK) Cepu, Gresik-Semarang Transmission Pipeline Project Development, and to the Operation North Sumatera Area (ONSA).



Pengawasan atas implementasi strategi Perusahaan juga dilakukan Dewan Komisaris melalui berbagai rekomendasi baik kepada pemegang saham maupun kepada Direksi. Di sepanjang tahun 2021, Dewan Komisaris telah menyampaikan rekomendasi kepada Pemegang Saham sebanyak 9 (sembilan) kali dan kepada Direksi sebanyak 16 kali, baik rekomendasi yang bersifat administratif, maupun rekomendasi terkait beberapa hal tentang pengelolaan operasi dan bisnis Perusahaan seperti persetujuan atas penerimaan pinjaman, persetujuan atas revisi RKAP tahun 2021 dan Rencana Jangka Panjang Perusahaan (RJPP) periode 2021-2026, maupun pembahasan atas dampak tantangan yang dihadapi terhadap operasi dan bisnis Perusahaan.

### **PENILAIAN ATAS KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN**

Pemantauan dan pengawasan yang dilakukan Dewan Komisaris serta saran atas kinerja Perusahaan mengacu pada target-target yang telah disusun dalam RKAP tahun 2021. Rancangan RKAP dilakukan oleh Direksi dengan arahan Dewan Komisaris, yang kemudian ditetapkan melalui mekanisme persetujuan pemegang saham. Di dalam RKAP tersebut tertuang Kontrak Manajemen yang kemudian menjadi *Key Performance Indicator* (KPI) sebagai dasar evaluasi penilaian kinerja keberhasilan Direksi dalam menjalankan pengelolaan operasi dan usaha dari Perusahaan.

Kinerja Direksi dinilai serta dievaluasi oleh Dewan Komisaris, di mana hasil penilaian dan evaluasi tersebut dilaporkan kepada Pemegang Saham. Penilaian dan evaluasi dilaksanakan berdasarkan kriteria target pencapaian KPI yang telah disepakati. Sejak tahun 2018 Direksi Pertamina Gas menerapkan *one* KPI, yang artinya hanya ada satu KPI yang disepakati bersama untuk mengukur kinerja seluruh Direksi.

Pemantauan KPI Direksi dilakukan setiap triwulan melalui mekanisme *Performance Dialogue* Triwulan (PDTW) yang dikoordinasikan oleh VP *Strategic Planning & Portfolio*. Peserta PDTW adalah jajaran Direksi Pertamina Gas, Direktur Utama entitas anak Perusahaan, serta seluruh pejabat yang berada 1 (satu) tingkat di bawah Direktur Utama.

Hasil dari PDTW tersebut berupa realisasi KPI dan penjelasan rincian jika terdapat indikator KPI yang tidak mencapai target. Hasil dari PDTW tersebut kemudian disampaikan sebagai laporan kinerja kepada PT Perusahaan Gas Negara Tbk. Khusus untuk PDTW IV atau penilaian kinerja akhir tahun, KPI Direksi akan dilaporkan kepada Dewan Komisaris dan Pemegang Saham.

The Board of Commissioners also carries out supervision over the implementation of the Company's strategy through various recommendations to shareholders and to the Board of Directors. Throughout 2021, the Board of Commissioners has submitted recommendations to the Shareholders 9 (nine) times and to the Directors 16 times, both administrative recommendations, as well as recommendations related to several matters regarding the management of the Company's operations and business such as approval of loan, approval of on the revision of the 2021 RKAP and the Company's Long-Term Plan (RJPP) for the period 2021-2026, as well as discussions on the impact of the COVID-19 pandemic on the Company's operations and business.

### **ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE REGARDING COMPANY MANAGEMENT**

The monitoring and supervision carried out by the Board of Commissioners as well as advice on the Company's performance refers to the targets that have been prepared in the 2021 RKAP. The RKAP draft is carried out by the Board of Directors under the direction of the Board of Commissioners, which is then determined through the shareholder approval mechanism. The RKAP contains a Management Contract which later becomes a Key Performance Indicator (KPI) as the basis for evaluating the performance assessment of the success of the Board of Directors in managing the operations and business of the Company.

The performance of the Board of Directors is assessed and evaluated by the Board of Commissioners, where the results of the assessment and evaluation are reported to the Shareholders. Assessment and evaluation is carried out based on the agreed criteria for achieving KPI targets. Since 2018 the Pertamina Gas Board of Directors has implemented one KPI, which means that there is only one KPI that is mutually agreed upon to measure the performance of all Directors.

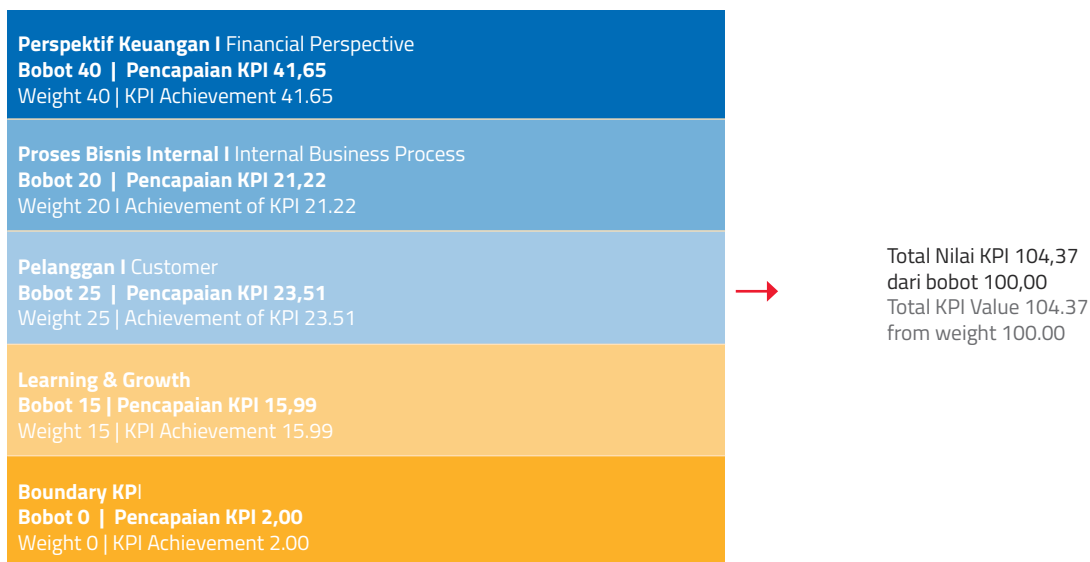
The Board of Directors' KPI monitoring is carried out on a quarterly basis through the Quarterly Performance Dialogue (PDTW) mechanism which is coordinated by the VP Strategic Planning & Portfolio. PDTW participants are the Board of Directors of Pertamina Gas, President Director of subsidiaries, and all officials who are 1 (one) level below the President Director.

The results of the PDTW are in the form of KPI realization and a detailed explanation if there are KPI indicators that do not reach the target. The results of the PDTW are then submitted as a performance report to PT Perusahaan Gas Negara Tbk. Especially for PDTW IV or year-end performance assessment, the KPI of the Board of Directors will be reported to the Board of Commissioners and Shareholders.





## Hasil Pencapaian *Key Performance Indicators (KPI) Direksi Tahun 2021* Results of Achievement of Key Performance Indicators (KPI) of the Board of Directors in 2021



Secara keseluruhan, KPI Perusahaan mampu tercapai di atas target, dengan skor sebesar 104,37%. Meskipun demikian, terdapat beberapa catatan terkait pencapaian KPI khususnya pada aspek Pelanggan yang sedikit di bawah target. Belum tercapainya target volume transportasi minyak, regasifikasi LNG, serta *lifting* LPG menjadi catatan bagi Direksi untuk mengelola tantangan yang ada hingga pada akhirnya mampu memperoleh hasil yang optimal.

Di luar angka-angka KPI di atas, Dewan Komisaris menyampaikan apresiasi atas pengelolaan operasi dan bisnis Perusahaan di tengah tantangan pandemi COVID-19 yang berkepanjangan. Keberhasilan Pertamina Gas untuk menjaga berbagai indikator pertumbuhan dibandingkan tahun sebelumnya, baik peningkatan volume transportasi dan niaga gas, penguatan kinerja keuangan, hingga pemenuhan aspirasi terkait K3 dan pengelolaan Tata Kelola Perusahaan, memberikan optimisme yang kuat bagi Perusahaan untuk dapat tumbuh secara berkelanjutan di masa-masa mendatang.

### PANDANGAN ATAS PROSPEK USAHA TAHUN 2022

Pemulihan ekonomi dunia diperkirakan akan terus berlanjut. International Monetary Fund (IMF) memperkirakan pertumbuhan perekonomian global 2022 akan tumbuh sebesar 4,9%. Meski demikian prospek pemulihan ekonomi global diperkirakan masih akan dihadapkan dengan berbagai faktor risiko seperti munculnya varian baru COVID-19, *supply-demand mismatches*, adanya krisis energi, tekanan kenaikan harga yang lebih lama dibandingkan proyeksi, risiko perubahan iklim, kebijakan *tapering off* Bank Sentral Amerika Serikat yang patut diwaspadai, serta ketegangan perdagangan internasional.

Overall, the Company's KPI was able to achieve above the target, with a score of 104.37%. Nevertheless, there are several notes regarding the achievement of KPIs, especially in the Customer aspect which is slightly below the target. The non-achievement of the oil transportation volume target, LNG regasification, and LPG lifting is a note for the Board of Directors to manage the existing challenges so that in the end they are able to obtain optimal results.

Apart from the KPI figures above, the Board of Commissioners expresses its appreciation for the management of the Company's operations and business amidst the challenges of the prolonged COVID-19 pandemic. Pertamina Gas' success in maintaining various growth indicators compared to the previous year, both increasing the volume of gas transportation and trade, strengthening financial performance, to fulfilling aspirations related to K3 and managing Corporate Governance, provides strong optimism for the Company to be able to grow sustainably in these times. future.

### OUTLOOK ON BUSINESS PROSPECTS IN 2022

The world economic recovery is expected to continue. The International Monetary Fund (IMF) estimates that global economic growth in 2022 will grow by 4.9%. However, the prospect of global economic recovery is still expected to be faced with various risk factors such as the emergence of a new variant of COVID-19, *supply-demand mismatches*, an energy crisis, price hikes that last longer than projected, the risk of climate change, the tapering off policy of the Central Bank of America. Unions to watch out for, as well as international trade tensions.

Perekonomian Indonesia sendiri di tahun 2022 diperkirakan tumbuh lebih baik dibandingkan tahun 2021. BI memproyeksikan perekonomian Indonesia akan meningkat ke level kisaran 4,7% sampai dengan 5,5%, sejalan dengan akselerasi konsumsi swasta dan investasi di tengah tetap terjaganya belanja fiskal Pemerintah serta pertumbuhan ekspor. Namun risiko kenaikan kasus COVID-19 perlu terus diwaspadai. Proyeksi tersebut didukung oleh mobilitas yang terus meningkat sejalan dengan akselerasi vaksinasi, pembukaan ekonomi yang semakin luas, dan stimulus kebijakan yang berlanjut.

Di sisi lain, proyeksi meningkatnya permintaan gas bumi di masa mendatang patut menjadi prospek usaha yang cerah bagi Pertamina Gas, sebagaimana terlihat pada tabel di bawah ini.

The Indonesian economy itself in 2022 is estimated to grow better than 2021. BI projects that the Indonesian economy will increase to a level in the range of 4.7% to 5.5%, in line with the acceleration of private consumption and investment amid maintained government fiscal spending and growth export. However, the risk of an increase in COVID-19 cases needs to be watched out for. This projection is supported by increased mobility in line with accelerated vaccinations, wider economic openings, and continued policy stimulus.

On the other hand, the projected increase in natural gas demand in the future should be a bright business prospect for Pertamina Gas, as shown in the table below.

**Permintaan Gas Bumi Indonesia**  
Indonesian Natural Gas Demand

Segmen (MMSCFD) Segments (MMSCFD)	2020	2025	2030	2035
Power	1.045	1.691	2.056	2.631
Non Power	1.904	2.185	2.474	2.630
<b>Total</b>	<b>2.950</b>	<b>3.876</b>	<b>4.530</b>	<b>5.261</b>

Sumber: Indonesia Gas Market Outlook-Wood Mackenzie, 2021  
Source: Indonesia Gas Market Outlook-Wood Mackenzie, 2021

Diperkirakan permintaan gas bumi Indonesia hingga tahun 2035 akan meningkat dengan tingkat pertumbuhan tahunan majemuk atau *Compound Annual Growth Rate (CAGR)* sebesar 3,9%. Pertumbuhan permintaan ini terutama didorong oleh Pemerintah Indonesia yang telah berkomitmen mengurangi emisi gas rumah kaca sebesar 29% pada tahun 2030. Sektor energi berkomitmen untuk menurunkan emisi gas rumah kaca sebesar 314 juta ton CO<sub>2</sub>E menjadi 398 juta ton CO<sub>2</sub>E pada tahun 2030 melalui pengembangan energi terbarukan, penerapan konservasi energi, serta penerapan teknologi energi bersih. Arah kebijakan energi nasional ke depan yaitu transisi dari energi fosil ke energi terbarukan menjadikan peran gas sebagai energi transisi menjadi lebih penting, antara lain rendahnya faktor emisi karbon dibandingkan energi fosil lainnya. Sumber energi bersih ini akan berkembang terutama di seluruh Asia Pasifik dan gas bumi masih memainkan peran penting di negara berkembang, termasuk Indonesia.

It is estimated that Indonesia's natural gas demand until 2035 will increase with a Compound Annual Growth Rate (CAGR) of 3.9%. This demand growth is mainly driven by the Government of Indonesia which has committed to reduce greenhouse gas emissions by 29% by 2030. The energy sector is committed to reducing greenhouse gas emissions by 314 million tons of CO<sub>2</sub>E to 398 million tons of CO<sub>2</sub>E by 2030 through the development of renewable energy, application of energy conservation, as well as the application of clean energy technology. The future direction of national energy policy, namely the transition from fossil energy to renewable energy, makes the role of gas as a transitional energy more important, including lower carbon emissions compared to other fossil energies. This clean energy source will develop mainly throughout the Asia Pacific and natural gas still plays an important role in developing countries, including Indonesia.



## PROYEKSI 2022

Dengan potensi perkembangan yang cukup besar, Dewan Komisaris berpandangan bahwa proyeksi pertumbuhan kinerja produksi dan pemasaran Pertamina Gas di tahun 2022 memiliki dasar yang kuat. Dengan kinerja produksi dan pemasaran yang meningkat, hal ini tentunya akan berimbas positif terhadap pertumbuhan kinerja keuangan Pertamina Gas di tahun 2022.

## PANDANGAN ATAS PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Sebagai bagian dari *Subholding* Gas dalam *Holding* Migas BUMN, Pertamina Gas memiliki acuan yang tinggi atas penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG). Untuk itu, Dewan Komisaris senantiasa memastikan bahwa prinsip-prinsip GCG telah terselenggara dalam setiap kegiatan usaha Perusahaan, terutama dalam masa pandemi COVID-19 di mana penerapan GCG menjadi tolok ukur atas kekuatan fondasi kelangsungan usaha Perusahaan. Dewan Komisaris berpendapat bahwa penerapan GCG di lingkup Perusahaan secara keseluruhan telah berjalan dengan baik.

Dewan Komisaris mengapresiasi penerapan GCG di lingkup Perusahaan telah berjalan sesuai dengan ketentuan yang ada, serta harapan pemegang saham dan pemangku kepentingan. Pengelolaan risiko, sistem pengendalian internal, hingga audit internal, telah dijalankan dengan tujuan menciptakan proses bisnis yang akuntabel. Perusahaan juga menerapkan proses audit independen oleh akuntan publik atas laporan keuangan Perusahaan. Agar independensi akuntan publik terjaga, mekanisme penunjukan akuntan publik dilakukan hingga level persetujuan pemegang saham dalam RUPS. Mekanisme ini diharapkan dapat menciptakan proses audit yang lepas dari benturan kepentingan. Laporan keuangan teraudit yang telah disertai opini dari akuntan publik akan menjadi laporan dasar yang dapat mencerminkan kinerja Perusahaan yang telah disesuaikan dengan standar pelaporan keuangan yang berlaku di Indonesia dan dapat menjadi perusahaan yang berkelanjutan dan bernilai tambah.

Selain itu, Dewan Komisaris juga menyambut baik aspirasi pemegang saham yang telah diwujudkan oleh segenap jajaran manajemen untuk melakukan penilaian penerapan GCG. Penilaian ini penting untuk mendapatkan evaluasi atas penerapan GCG yang telah dilakukan, yang akan menjadi poin bagi perbaikan penerapan GCG di tahun berikutnya. Di tahun 2021, Perusahaan mendapatkan skor hasil penilaian penerapan GCG sebesar 89,38 dengan predikat "Sangat Baik", meningkat dari penilaian sebelumnya yang dilakukan di tahun 2019 dengan hasil 86,35 dengan predikat "Baik". Peningkatan ini menunjukkan komitmen seluruh Insan Pertamina Gas untuk terus berbenah dan meningkatkan penerapan GCG, dengan harapan akan menciptakan tonggak yang kokoh bagi pertumbuhan Perusahaan di masa depan.

## 2022 PROJECTION

With considerable development potential, the Board of Commissioners views that the projected growth in Pertamina Gas Production and marketing performance in 2022 has a strong basis. With increased production and Marketing Performance, This is certainly have a positive impact on the growth of Pertamina Gas's financial performance in 2022.

## VIEWS ON THE DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

As part of the Gas Subholding in BUMN Oil and Gas Holding, Pertamina Gas has a high reference to the implementation of Good Corporate Governance (GCG). To that end, the Board of Commissioners always ensures that the principles of GCG have been implemented in every business activity of the Company, especially during the COVID-19 pandemic where the implementation of GCG is a benchmark for the strength of the foundation for the Company's business continuity. The Board of Commissioners is of the opinion that the implementation of GCG in the Company as a whole has been going well.

The Board of Commissioners appreciates that the implementation of GCG within the Company has been running in accordance with existing regulations, as well as the expectations of shareholders and stakeholders. Risk management, internal control systems, to internal audits have been carried out with the aim of creating accountable business processes. The Company also implements an independent audit process by a public accountant on the Company's financial statements. In order to maintain the independence of public accountants, the mechanism for appointing public accountants is carried out up to the level of shareholder approval at the GMS. This mechanism is expected to create an audit process that is free from conflicts of interest. The audited financial report which has been accompanied by an opinion from a public accountant will become a basic report that can reflect the Company's performance that has been adjusted to the applicable financial reporting standards in Indonesia and can become a sustainable and value-added company.

In addition, the Board of Commissioners also welcomes the aspirations of shareholders that have been realized by all levels of management to assess the implementation of GCG. This assessment is important to obtain an evaluation of the implementation of GCG that has been carried out, which will be a point for improving the implementation of GCG in the following year. In 2021, the Company received a GCG implementation assessment score of 89.38 with the predicate "Very Good", an increase from the previous assessment conducted in 2019 with a result of 86.35 also with the predicate "Good". This increase shows the commitment of all Pertamina Gas personnel to continue to improve and improve the implementation of GCG, with the hope that it will create a solid milestone for the Company's growth in the future.

## PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam rangka membantu tugas dan tanggung jawabnya, Dewan Komisaris membentuk organ pendukung yang terdiri dari Komite Audit dan Komite Manajemen Risiko serta didukung oleh Sekretaris Dewan Komisaris. Setiap Komite Penunjang Dewan Komisaris diketuai oleh anggota Dewan Komisaris. Pelaksanaan tugas serta tanggung jawab masing-masing Komite tercantum dalam masing-masing Piagam Kerja (*charter*).

## PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In order to assist its duties and responsibilities, the Board of Commissioners establishes a supporting organ consisting of the Audit Committee and the Risk Management Committee and is supported by the Secretary to the Board of Commissioners. Each Supporting Committee of the Board of Commissioners is chaired by a member of the Board of Commissioners. The implementation of the duties and responsibilities of each Committee is stated in the respective Work Charter (*charter*).

### Organ Pendukung Dewan Komisaris Supporting Organs for the Board of Commissioners



Evaluasi terhadap kinerja anggota komite di bawah Dewan Komisaris dilakukan secara individual maupun secara kolektif, setiap 1 (satu) tahun secara *self-assessment* dengan menggunakan metode evaluasi dalam suatu sistem yang ditetapkan melalui Keputusan Dewan Komisaris, dan menjadi bahan penilaian perpanjangan masa kerja anggota komite untuk tahun berikutnya. Indikator penilaian kinerja komite terdiri dari indikator umum dan indikator khusus.

Indikator umum di antaranya meliputi kehadiran dalam rapat, kemampuan bekerjasama dan berkomunikasi secara aktif dengan sesama anggota komite, integritas, kemampuan memahami visi misi dan rencana strategis Pertamina Gas. Sedangkan indikator khusus meliputi kualitas atas saran/rekomendasi yang diberikan terkait program kerja masing-masing komite.

Di tahun 2021, capaian Kinerja Komite Audit sebesar 91,67% dan Komite Manajemen Risiko sebesar 93,33%. Adapun penjelasan dari penilaian kinerja masing-masing komite tercantum dalam Laporan Tahunan ini di bagian penjelasan masing-masing komite tersebut.

Secara khusus, Dewan Komisaris menyampaikan apresiasi dan ucapan terima kasih atas kinerja yang telah ditunjukkan oleh komite pendukung. Setiap laporan yang diberikan oleh komite menjadi bahan bagi pertimbangan Dewan Komisaris dalam memberikan masukan kepada Direksi.

Evaluation of the performance of the committee members under the Board of Commissioners is carried out individually or collectively, every 1 (one) year by self-assessment using the evaluation method in a system established through the Decree of the Board of Commissioners, and becomes the material for evaluating the extension of the tenure of the committee members to evaluate the performance of the committee members under the Board of Commissioners. next year.

The committee's performance appraisal indicators consist of general indicators and specific indicators. General indicators include attendance at meetings, ability to cooperate and communicate actively with fellow committee members, integrity, ability to understand Pertamina Gas' vision, mission and strategic plans. Meanwhile, the specific indicators include the quality of the suggestions/recommendations given regarding the work program of each committee.

In 2021, the performance of the Audit Committee was 91.67% and the Risk Management Committee was 93.33%. The explanation of the performance appraisal of each committee is listed in this Annual Report in the explanation section of each committee.

In particular, the Board of Commissioners expresses its appreciation and gratitude for the performance shown by the supporting committee. Each report given by the committee becomes material for the consideration of the Board of Commissioners in providing input to the Board of Directors.



## PANDANGAN ATAS PENERAPAN DAN PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS) PERUSAHAAN DAN PERAN DEWAN KOMISARIS DALAM WBS PERUSAHAAN

Perkembangan penerapan GCG tak lepas dari kemampuan Perusahaan untuk menghadirkan proses dan mekanisme GCG yang dapat mewartakan penerapan 5 (lima) prinsip dasar GCG, yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran. Penerapan ke-5 prinsip ini akan menjamin keberlangsungan Perusahaan, khususnya dalam pemahaman tentang kepatuhan terhadap peraturan dan perundang-undangan yang berlaku.

Salah satu proses atau mekanisme GCG yang cukup penting adalah pemberlakuan Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS). Sistem ini memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Di lingkup Perusahaan, WBS mengacu pada WBS PT Pertamina (Persero).

Ketentuan mengenai WBS di PT Pertamina (Persero) diatur dalam Pedoman Tata Kerja Organisasi *Whistleblowing System* (WBS) PT Pertamina (Persero) No. B-001/N00010/2011-S0 revisi ke-2 tanggal 25 Maret 2013, dan Surat Keputusan No. Kpts-15/C00000/2012-S0 tentang Unit Pengendalian Gratifikasi, Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah/Cenderamata dan Hiburan (*Entertainment*). Dalam sistem WBS yang diterapkan Perusahaan, Dewan Komisaris berperan untuk mengawasi dan menindaklanjuti untuk pelaporan yang bersifat eskalatif.

Di sepanjang tahun 2021 terdapat 1 (satu) pengaduan yang masuk melalui mekanisme WBS yang dimiliki Perusahaan, di mana pengaduan tersebut telah selesai diproses. Dewan Komisaris berharap Direksi dan seluruh jajaran dapat terus melakukan sosialisasi keberadaan WBS untuk meningkatkan pemahaman dan kepedulian karyawan dalam melaporkan tindak pelanggaran, sehingga dapat mewujudkan lingkungan kerja yang bersih dan berintegritas.

## PERUBAHAN SUSUNAN DEWAN KOMISARIS

Di tahun 2021, melalui pengesahan dalam RUPS sirkuler, pemegang saham memutuskan untuk melakukan perubahan jumlah dan susunan Dewan Komisaris, dengan kronologi sebagai berikut.

## VIEWS ON THE IMPLEMENTATION AND MANAGEMENT OF THE COMPANY'S WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN THE COMPANY'S WBS

The development of GCG implementation cannot be separated from the Company's ability to present GCG processes and mechanisms that can accommodate the implementation of the 5 (five) basic principles of GCG, namely Transparency, Accountability, Responsibility, Independence, and Fairness. The application of these 5 principles will ensure the sustainability of the Company, especially in understanding compliance with applicable laws and regulations.

One of the important GCG processes or mechanisms is the implementation of the Whistleblowing System (WBS). This system enables a reporting mechanism that ensures the confidentiality of the reporter. Within the scope of the Company, WBS refers to the WBS of PT Pertamina (Persero).

Provisions regarding WBS at PT Pertamina (Persero) are regulated in the Guidelines for the Organizational Whistleblowing System (WBS) of PT Pertamina (Persero) No. B-001/N00010/2011-S0 2nd revision dated March 25, 2013, and Decree No. KPTS-15/C00000/2012-S0 concerning Gratification Control Unit, Guidelines for Gratification, Rejection, Acceptance, Giving Gifts/Souvenirs and Entertainment (Entertainment). In the WBS system implemented by the Company, the Board of Commissioners has the role of supervising and following up on escalative reporting.

Throughout 2021 there was 1 (one) complaint that came through the WBS mechanism owned by the Company, where the complaint has been processed. The Board of Commissioners hopes that the Board of Directors and all levels can continue to disseminate the existence of WBS to increase employee understanding and concern in reporting violations, so as to create a clean and integrity work environment.

## CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2021, through ratification in a circular GMS, the shareholders decided to make changes to the number and composition of the Board of Commissioners, with the following chronology.

Periode 1 Januari s.d 14 Juli 2021 Period 1 January to 14 July 2021	Periode 14 Juli s.d 19 Oktober 2021 Period 14 July to 19 October 2021	Periode 19 Oktober s.d 31 Desember 2021 Period 19 October to 31 December 2021	Keterangan Information
Gigih Prakoso (Komisaris Utama) (President Commissioner)	Gigih Prakoso (Komisaris Utama) (President Commissioner)	Gigih Prakoso (Komisaris Utama) (President Commissioner)	-
Surat Indrijarso (Komisaris) (Commissioner)			Surat Indrijarso tidak lagi menjabat Komisaris berdasarkan Keputusan RUPS Sirkuler tanggal 14 Juli 2021 Surat Indrijarso no longer serves as a Commissioner based on the Circular GMS Resolution dated July 14, 2021
Wahyu Setyawan (Komisaris) (Commissioner)	Wahyu Setyawan (Komisaris) (Commissioner)	Wahyu Setyawan (Komisaris) (Commissioner)	-
Martinus Sembiring (Komisaris) (Commissioner)	Martinus Sembiring (Komisaris) (Commissioner)	Martinus Sembiring (Komisaris) (Commissioner)	-
	Diaz FM Hendropriyono (Komisaris) (Commissioner)	Diaz FM Hendropriyono (Komisaris) (Commissioner)	Berdasarkan Keputusan RUPS Sirkuler tanggal 14 Juli 2021, Diaz FM Hendropriyono diangkat menjadi Komisaris Based on the Circular GMS Resolution on July 14, 2021, Diaz FM Hendropriyono was appointed as Commissioner
		Twedy Noviady Ginting (Komisaris) (Commissioner)	Berdasarkan Keputusan RUPS Sirkuler tanggal 19 Oktober 2021, Twedy Noviady Ginting diangkat menjadi Komisaris Based on the Circular GMS Resolution on 19 October 2021, Twedy Noviady Ginting was appointed as Commissioner

Dengan demikian, susunan Dewan Komisaris per 31 Desember 2021 adalah sebagai berikut.

Thus, the composition of the Board of Commissioners as of December 31, 2021 is as follows.

Dewan Komisaris board of Commissioners	Masa Jabatan term of office
Gigih Prakoso (Komisaris Utama) (President Commissioner)	31 Agustus 2018 s.d penutupan RUPS yang akan diselenggarakan di tahun 2023 August 13, 2018 until the closing of the GMS which will be held in 2023
Wahyu Setyawan (Komisaris) (Commissioner)	20 November 2019 s.d penutupan RUPS yang akan diselenggarakan di tahun 2024 November 20, 2019 until the closing of the GMS which will be held in 2024
Martinus Sembiring (Komisaris) (Commissioner)	13 April 2020 s.d penutupan RUPS yang akan diselenggarakan di tahun 2024 April 13, 2020 until the closing of the GMS which will be held in 2024
Diaz FM Hendropriyono (Komisaris) (Commissioner)	14 Juli 2021 s.d penutupan RUPS yang akan diselenggarakan di tahun 2026 July 14, 2021 until the closing of the GMS which will be held in 2026
Twedy Noviady Ginting (Komisaris) (Commissioner)	19 Oktober 2021 s.d penutupan RUPS yang akan diselenggarakan di tahun 2026 October 19, 2021 until the closing of the GMS which will be held in 2026





Tidak terdapat perubahan susunan Dewan Komisaris sejak 31 Desember 2021 hingga disahkannya laporan tahunan ini.

Atas kepercayaan yang telah diberikan, Dewan Komisaris menyampaikan terima kasih yang sebesar-besarnya.

## PENUTUP

Dewan Komisaris mengucapkan terima kasih kepada seluruh pemegang saham, PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), dan PT Pertamina Pedeve Indonesia yang telah memberikan dukungan dan kepercayaan serta arahan atas arah perjalanan Perusahaan di sepanjang tahun 2021. Demikian pula kepada seluruh pemangku kepentingan, pelanggan dan mitra usaha, atas dukungan yang telah diberikan. Secara khusus Dewan Komisaris menyampaikan apresiasi kepada Direksi dan seluruh Insan Pertamina Gas atas dedikasi dan kerja keras yang telah ditunjukkan di tengah tahun penuh tantangan. Semoga perjalanan tahun 2021 dapat menjadi cermin bagi Perusahaan untuk dapat semakin beradaptasi dan mengoptimalkan potensinya dalam mewujudkan visi dan misinya, yang pada akhirnya akan memberikan nilai tambah kepada pemegang saham dan segenap pemangku kepentingan.

There has been no change in the composition of the Board of Commissioners since December 31, 2021 until the ratification of this annual report.

For the trust that has been given, the Board of Commissioners expresses its deepest gratitude.

## CLOSING

The Board of Commissioners would like to thank all shareholders, PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), and PT Pertamina Pedeve Indonesia who have provided support and trust as well as direction for the direction of the Company's journey throughout 2021. Likewise to all stakeholders, customers and business partners, for the support that has been given. In particular, the Board of Commissioners expresses its appreciation to the Board of Directors and all Pertamina Gas personnel for the dedication and hard work that has been shown in the midst of a challenging year. Hopefully the journey of 2021 can be a mirror for the Company to be more adaptable and optimize its potential in realizing its vision and mission, which will ultimately provide added value to shareholders and all stakeholders.

Jakarta, 13 April 2022

Jakarta, April 13, 2022

**Atas nama Dewan Komisaris PT Pertamina Gas,**

On behalf of the Board of Commissioners of PT Pertamina Gas,

**Gigih Prakoso**

Komisaris Utama

President Commissioner



# Laporan Direksi

## Board of Director's Report

**GAMAL IMAM SANTOSO**

**Direktur Utama**  
President Director

Di tengah kondisi penuh tantangan di sepanjang tahun 2021, Pertamina Gas tetap berupaya melangsungkan operasi dan menumbuhkembangkan bisnisnya, terutama dalam rangka memenuhi aspirasi pemegang saham dan seluruh pemangku kepentingan terkait produk dan layanan jasa yang diberikan.

In the midst of challenging conditions throughout 2021, Pertamina Gas continues to strive to carry out operations and grow its business, especially in order to meet the aspirations of shareholders and all stakeholders regarding the products and services provided.





## Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Mewakili Direksi dan seluruh jajaran PT Pertamina Gas, izinkan saya menyampaikan laporan kinerja Perusahaan untuk tahun buku 2021 yang masih diliputi oleh tantangan akibat pandemi *Corona Virus Disease 2019* (COVID-19) yang berkepanjangan. Pencapaian kinerja Perusahaan di tahun 2021 patut menjadi catatan penting bagi perjalanan ke depan, khususnya dalam menghadapi situasi yang masih diliputi ketidakpastian.

### **KEBIJAKAN STRATEGIS: MENGUPAYAKAN PERTUMBUHAN DI TENGAH SITUASI PENUH TANTANGAN**

Setelah di tahun 2020 pandemi *Corona Virus Disease 2019* (COVID-19) berdampak luar biasa terhadap perekonomian secara keseluruhan, pandemi ini masih berlanjut di tahun 2021. Optimisme yang mulai tumbuh pada triwulan I 2021 yang terutama didorong oleh akselerasi vaksinasi massal oleh Pemerintah Indonesia, kembali meredup setelah kemunculan varian baru Delta COVID-19 di pertengahan tahun 2021. Agar gelombang ke-2 pandemi COVID-19 ini dapat terkendali, Pemerintah Indonesia menerapkan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Level 1 s.d 4 yang kembali mewajibkan pembatasan ketat atas kegiatan di ruang publik.

Di tengah kondisi penuh tantangan tersebut, Pertamina Gas tetap berupaya melangsungkan operasi dan menumbuhkembangkan bisnisnya, terutama dalam rangka memenuhi aspirasi pemegang saham dan seluruh pemangku kepentingan terkait produk dan layanan jasa yang diberikan Perusahaan. Pada tahun 2021 Perusahaan telah menyelesaikan pembangunan pipa transmisi Gresik Semarang (Gresem) sepanjang 275 km dengan diameter 28 inch dan desain kapasitas penyaluran gas sebesar 330 juta standar kaki kubik per hari (MMSCFD) yang didistribusikan untuk pemenuhan kebutuhan energi untuk industri, pupuk, dan kelistrikan. Selain itu, potensi pengembangan bisnis terbesar Pertamina Gas di tahun 2021 dari lini usaha transportasi minyak. Di tahun 2021 Perusahaan telah menyelesaikan pembangunan infrastruktur pipa transmisi minyak mentah Rokan koridor Minas-Duri-Dumai dan koridor Balam-Bangko-Dumai sepanjang 342 km. Pembangunan pipa minyak Rokan ini telah dimulai sejak September 2020 dan telah melakukan penyaluran parsial pada akhir Januari 2022. Infrastruktur tersebut dibangun guna mendukung penyaluran minyak mentah dari produksi Blok Rokan yang dikelola oleh Pertamina Hulu Rokan.

Untuk dapat mengelola tantangan yang ada sekaligus mengoptimalkan potensi yang ada, di tahun 2021 Perusahaan melakukan upaya kebijakan strategis sebagaimana terlihat di bawah ini.

## Dear Shareholders and Stakeholders,

On behalf of the Board of Directors and all levels of PT Pertamina Gas, allow me to present the Company's performance report for the 2021 financial year which is still filled with challenges due to the prolonged *Corona Virus Disease 2019* (COVID-19) pandemic. The achievement of the Company's performance in 2021 should be an important note for the journey ahead, especially in facing a situation that is still filled with uncertainty.

### **STRATEGIC POLICY: PURSUING GROWTH AMIDST CHALLENGING SITUATIONS**

after the 2020 *Corona Virus Disease 2019* (COVID-19) pandemic had a tremendous impact on the economy as a whole, this pandemic occurred again in 2021. Optimism that began to grow in the first quarter of 2021, which was mainly driven by the acceleration of mass vaccination by the Government of Indonesia, returned dimmed after the emergence of a new variant of Delta COVID-19 in mid-2021. In order for the second wave of the COVID-19 pandemic to be under control, the Government of Indonesia implemented the Enforcement of Community Activity Restrictions (PPKM) Level 1 to 4 which again required strict restrictions on activities in the living room. public.

In the midst of these challenging conditions, Pertamina Gas continues to strive to carry out operations and grow its business, especially in order to fulfill the aspirations of shareholders and all stakeholders regarding the products and services provided by the Company. In 2021 the Company has completed the construction of the Gresik Semarang (Gresem) transmission pipeline along 275 km with a diameter of 28 inches and a gas distribution capacity design of 330 million standard cubic feet per day (MMSCFD) which is distributed to meet energy needs for industry, fertilizers, and electricity. . In addition, Pertamina Gas' biggest business development potential in 2021 is from the oil transportation business line. In 2021 the Company has completed the construction of the Rokan crude oil transmission pipeline, the Minas-Duri-Dumai corridor and the 342 km Balam-Bangko-Dumai corridor. The construction of the Rokan oil pipeline has started since September 2020 and has carried out partial distribution at the end of January 2022. The infrastructure is built to support the distribution of crude oil from the production of the Rokan Block which is managed by Pertamina Hulu Rokan.

To be able to manage existing challenges while optimizing existing potential, in 2021 the Company will undertake strategic policy efforts as shown below.



*Corporate Stabilities Strategies* dilakukan melalui beberapa langkah inisiatif sebagai berikut:

- *Cost Transformation*, di antaranya optimasi biaya *project* dan operasi;
- Menjaga HSSE *excellence* dan kehandalan operasi dengan melakukan *preventive maintenance*;
- Restrukturisasi finansial Perusahaan dengan melakukan perhitungan depresiasi aset selama 30 tahun sebagai dampak dari keberhasilan menjaga reliability aset, melaksanakan amortisasi perjanjian sewa, dan efisiensi biaya;
- Mempertahankan komunikasi dengan *stakeholder* dan *shareholder* terkait perijinan, regulasi, dan *business clustering*;
- Meningkatkan utilisasi pipa transmisi eksisting Pertamina Gas termasuk di wilayah Sumatera Utara, Jawa Barat dan Jawa Tengah dan meningkatkan komersialisasi aset/lahan di sepanjang ROW Pertamina Gas;
- Meningkatkan peran *human capital* dalam memperkuat kemampuan inovasi sumber daya manusia.

Sedangkan *Corporate Growth Strategies* dilakukan melalui beberapa langkah inisiatif sebagai berikut:

- Melakukan sinergi infrastruktur di Pertamina Grup melalui integrasi fasilitas pipa dan regasifikasi di Sumatera Utara dan integrasi fasilitas *Subholding Gas* di Sumatera Selatan dan Jawa;
- Penetrasi *market* dan percepatan perikatan komersial untuk meningkatkan utilisasi aset;
- Sinergi bisnis dengan partner strategis dalam rangka beradaptasi terhadap regulasi dan menghadapi proyek dengan risiko tinggi;
- Ekstensifikasi bisnis dan diversifikasi bisnis di antaranya melalui inisiasi bisnis pipa Bahan Bakar Minyak dan pengembangan bisnis entitas anak;
- Percepatan *project* di antaranya mempercepat penyelesaian proyek Rokan, infrastruktur jaringan pipa Gresik-Semarang ke PLN Tambak Lorok dan konsumen gas di Jawa Tengah.

*Corporate Stability Strategies* is carried out through several initiatives as follows:

- *Cost Transformation*, including project and operating cost efficiency;
- Maintain HSSE excellence and operational reliability by performing preventive maintenance;
- Financial restructuring of the Company by calculating asset depreciation for 30 years, as a result of successfully maintaining asset reliability, implementing amortization of lease agreements, and cost efficiency;
- Maintaining communication with stakeholders and shareholders regarding licensing, regulations, and business clustering;
- Increasing the utilization of Pertamina Gas' existing transmission pipelines including in North Sumatra, West Java and Central Java and increasing the commercialization of assets/land along the Pertamina Gas ROW;
- Increasing the role of human capital in strengthening the innovation capability of human resources.

Meanwhile, *Corporate Growth Strategies* are carried out through several initiatives as follows:

- Performing infrastructure synergies in Pertamina Group through integration of pipeline and regasification facilities in North Sumatra and integration of *Subholding Gas* facilities in South Sumatra and Java;
- Market penetration and acceleration of commercial engagements to increase asset utilization;
- Business synergies with strategic partners in order to adapt to regulations and deal with high-risk projects;
- Business expansion and business diversification, including through the initiation of the Fuel Oil pipeline business and business development of subsidiaries;
- Project acceleration includes accelerating the completion of the Rokan project, the Gresik-Semarang pipeline infrastructure to PLN Tambak Lorok and gas consumers in Central Java.



Dengan berbagai inisiatif strategis yang telah dilakukan, di tahun 2021 Pertamina Gas mampu merealisasikan kinerja operasinya sebagai berikut:

- Volume Pengangkutan Gas sebesar 486.040 MMCF, meningkat 1,34% dibandingkan realisasi tahun 2020 sebesar 479.599 MMCF. Dari sisi jumlah volume, area Jawa Barat mencatat peningkatan tertinggi, sedangkan dari sisi persentase, area Dumai menunjukkan kenaikan tertinggi;
- Volume Niaga Gas sebesar 28.905 MMBTU, meningkat 1,56% dibandingkan realisasi tahun 2020 sebesar 28.462 MMBTU;
- Volume Pengangkutan Minyak sebesar 3.542.846 barrel, mengalami penurunan 3,66% dibandingkan realisasi tahun 2020 sebesar 3.677.557 barrel;
- Volume Produksi LPG sebesar 169.143 ton, mengalami penurunan 1,39% dibandingkan realisasi tahun 2020 sebesar 171.535 ton;
- Volume Regasifikasi LNG sebesar 32.293 BBTU, mengalami penurunan 5,86% dibandingkan realisasi tahun 2020 sebesar 34.301 BBTU.

Kinerja keuangan Perusahaan di tahun juga menunjukkan indikator yang baik. Pendapatan usaha mencatat kenaikan 0,44%, dari USD539,03 juta di akhir tahun 2020 menjadi USD541,39 juta di tahun 2021. Selain itu, bagian laba dari ventura bersama juga meningkat signifikan sebesar 157,68%, dari USD12,63 juta di akhir tahun 2020 menjadi USD35,54 juta di tahun 2021. Hal ini kemudian berdampak terhadap pertumbuhan laba tahun berjalan sebesar 19,26%, dari USD106,63 juta di akhir tahun 2020 menjadi USD127,17 juta di tahun 2021.

Pada posisi keuangan, jumlah aset Perusahaan meningkat 0,83%, dari USD2,13 miliar di akhir tahun 2020 menjadi USD2,15 miliar di tahun 2021. Kenaikan ini terutama didorong oleh nilai aset tetap yang tumbuh 2,69% dibandingkan tahun sebelumnya. Jumlah liabilitas berhasil diturunkan 10,59%, dari USD581,70 juta di akhir tahun 2020 menjadi USD520,09 juta di tahun 2021. Penurunan liabilitas Perusahaan tidak lepas dari kebijakan Perusahaan dalam melunasi pinjaman jangka pendek kepada pemegang saham.

Pengelolaan permodalan juga menjadi fokus dan perhatian Pertamina Gas. Penguatan permodalan di tahun 2021 terlihat dari rasio kas yang menguat 38,39 poin, dari 60,65% di akhir tahun 2020 menjadi 99,04% di tahun 2021. Di sisi lain, berkurangnya liabilitas Perusahaan berimbas positif terhadap rasio liabilitas terhadap ekuitas yang mencatat perbaikan, dari 37,58% di akhir tahun 2020 menjadi 31,96% di tahun 2021.

With various strategic initiatives that have been carried out, in 2021 Pertamina Gas will be able to realize its operating performance as follows:

- Gas Transportation Volume of 486,040 MMCF, an increase of 1.34% compared to the realization in 2020 of 479,599 MMCF. In terms of volume, the West Java area recorded the highest increase, while in terms of percentage, the Dumai area showed the highest increase;
- Gas Trading Volume of 28,905 MMBTU, an increase of 1.56% compared to the realization in 2020 of 28,462 MMBTU;
- Oil Transport Volume of 3,542,846 barrels, decreased by 3.66% compared to the realization in 2020 of 3,677,557 barrels;
- LPG Production Volume was 169,143 tons, decreased by 1.39% compared to the realization in 2020 of 171,535 tons;
- LNG Regasification volume of 32,293 BBTU, decreased by 5.86% compared to the realization in 2020 of 34,301 BBTU.

The Company's financial performance in 2021 also showed good indicators. Operating revenues recorded an increase of 0.44%, from USD539.03 million at the end of 2020 to USD541.39 million in 2021. In addition, the share of profit from joint ventures also increased significantly by 157.68%, from USD12.63 million in end of 2020 to USD35.54 million in 2021. This then had an impact on profit growth for the year by 19.26%, from USD106.63 million at the end of 2020 to USD127.17 million in 2021.

In financial position, the Company's total assets increased by 0.83%, from USD2.13 billion at the end of 2020 to USD2.15 billion in 2021. This increase was mainly driven by the value of fixed assets which grew by 2.69% compared to the previous year. Total liabilities were reduced by 10.59%, from USD581.70 million at the end of 2020 to USD520.09 million in 2021. The decline in the Company's liabilities was inseparable from the Company's policy in repaying short-term loans to shareholders.

Capital management is also the focus and concern of Pertamina Gas. The strengthening of capital in 2021 can be seen from the cash ratio which strengthened 38.39 points, from 60.65% at the end of 2020 to 99.04% in 2021. On the other hand, the decrease in the Company's liabilities had a positive impact on the liability to equity ratio which recorded improvement, from 37.58% at the end of 2020 to 31.96% in 2021.

## PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2021

Sehubungan dengan kondisi perekonomian global yang belum pulih sebagai dampak pandemi COVID-19 dan menindaklanjuti arahan dari PGN selaku *Subholding Gas*, Perusahaan melakukan revisi RKAP tahun 2021. Atas revisi RKAP tahun 2021 tersebut, kinerja produksi dan pemasaran membukukan pencapaian yang cukup baik. Volume Transportasi Gas mampu mencapai 100,86%, volume Niaga Gas mencapai 101,82%, dan volume Produksi LPG mencapai 100,85%, dari target revisi RKAP tahun 2021. Sedangkan volume Transportasi Minyak mencapai 31,40% dan regasifikasi LNG mencapai 91,38% dari target yang telah ditetapkan.

Belum tercapainya target kinerja volume Transportasi Minyak disebabkan adanya pergeseran realisasi pengaliran minyak Pipa Rokan di tahun 2022 yang sebelumnya diproyeksi terealisasi pada Oktober 2021, meskipun terdapat penambahan pengaliran dari SRMD dan Jindi. Sementara belum tercapainya target kinerja volume Regasifikasi dengan penurunan penggunaan gas hasil regasifikasi akibat *merit order* kelistrikan dan adanya prioritas alokasi LNG yang berdampak pada mundurnya penggunaan gas oleh konsumen.

Pencapaian target kinerja keuangan juga menunjukkan hasil yang cukup baik. Meskipun sedikit di bawah target, pencapaian lebih dari 90% atas target tahun 2021 menunjukkan deviasi yang tidak terlalu besar. Belum *onstream*-nya Proyek Pipa Minyak Rokan berdampak terhadap realisasi pendapatan usaha yang mencatat pencapaian 94,54% terhadap target tahun 2021. Sedangkan realisasi laba bersih justru mencatat pencapaian 109,38% di atas target tahun 2021. Hal ini disebabkan adanya optimasi biaya serta kontribusi realisasi laba dari PT Perta-Samtan Gas dan PT Perta Daya Gas yang berada di atas target tahun 2021.

Pada posisi keuangan, realisasi jumlah aset mencapai 98,23% terhadap target tahun 2021, hal ini disebabkan realisasi investasi yang hanya sebesar 80,93% dari target tahun 2021. Sedangkan realisasi liabilitas pada akhir tahun 2021 mencatat pencapaian 91,45% terhadap target tahun 2021, di mana di tahun 2021 Perusahaan melakukan percepatan pelunasan pinjaman jangka panjang.

## COMPARISON BETWEEN TARGET AND REALIZATION IN 2021

In connection with global economic conditions that have not yet recovered as a result of the COVID-19 pandemic and following up on directions from PGN as *Subholding Gas*, the Company revised its 2021 RKAP. Due to the 2021 RKAP revision, production and marketing performance recorded quite good achievements. Gas Transportation volume is able to reach 100.86%, Gas Trading volume reaches 101.82%, and LPG Production volume reaches 100.85% of the revised RKAP target in 2021. Meanwhile, Oil Transportation volume reaches 31.40% and LNG regasification reaches 91.38% of the target that has been set.

The oil transportation volume performance target has not been achieved due to a shift in the realization of the Rokan Pipeline oil flow in 2022 which was previously projected to be realized in October 2021, although there are additional flows from SRMD and Jindi. Meanwhile, the regasification volume performance target has not been achieved with the decrease in the use of regasified gas due to electricity merit orders and the prioritization of LNG allocation which has an impact on the decline in gas use by consumers.

The achievement of financial performance targets also showed good results. Although slightly below the target, the achievement of more than 90% of the 2021 target indicates a deviation that is not too large. The non-onstream of the Rokan Oil Pipeline Project has an impact on the realization of operating revenues, which recorded an achievement of 94.54% of the 2021 target. Meanwhile, the realization of net profit actually recorded an achievement of 109.38% above the 2021 target. This was due to cost optimization and contribution realized profits from PT Perta-Samtan Gas and PT Perta Daya Gas which were above the 2021 target.

In the financial position, the realization of total assets reached 98.23% of the 2021 target, this was due to the realization of investment which was only 80.93% of the 2021 target. Meanwhile, the realization of liabilities at the end of 2021 recorded an achievement of 91.45% of the target for the year 2021, where in 2021 the Company accelerates the repayment of long-term loans.





## KENDALA, TANTANGAN, DAN PENYELESAIANNYA

Dalam menjaga kelangsungan usaha, Perusahaan senantiasa mencermati aktivitas ekonomi maupun dinamika industri Migas untuk meraih peluang usaha, memitigasi risiko serta mengembangkan kapabilitas jangka panjang. Perkembangan makro ekonomi global, *outlook* energi, perekonomian nasional dan Kebijakan Pemerintah sebagai regulator menjadi salah satu prioritas bagi Pertamina Gas. Selama tahun 2021, Perusahaan mengalami beberapa hal yang berpengaruh cukup signifikan terhadap kinerja, yaitu:

- Pandemi COVID-19 yang berkepanjangan mengakibatkan pembatasan kegiatan masyarakat, perlambatan perdagangan global, kendala logistik, anjloknya konsumsi masyarakat, penurunan serapan energi, penurunan produktivitas dan berujung pada pelemahan ekonomi di berbagai sektor;
- Kebijakan dari penyesuaian kebutuhan gas pembangkit listrik pada tahun 2021 berpotensi memberikan dampak pada volume Transportasi Gas dan Regasifikasi LNG Perusahaan;
- Belum selesainya proyek *upstream* menyebabkan Pipa Gresik-Semarang belum dapat mengalirkan gas secara optimal di tahun 2021. Aset ini vital bagi masa depan Perusahaan sehingga jadwal *onstream* hulu menjadi hal yang krusial bagi Perusahaan.
- Terkait dengan implementasi Keputusan Menteri ESDM No. 134/135 Tahun 2021, Perusahaan telah menyesuaikan tarif kepada pelanggan yang tercantum dalam lampiran Kepmen tersebut;
- *Natural decline* gas dari hulu sebesar 8% memberikan pengaruh terhadap kinerja Perusahaan terutama di segmen Transportasi Gas.

Atas berbagai tantangan di atas, Pertamina Gas mengambil beberapa langkah sebagai berikut:

- Integrasi infrastruktur Pertamina Gas dengan *Subholding* Gas;
- Peningkatan komersialisasi aset;
- Implementasi *strategic offering*, di antaranya sinkronisasi jadwal *turn around*, pengaturan operasional, dan pemenuhan *un-met demand*;
- Pengembangan keunggulan dengan digitalisasi proses bisnis dan peningkatan mutu melalui ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, dan ISO 37001:2016;
- Optimalisasi biaya dengan percepatan pembayaran utang dan pemilihan alternatif pendanaan yang kompetitif;
- Optimalisasi kerja sama bisnis dengan *partner* strategis;
- Peningkatan peran bisnis dari Anak Perusahaan dan Perusahaan Patungan;
- Ekstensifikasi bisnis dan penetrasi pasar baru.

## OBSTACLES, CHALLENGES, AND SOLUTIONS

In maintaining business continuity, the Company always pays close attention to economic activities and the dynamics of the Oil and Gas industry to seize business opportunities, mitigate risks and develop long-term capabilities. Global macroeconomic developments, energy outlook, national economy and Government Policy as a regulator are among the priorities for Pertamina Gas. During 2021, the Company experienced several things that had a significant impact on performance, namely:

- The prolonged COVID-19 pandemic has resulted in restrictions on community activities, slowing global trade, logistical constraints, falling public consumption, decreasing energy absorption, decreasing productivity and leading to a weakening of the economy in various sectors;
- The policy of adjusting the gas demand for power plants in 2021 has the potential to have an impact on the volume of the Company's Gas Transportation and LNG Regasification.
- The unfinished upstream project causes the Gresik-Semarang Pipeline to not be able to deliver gas optimally in 2021. This asset is vital for the Company's future so that the upstream onstream schedule is crucial for the Company.
- Regarding the implementation of the Decree of the Minister of Energy and Mineral Resources No. 134/135 In 2021, the Company has adjusted the tariffs to customers listed in the attachment to the Ministerial Decree;
- Natural decline gas from upstream of 8% has an impact on the Company's performance, especially in the Gas Transportation segment.

Regarding the various challenges above, Pertamina Gas took the following steps:

- Pertamina Gas infrastructure integration with Gas Subholding;
- Increased commercialization of assets;
- Implementation of strategic offerings, including synchronization of turnaround schedules, operational arrangements, and fulfillment of unmet demand;
- Development of excellence by digitizing business processes and improving quality through ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 37001:2016;
- Cost optimization by accelerating debt repayment and selecting competitive funding alternatives;
- Optimization of business cooperation with strategic partners;
- Increasing the business role of Subsidiaries and Joint Ventures;
- Business expansion and new market penetration.



## PROSPEK USAHA TAHUN 2022

Tingginya kebutuhan gas bumi di masa mendatang patut menjadi fokus dan perhatian Pertamina Gas. Untuk itu, Perusahaan akan berupaya mengoptimalkan potensi pengembangan pada lini usaha transportasi gas yang didapatkan dengan membangun jaringan pipa distribusi baru yang terkoneksi dengan pipa transmisi milik Pertamina Gas. Pengembangan infrastruktur transportasi gas dilakukan dalam rangka mendukung kebutuhan kilang Pertamina seperti kilang di Balikpapan. Tidak hanya itu, kepemilikan infrastruktur pipa transmisi gas sangat mendukung Pertamina Gas dalam mengelola integrasi bisnis gas di Sumatera Utara dan peninjauan integrasi infrastruktur pipa dengan PGN beserta pengelolaan operasional untuk mendukung kebutuhan kilang Pertamina dan industri lainnya.

Ke depan, Perusahaan juga akan terus mengembangkan integrasi bisnis transportasi gas dan niaga gas. Pengalaman Perusahaan dalam mengelola bisnis dan operasional pipa minyak Tempino-Plaju sebelumnya menjadi kunci penting dalam bisnis transportasi minyak mendatang, termasuk penyelesaian pembangunan infrastruktur pipa transmisi minyak mentah Rokan yang telah melakukan penyaluran parsial pada akhir Januari 2022.

Optimalisasi inovasi pada entitas anak juga akan terus dilakukan. Melalui entitas anak, PT Perta Daya Gas, pembangunan infrastruktur pipa juga telah dilakukan guna mendukung ketersediaan gas untuk pembangkit PLTMG Sorong yang dikelola oleh PT Indonesia Power sebagai *strategic partner* Perusahaan.

Melalui PT Perta Arun Gas, Pertamina telah memulai bisnis LNG Hub sebagai upaya utilisasi aset, di mana pada tahun 2022 direncanakan melakukan ekspansi LNG Hub melalui reaktifasi Tanki 4 sehingga mampu mendukung pengembangan usaha PAG dalam bisnis *storage* dan Hub LNG.

Meskipun demikian, terdapat beberapa tantangan di tahun 2022 yang harus menjadi fokus Perusahaan. Adanya potensi penurunan gas, serta diterapkannya beberapa regulasi akan menjadi tantangan bagi Perusahaan di tahun 2022. Untuk itu, Perusahaan telah menyiapkan sejumlah langkah strategis untuk dapat menangkap peluang bisnis dan mengembangkan usaha di seluruh rantai bisnis gas bumi di Indonesia, sekaligus mewaspadaai tantangan yang muncul di tahun 2022. Sejumlah inisiatif untuk menguasai pasar gas bumi telah dicanangkan. Selain memperkuat pangsa pasar di area Jawa dan Sumatera, Pertamina Gas juga akan membuka pasar di Kawasan Indonesia Tengah & Timur.

## BUSINESS PROSPECTS IN 2022

The high demand for natural gas in the future should be the focus and attention of Pertamina Gas. For this reason, the Company will seek to optimize the potential for development in the gas transportation business line obtained by building a new distribution pipeline network that is connected to Pertamina Gas's transmission pipeline. The development of gas transportation infrastructure is carried out in order to support the needs of Pertamina refineries such as the refinery in Balikpapan. Not only that, ownership of gas transmission pipeline infrastructure greatly supports Pertamina Gas in managing the integration of the gas business in North Sumatra and exploring the integration of pipeline infrastructure with PGN as well as operational management to support the needs of Pertamina's refineries and other industries.

Going forward, the Company will also continue to develop the integration of gas transportation and gas trading businesses. The Company's experience in managing the business and operations of the Tempino-Plaju oil pipeline has previously been an important key in the future oil transportation business, including the completion of the construction of the Rokan crude oil transmission pipeline infrastructure which has carried out partial distribution at the end of January 2022.

Optimization of innovation in subsidiaries will also continue to be carried out. Through its subsidiary, PT Perta Daya Gas, pipeline infrastructure development is also carried out to support the availability of gas for the PLTMG Sorong plant which is managed by PT Indonesia Power as the Company's strategic partner.

Through PT Perta Arun Gas, Pertamina has started the LNG Hub business as an effort to utilize assets, where in 2022 it is planned to expand the LNG Hub through the reactivation of Tank 4 so as to be able to support PAG's business development in the LNG storage and Hub business.

Nevertheless, there are several challenges in 2022 that the Company must focus on. The potential decline in gas supply and the implementation of several regulations will be a challenge for the Company in 2022. To that end, the Company has prepared a number of strategic steps to be able to capture business opportunities and develop businesses throughout the business chain. natural gas in Indonesia, as well as being aware of the challenges that will arise in 2022. A number of initiatives to dominate the natural gas market have been launched. In addition to strengthening market share in the Java and Sumatra areas, Pertamina Gas will also open up markets in Central & Eastern Indonesia.



Dengan berbagai prospek usaha tersebut, Pertamina Gas memproyeksikan produksi dan pemasaran dari bisnis Transportasi Gas, Transportasi Minyak, Niaga Gas, Produksi LPG dan Regasifikasi LNG akan tumbuh dibandingkan tahun 2021, dengan proyeksi pertumbuhan tertinggi akan didapatkan dari Transportasi Minyak. Pendapatan usaha diproyeksikan meningkat hingga 30% s.d 40%, sedangkan laba bersih akan tumbuh pada kisaran 10% hingga 20% dari realisasi tahun 2021.

## PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Sebagai bagian dari *Subholding* Gas dalam  *Holding* Migas BUMN, Perusahaan memiliki kewajiban untuk dapat membangun hubungan yang harmonis dengan seluruh pemangku kepentingan. Upaya membangun hubungan yang harmonis ini kemudian tertuang dalam Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG), dengan 5 (lima) prinsip dasar yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Penerapan dilakukan mulai dari pemenuhan peraturan dan perundang-undangan yang berlaku melalui perangkat kebijakan serta pembentukan organ-organ GCG, pengelolaan hubungan kerja antara organ GCG yang tertuang dalam prosedur dan mekanisme GCG, hingga internalisasi dan evaluasi atas kemajuan penerapan prinsip GCG di lingkup Perusahaan.

Keberadaan 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, telah disesuaikan dengan Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, serta Anggaran Dasar Perusahaan.

Kemitraan strategis melalui pengawasan yang dilakukan oleh Dewan Komisaris dan seluruh organ pendukungnya berdampak positif pada pengelolaan Perusahaan hingga menjadi lebih berimbang. RUPS yang memberikan forum bagi pemegang saham untuk dapat mengambil keputusan strategis juga turut mendorong praktik penerapan prinsip GCG yang berlandaskan pada pemenuhan hak para pemegang saham sebagai salah satu pemangku kepentingan Perusahaan.

Prosedur dan mekanisme GCG juga telah dikembangkan sejalan dengan standar yang berlaku yang telah disesuaikan dengan kebutuhan Perusahaan. Pedoman-pedoman hingga *Standard Operational Procedure* (SOP) atau *Prosedur Tetap* telah dikembangkan dan diperbarui untuk dapat memwadahi kebutuhan akan pengembangan implementasi GCG di lingkup Perusahaan. Termasuk manajemen risiko dan pengendalian internal yang berfungsi memberikan pendeteksian dini atas kemungkinan-kemungkinan risiko yang dihadapi Perusahaan.

With these various business prospects, Pertamina Gas projects that the production and marketing of the Gas Transportation, Oil Transportation, Gas Trading, LPG Production and LNG Regasification businesses will grow compared to 2021, with the highest projected growth coming from Oil Transportation. Operating income is projected to increase by 30% to 40%, while net profit will grow in the range of 10% to 20% from the realization in 2021.

## DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

As part of *Subholding* Gas in the BUMN Oil and Gas Holding, the Company has an obligation to be able to build harmonious relationships with all stakeholders. This effort to build a harmonious relationship is then contained in Good Corporate Governance (GCG), with 5 (five) basic principles, namely transparency, accountability, responsibility, independence, and fairness. Implementation is carried out starting from compliance with applicable laws and regulations through policy instruments and the establishment of GCG organs, managing working relationships between GCG organs as contained in GCG procedures and mechanisms, to internalization and evaluation of progress in implementing GCG principles within the Company.

The existence of 3 (three) main organs, namely the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, has been adjusted to Law no. 40 of 2007 concerning Limited Liability Companies, as well as the Company's Articles of Association.

Strategic partnerships through supervision carried out by the Board of Commissioners and all supporting organs have a positive impact on the management of the Company so that it becomes more balanced. The GMS which provides a forum for shareholders to be able to make strategic decisions also encourages the practice of implementing GCG principles based on the fulfillment of the rights of shareholders as one of the Company's stakeholders.

GCG procedures and mechanisms have also been developed in line with applicable standards that have been adapted to the needs of the Company. Guidelines up to *Standard Operational Procedures* (SOP) have been developed and updated to accommodate the need for developing GCG implementation within the Company. Including risk management and internal control which function to provide early detection of possible risks faced by the Company.

Transparansi informasi juga menjadi perhatian manajemen. Transparansi informasi dilakukan melalui penyajian Laporan Keuangan Teraudit, yang telah melalui proses audit independen oleh akuntan publik yang ditunjuk dengan rangkaian mekanisme berjenjang yang melibatkan pemegang saham melalui RUPS.

Hal ini dilakukan untuk menjaga independensi akuntan publik, yang pada akhirnya akan memberikan opini yang sesuai dengan ketentuan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Selain itu, transparansi informasi yang komprehensif juga dilakukan melalui penyusunan laporan tahunan yang memberikan gambaran tentang faktor eksternal, insiatif strategis dan pencapaian kinerja Perusahaan.

Evaluasi dan pemantauan terhadap pengukuran penerapan GCG juga dilakukan secara periodik tahunan. Dalam pelaksanaannya, *assessment* terkait penerapan GCG dalam lingkungan Perusahaan dilakukan oleh pihak independen maupun *self assessment* yang dilakukan tim internal, yang hasilnya akan menjadi rujukan dalam evaluasi dan masukan bagi perbaikan penerapan prinsip GCG di lingkup Perusahaan. Sebagai bagian dari  *Holding Migas BUMN*, metode pengukuran penerapan GCG mengacu pada Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG pada BUMN. Metode ini dikembangkan melalui alat ukur yang terdiri dari 6 (enam) aspek, yaitu 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, serta Aspek Lainnya. Untuk penilaian tahun 2021 dilakukan melalui metode *assessment* oleh pihak independen, dengan hasil skor sebesar 89,38 predikat "Sangat Baik". Perolehan ini tercatat meningkat dari *assessment* penilaian sebelumnya yang dilakukan di tahun 2019 dengan hasil 86,35 juga dengan predikat "Baik".

Di samping itu, penguatan penerapan GCG juga dilakukan melalui pengukuran terhadap maturitas manajemen risiko Perusahaan dengan tujuan menilai tingkat kematangan dan budaya manajemen risiko yang telah berjalan di lingkup Perusahaan. Pelaksanaan pengukuran maturitas dilaksanakan fungsi Manajemen Risiko Perusahaan. Pelaksanaan *Risk Maturity Assessment* pada tahun 2021 dilaksanakan dengan menggunakan metodologi/*framework* Pertamina *Risk Maturity Assessment* (PRISMA) dengan melibatkan *assessor* dari internal dan eksternal Perusahaan serta disupervisi oleh Fungsi *Enterprise Risk Management* (ERM) PT Pertamina (Persero).

Information transparency is also a concern of management. Transparency of information is carried out through the presentation of the Audited Financial Statements, which have gone through an independent audit process by a designated public accountant with a series of tiered mechanisms involving shareholders through the GMS.

This is done to maintain the independence of public accountants, which in turn will provide an opinion in accordance with the provisions of the Financial Accounting Standards (SAK) applicable in Indonesia. In addition, comprehensive information transparency is also carried out through the preparation of an annual report that provides an overview of external factors, strategic initiatives and the Company's performance achievements.

Evaluation and monitoring of the measurement of GCG implementation is also carried out on an annual basis. In practice, an assessment related to the implementation of GCG within the Company is carried out by an independent party as well as a self-assessment conducted by an internal team, the results of which will become a reference in evaluation and input for improving the implementation of GCG principles within the Company. As part of the BUMN Oil and Gas Holding, the method of measuring the implementation of GCG refers to the Copy of the Decree of the Secretary of the Ministry of BUMN No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of GCG in SOEs. This method was developed through a measuring instrument consisting of 6 (six) aspects, namely Commitment to the Implementation of Good Corporate Governance in a Sustainable manner, Shareholders and GMS/Capital Owners, Board of Commissioners/Supervisory Board, Directors, Information Disclosure and Transparency, and Aspects Other. The 2021 assessment was carried out through an assessment method by an independent party, with a score of 89.38 with the predicate "Very Good". This achievement was recorded to increase from the previous assessment carried out in 2019 with a result of 86.35 also with the predicate "Good".

In addition, strengthening the implementation of GCG is also carried out through measuring the maturity of the Company's risk management with the aim of assessing the maturity level and risk management culture that has been running within the Company. The implementation of the maturity measurement is carried out by the Company's Risk Management function. The implementation of the Risk Maturity Assessment in 2021 is carried out using the Pertamina Risk Maturity Assessment (PRISMA) methodology/*framework* by involving assessors from internal and external of the Company and supervised by the Enterprise Risk Management (ERM) Function of PT Pertamina (Persero).



Berdasarkan pengukuran maturitas pada tahun 2021 menunjukkan bahwa tingkat maturitas Manajemen Risiko Perusahaan berada pada level kompeten dengan angka 4,18 (*Managed*) dari skala 5,00. Angka ini meningkat dari dari penilaian sebelumnya di tahun 2019 dengan hasil 3,97 dengan predikat "*Mature Growth*".

Apresiasi pihak eksternal atas efektivitas penerapan GCG di lingkup Perusahaan tercermin dari beberapa penghargaan yang diterima Perusahaan terkait penerapan GCG, yaitu:

- Penghargaan Indonesia *Young Business Leaders Awards* 2021: Top 10 *Special Awards* – Direktur Teknik & Operasi yang diberikan oleh SWA Magazine;
- Penghargaan *Public Relations Indonesia Awards* 2021: *Gold Winner*, Sub Kategori Tata Kelola Kehumasan dan *Bronze Winner*, Sub Kategori *Corporate PR Program* Sosialisasi Protokol COVID-19 yang diberikan oleh PR Indonesia;
- Anugerah Humas Indonesia 2021: *Bronze Winner*, Sub Kategori Penyajian dan Pengelolaan Informasi Publik Terinovatif yang diberikan oleh PR Indonesia;
- Penghargaan *Energy & Mining Editor Society Awards* 2021, Kategori *Best Press Release Midstream Oil and Gas Company* yang diberikan oleh Energy & Mining Editor Society;

## MEWUJUDKAN KEBERLANJUTAN

Tanggung Jawab Sosial dan Lingkungan (TJSL) memberikan jalan bagi Perusahaan untuk membangun hubungan yang harmonis dengan seluruh pemangku kepentingan. Pengembangan agenda dan program TJSL didasarkan pada pemetaan atas Tujuan Pembangunan Berkelanjutan (TPB) yang telah dituangkan dalam Peraturan Presiden (Perpres) No. 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan, sebagai ratifikasi dari *Sustainable Development Goals* (SDGs).

Aspek lingkungan menjadi salah satu prioritas, di mana Pertamina Gas merupakan pelaku usaha yang berhubungan langsung dengan eksplorasi alam. Seluruh kegiatan operasi yang dijalankan oleh Pertamina Gas telah dilengkapi dokumen terkait pengelolaan lingkungan berupa dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) atau dokumen Upaya Pengelolaan Lingkungan & Upaya Pemantauan Lingkungan (UKL & UPL).

Dengan dokumen tersebut, Pertamina Gas mengidentifikasi potensi dampak yang ditimbulkan dari kegiatan operasi yang dilaksanakan. Perusahaan mengelola potensi dampak tersebut secara bijak dan memantau secara berkesinambungan, sehingga tidak menimbulkan dampak negatif terhadap lingkungan hidup, Perusahaan dan para pemangku kepentingan.

Based on the maturity measurement in 2021, it shows that the maturity level of the Company's Risk Management is at the competent level with a number of 4.18 (*Managed*) from a scale of 5.00. This figure increased from the previous assessment in 2019 with a result of 3.97 with the title "*Mature Growth*".

External parties' appreciation for the effectiveness of GCG implementation within the Company is reflected in several awards received by the Company related to GCG implementation, namely:

- Indonesia *Young Business Leaders Awards* 2021: Top 10 *Special Awards* – Technical & Operation Director presented by SWA Magazine;
- *Public Relations Indonesia Awards* 2021: *Gold Winner*, Sub-Category of *Public Relations Governance* and *Bronze Winner*, Sub-Category of *Corporate PR for the COVID-19 Protocol Socialization Program* given by PR Indonesia;
- Anugerah Humas Indonesia 2021: *Bronze Winner*, Sub-Category of the *Most Innovative Public Information Presentation and Management* awarded by PR Indonesia;
- *Energy & Mining Editor Society Awards* 2021, *Best Press Release Midstream Oil and Gas Company* category given by Energy & Mining Editor Society;

## CREATING SUSTAINABILITY

Social and Environmental Responsibility (TJSL) provides a way for the Company to build harmonious relationships with all stakeholders. The development of the CSR agenda and program is based on the mapping of the Sustainable Development Goals (TPB) as outlined in Presidential Regulation (Perpres) No. 59 of 2017 concerning the Implementation of the Achievement of Sustainable Development Goals, as the ratification of the Sustainable Development Goals (SDGs).

The environmental aspect is one of the priorities, where Pertamina Gas is a business actor that is directly related to natural exploration. All operational activities carried out by Pertamina Gas have been accompanied by documents related to environmental management in the form of Environmental Impact Analysis (AMDAL) documents or Environmental Management Efforts & Environmental Monitoring Efforts (UKL & UPL) documents.

With this document, Pertamina Gas identifies the potential impacts arising from the operations carried out. The Company manages these potential impacts wisely and monitors them on an ongoing basis, so that they do not cause negative impacts on the environment, the Company and stakeholders.

Dalam pelaksanaannya, Pertamina Gas menjalankan pengelolaan lingkungan mengacu kepada panduan utama yakni Undang-Undang No. 32 Tahun 2009 Tentang Perlindungan dan Pengelolaan Lingkungan Hidup dan Peraturan Pemerintah No. 22 Tahun 2021 Tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup. Seluruh kegiatan operasi dan bisnis Perusahaan senantiasa berupaya memenuhi persetujuan lingkungan hidup dari instansi terkait dalam hal ini Kementerian Lingkungan Hidup dan Kehutanan (KLHK) atau Dinas Lingkungan Hidup (DLH) setempat.

Secara berkala sesuai dengan dokumen persetujuan lingkungan hidup yang diperoleh, Pertamina Gas menyampaikan laporan rutin pemantauan dan penataan lingkungan hidup kepada instansi terkait di atas.

Selain melengkapi dokumen-dokumen terkait, Pertamina Gas juga melakukan sertifikasi/resertifikasi untuk seluruh peralatan dan instalasi yang digunakan dengan mengacu kepada Peraturan Menteri Energi dan Sumber Daya Mineral (ESDM) No. 18 Tahun 2018 tentang Pemeriksaan Keselamatan Instalasi dan Peralatan pada Kegiatan Usaha Minyak dan Gas Bumi.

Hasil dari komitmen pengelolaan dampak lingkungan tercermin dari pencapaian Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan (PROPER) dari Kementerian Lingkungan Hidup dan Kehutanan sebagai otoritas pengawasan pengelolaan lingkungan hidup di Indonesia. Hasil penilaian PROPER juga dijadikan sebagai standar ukuran capaian inovasi dalam pengelolaan aspek-aspek lingkungan hidup seperti pengelolaan sumber daya air dan limbah cair, pengelolaan udara dan emisi, pengelolaan Bahan Berbahaya dan Beracun (B3) dan limbah B3, pengelolaan sampah dan upaya 3R, konservasi energi, konservasi keanekaragaman hayati, dan lain sebagainya.

In its implementation, Pertamina Gas carries out environmental management referring to the main guidelines, namely Law no. 32 of 2009 concerning Environmental Protection and Management and Government Regulation no. 22 of 2021 concerning the Implementation of Environmental Protection and Management. All operations and business activities of the Company always strive to meet environmental approvals from the relevant agencies in this case the Ministry of Environment and Forestry (KLHK) or the local Environmental Service (DLH).

Periodically in accordance with the environmental approval documents obtained, Pertamina Gas submits routine environmental monitoring and compliance reports to the above related agencies.

In addition to completing the related documents, Pertamina Gas also certifies/recertifies all equipment and installations used by referring to the Regulation of the Minister of Energy and Mineral Resources (ESDM) No. 18 of 2018 concerning Installation and Equipment Safety Inspections in Oil and Gas Business Activities.

The results of the commitment to environmental impact management are reflected in the achievement of the Company Performance Rating Program in Environmental Management (PROPER) from the Ministry of Environment and Forestry as the supervisory authority for environmental management in Indonesia. The results of the PROPER assessment are also used as a standard measure of innovation achievement in the management of environmental aspects such as management of water resources and liquid waste, management of air and emissions, management of Hazardous and Toxic Materials (B3) and B3 waste, waste management and 3R efforts, conservation energy, biodiversity conservation, and so on.







PROPER “Biru” menandakan area operasi telah melakukan upaya pengelolaan lingkungan hidup sesuai dengan ketentuan (*compliance*), sedangkan PROPER “Hijau” menandakan area operasi telah melakukan pengelolaan lingkungan hidup lebih dari yang dipersyaratkan (*beyond compliance*), telah mempunyai sistem pengelolaan lingkungan hidup, melakukan upaya 4R (*reduce, reuse, recycle, dan recovery*), serta memiliki hubungan yang baik dengan masyarakat sekitar. Untuk kategori tertinggi adalah PROPER Emas yang menandakan bahwa area operasi telah secara konsisten menunjukkan keunggulan lingkungan (*environmental excellence*) dalam proses produksi dan/atau jasa, melaksanakan bisnis yang beretika dan bertanggung jawab terhadap masyarakat. *Operation West Java Area* (OWJA) dan *Operation East Java Area* (OEJA) telah menjadi kandidat PROPER Emas dan terpilih untuk dikunjungi Dewan PROPER.

Sementara itu, untuk Area Operasi yang belum termasuk dalam daftar peserta wajib PROPER, maka secara internal PT Pertamina (Persero) menyelenggarakan program PERCA (*Pertamina Environment Regulation Compliance Assurance*) yakni kegiatan pemeringkatan serupa PROPER yang bertujuan sebagai persiapan jika sewaktu-waktu KLHK memasukkan salah satu Area ke dalam daftar peserta wajibnya.

Terkait aspek ketenagakerjaan dan K3, Perusahaan menaruh perhatian terhadap aspek ini. Perusahaan memiliki fungsi khusus, yaitu *Quality, Health, Safety, Security & Environment* (QHSSE) sebagai fungsi independen yang berada di leher struktur dan bertugas melaporkan langsung kepada Direktur Utama. Perusahaan menjalankan kegiatan QHSSE secara berkelanjutan dan berkesinambungan untuk dapat mewujudkan pekerja yang memiliki kemampuan teknis dan kemampuan profesional untuk mendukung keberlanjutan bisnis Perusahaan di masa sekarang hingga masa yang akan datang. Dengan keberadaan fungsi ini, Perusahaan memantau secara khusus atas dampak K3 dan lingkungan yang terjadi, termasuk upaya sosialisasi dan membangun budaya risiko terkait K3 dan lingkungan kepada Insan Pertamina Gas. Pencapaian Pertamina Gas dalam melaksanakan praktik-praktik terbaik QHSSE pada tahun 2021 telah mencatatkan hasil berupa nihilnya jumlah kecelakaan kerja (*incident*), nihilnya *Total Recordable Incident Rate* (TRIR), jumlah Jam Kerja Selamat di tahun 2021 yang mencapai 9.251.587 jam, serta jumlah Jam Kerja Selamat sejak berdirinya Perusahaan pada 23 Februari 2007 sebanyak 85.300.740 jam.

Aspek pelanggan dan kualitas produk dan layanan jasa juga tak luput dari fokus Perusahaan. Secara khusus Perusahaan membentuk Dewan Manajemen Mutu yang bertugas menjaga kualitas dan mutu produk, di mana Dewan ini diketuai oleh Direktur Utama dan wakil ketua Direktur Teknik & Operasi serta beranggotakan perwakilan berbagai unit.

“Blue” PROPER indicates the operating area has made environmental management efforts in accordance with the provisions (*compliance*), while PROPER “Green” indicates the operating area has carried out environmental management more than required (*beyond compliance*), already has an environmental management system, performs 4R (*reduce, reuse, recycle, and recovery*) efforts, and have a good relationship with the surrounding community. For the highest category is the Gold PROPER which indicates that the operating area has consistently demonstrated environmental excellence in the production process and/or services, conducts business that is ethical and is responsible for the community. The *Operation West Java Area* (OWJA) and *Operation East Java Area* (OEJA) have become Gold PROPER candidates and were selected to be visited by the PROPER Board.

Meanwhile, for Operational Areas that are not included in the list of mandatory PROPER participants, internally PT Pertamina (Persero) organizes the PERCA (*Pertamina Environment Regulation Compliance Assurance*) program, which is a rating activity similar to PROPER which aims as a preparation if at any time the KLHK includes one of the following: Area into the list of mandatory participants.

Regarding employment and OHS aspects, the Company pays attention to these aspects. The company has a special function, namely *Quality, Health, Safety, Security & Environment* (QHSSE) as an independent function located at the neck of the structure and is tasked with reporting directly to the President Director. The company carries out QHSSE activities in a sustainable and sustainable manner to be able to create workers who have technical abilities and professional abilities to support the sustainability of the Company’s business now and in the future. With the existence of this function, the Company monitors specifically the OHS and environmental impacts that occur, including efforts to socialize and build a risk culture related to OHS and the environment to Pertamina Gas Personnel. Pertamina Gas’ achievement in implementing QHSSE best practices in 2021 has recorded results in the form of zero number of work accidents (*incident*), zero *Total Recordable Incident Rate* (TRIR), number of *Safe Working Hours* in 2021 which reached 9,251,587 hours, and total number of *Happy Working Hours* since the establishment of the Company on February 23, 2007 is 85,300,740 hours.

The customer aspect and the quality of products and services are also not spared from the Company’s focus. In particular, the Company established a *Quality Management Board* which is tasked with maintaining product quality and quality, where this Board is chaired by the President Director and the vice chairman of the Technical & Operations Director and consists of representatives from various units.



Agar seluruh pelaksanaan tanggung jawab Perusahaan dapat terpantau dengan baik, Perusahaan berupaya memenuhi sertifikasi terkait Sistem Manajemen Terintegrasi, mencakup ISO 9001:2015 Sistem Manajemen Mutu, ISO 14001:2015 Sistem Manajemen Lingkungan, ISO 45001:2018 Sistem Manajemen Keselamatan & Kesehatan Kerja, dan ISO 37001:2016 Sistem Manajemen Anti Penyuapan, yang seluruhnya telah tersertifikasi.

Untuk aspek sosial kemasyarakatan, Perusahaan berupaya merangkul masyarakat sekitar lokasi usaha untuk dapat terlibat sebagai tenaga kerja. Di samping efisiensi biaya, keterlibatan masyarakat sekitar lokasi usaha secara tidak langsung akan mendorong tingkat perekonomian warga sekitar, yang pada akhirnya akan meningkatkan kualitas kehidupan yang lebih baik. Selain itu, Perusahaan juga menggelar sejumlah kegiatan pemberdayaan masyarakat untuk memberikan bantuan langsung kepada masyarakat sekitar lokasi usaha.

## PERUBAHAN SUSUNAN DIREKSI

Di sepanjang tahun 2021 terdapat pergantian susunan Direksi berdasarkan RUPS Tahunan Tahun Buku 2020 tanggal 3 Juni 2021.

In order for the entire implementation of the Company's responsibilities to be properly monitored, the Company strives to fulfill certifications related to the Integrated Management System, including ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, ISO 45001:2018 Occupational Health & Safety Management System, and ISO 37001:2016 Anti-Bribery Management System, all of which have been certified.

For the social aspect, the Company seeks to embrace the community around the business location to be involved as a workforce. In addition to cost efficiency, the involvement of the community around the business location will indirectly boost the economic level of the local residents, which in turn will improve the quality of life for the better. In addition, the Company also held a number of community empowerment activities to provide direct assistance to the community around the business location.

## CHANGES TO THE COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2021, there will be a change in the composition of the Board of Directors based on the 2020 Fiscal Year Annual GMS on June 3, 2021.

**Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2021**  
Chronology of Changes in the Composition of the Board of Directors Throughout 2021

Periode 1 Januari s.d 3 Juni 2021 Period 1 January to 3 June 2021	Periode 3 Juni s.d 31 Desember 2021 Period 3 June to 31 December 2021	Keterangan Information
Wiko Migantoro (Direktur Utama) (President director)	Wiko Migantoro (Direktur Utama) (President director)	-
Achmad Herry Syarifuddin (Direktur Komersial) (Commercial Director)		Achmad Herry Syarifuddin tidak lagi menjabat Direktur Komersial berdasarkan Keputusan RUPS Tahunan Tahun Buku 2020 tanggal 3 Juni 2021 sehubungan dengan telah berakhirnya masa jabatan. Achmad Herry Syarifuddin no longer serves as Commercial Director based on the Decision of the 2020 Fiscal Year Annual GMS dated June 3, 2021 in connection with the end of his term of office.
Indra Setyawati (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	Indra Setyawati (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	-
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	-
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	-



Dengan demikian, susunan Direksi per 31 Desember 2021 adalah sebagai berikut.

Thus, the composition of the Board of Directors as of December 31, 2021 is as follows.

**Susunan Direksi per 31 Desember 2021**  
Board of Directors as of December 31, 2021

Nama Name	Masa Jabatan term of office
Wiko Migantoro (Direktur Utama) (President director)	21 Agustus 2018 s.d penutupan RUPS yang akan diselenggarakan di tahun 2023 August 21, 2018 until the closing of the GMS which will be held in 2023
Indra Setyawati (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	25 Februari 2016 s.d penutupan RUPS yang akan diselenggarakan di tahun 2023 February 25, 2016 until the closing of the GMS to be held in 2023
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	15 Mei 2019 s.d penutupan RUPS yang akan diselenggarakan di tahun 2024 May 15, 2019 until the closing of the GMS which will be held in 2024
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	25 November 2020 s.d penutupan RUPS yang akan diselenggarakan di tahun 2025 November 25, 2020 until the closing of the GMS which will be held in 2025

Berdasarkan keputusan sirkuler pemegang saham tanggal 15 Maret 2022, pemegang saham memutuskan untuk melakukan perubahan susunan Direksi, dengan kronologi sebagai berikut.

Based on the circular decision of the shareholders dated March 15, 2022, the shareholders decided to make changes to the composition of the Board of Directors, with the following chronology.

**Kronologi Perubahan Susunan Direksi per 31 Desember 2021 s.d 13 April 2022**  
Chronology of Changes in the Composition of the Board of Directors as of December 31, 2021 until April 13, 2022

Periode 1 Januari s.d 15 Maret 2022 Period January 1 to March 15, 2022	Periode 15 Maret s.d 13 April 2022 Period March 15 to April 13, 2022	Keterangan Information
Wiko Migantoro (Direktur Utama) (President director)		Wiko Migantoro tidak lagi menjabat Direktur Utama berdasarkan Keputusan RUPS Sirkuler tanggal 15 Maret 2022. Wiko Migantoro is no longer the President Director based on the Circular GMS Resolution dated March 15, 2022.
Indra Setyawati (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)		Indra Setyawati tidak lagi menjabat Direktur Strategi & Pengembangan Bisnis berdasarkan Keputusan RUPS Sirkuler tanggal 15 Maret 2022. Indra Setyawati is no longer the Strategy & Business Development Director based on the Circular GMS Resolution dated March 15, 2022.
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	-
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	-

**Kronologi Perubahan Susunan Direksi per 31 Desember 2021 s.d 13 April 2022**

Chronology of Changes in the Composition of the Board of Directors as of December 31, 2021 until April 13, 2022

Periode 1 Januari s.d 15 Maret 2022 Period January 1 to March 15, 2022	Periode 15 Maret s.d 13 April 2022 Period March 15 to April 13, 2022	Keterangan Information
	Gamal Imam Santoso (Direktur Utama) (President director)	Berdasarkan Keputusan RUPS Sirkuler tanggal 15 Maret 2022, Gamal Imam Santoso diangkat menjadi Direktur Utama Based on the Circular GMS Resolution on March 15, 2022, Gamal Imam Santoso was appointed as President Director
	Kusdi Widodo (Direktur Komersial) (Commercial Director)	Berdasarkan Keputusan RUPS Sirkuler tanggal 15 Maret 2022, Kusdi Widodo diangkat menjadi Direktur Komersial Based on the Circular GMS Resolution dated March 15, 2022, Kusdi Widodo was appointed as Commercial Director
	Agung Indri Pramantyo (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	Berdasarkan Keputusan RUPS Sirkuler tanggal 15 Maret 2022, Agung Indri Pramantyo diangkat menjadi Direktur Strategi & Pengembangan Bisnis Based on the Circular GMS Resolution on March 15, 2022, Agung Indri Pramantyo was appointed as Strategy & Business Development Director

Dengan demikian, susunan Direksi per 31 Desember 2021 adalah sebagai berikut.

Thus, the composition of the Board of Directors as of December 31, 2021 is as follows.

**Susunan Direksi per 13 April 2022**  
Board of Directors as of the April 13, 2022

Nama Name	Masa Jabatan term of office
Gamal Imam Santoso (Direktur Utama) (President director)	15 Maret 2022 s.d penutupan RUPS yang akan diselenggarakan di 2026 March 15, 2022 until the closing of the GMS which will be held in 2026
Kusdi Widodo (Direktur Komersial) (Commercial Director)	15 Maret 2022 s.d penutupan RUPS yang akan diselenggarakan di 2026 March 15, 2022 until the closing of the GMS which will be held in 2026
Agung Indri Pramantyo (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	15 Maret 2022 s.d penutupan RUPS yang akan diselenggarakan di 2026 March 15, 2022 until the closing of the GMS which will be held in 2026
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	15 Mei 2019 s.d penutupan RUPS yang akan diselenggarakan di tahun 2024 May 15, 2019 until the closing of the GMS which will be held in 2024
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	25 November 2020 s.d penutupan RUPS yang akan diselenggarakan di tahun 2025 November 25, 2020 until the closing of the GMS which will be held in 2025



Atas kepercayaan yang telah diberikan, Direksi menyampaikan terima kasih yang sebesar-besarnya.

## AKHIR KATA

Dengan kolaborasi dan kebersamaan dalam menghadapi kondisi penuh tantangan di sepanjang tahun 2021, izinkan Direksi menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris, PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), dan PT Pertamina Pedeve Indonesia sebagai pemegang saham yang telah memberikan kajian, evaluasi, dan arahan atas pengembangan Perusahaan. Direksi juga mengucapkan terima kasih atas kepercayaan yang telah diberikan oleh seluruh pemegang saham. Terima kasih juga diucapkan kepada regulator, pelanggan, pemasok, mitra usaha, dan seluruh pemangku kepentingan atas kerjasama yang telah tercipta. Kepada seluruh Insan Pertamina Gas, Direksi menyampaikan apresiasi setinggi-tingginya atas seluruh upaya yang telah ditunjukkan untuk dapat tetap menjaga kelangsungan usaha Perusahaan di saat menghadapi tantangan yang luar biasa. Semoga perjalanan tahun 2021 akan menjadi momentum bagi Perusahaan untuk dapat merumuskan langkah yang tepat untuk dapat mewujudkan pertumbuhan hingga ke masa-masa yang akan datang.

For the trust that has been given, the Board of Directors expresses its deepest gratitude.

## THE FINAL WORD

With collaboration and togetherness in facing challenging conditions throughout 2021, allow the Board of Directors to express respect and gratitude to the Board of Commissioners, as well as PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), and PT Pertamina Pedeve Indonesia as shareholders who have provided studies, evaluations, and directions on the development of the Company. The Board of Directors also expresses gratitude for the trust that has been given by all shareholders. Thanks are also expressed to regulators, customers, suppliers, business partners, and all stakeholders for the cooperation that has been created. To all Pertamina Gas personnel, the Board of Directors expresses the highest appreciation for all the efforts that have been shown to be able to maintain the continuity of the Company's business in the face of extraordinary challenges. Hopefully the journey of 2021 will be a momentum for the Company to be able to formulate the right steps to be able to realize growth into the future.

Jakarta, 13 April 2022

Jakarta, April 13, 2022

**Atas nama Direksi PT Pertamina Gas,**

On behalf of the Board of Directors of PT Pertamina

**Gamal Imam Santoso**

Direktur Utama  
President director

**DIAZ FM HENDROPRIYONO**  
Komisaris  
Commissioners

**MARTINUS SEMBIRING**  
Komisaris  
Commissioners

**GIGIH PRAKOSO**  
Komisaris Utama  
President Commissioner

**TWEDY NOVIADY GINTING**  
Komisaris  
Commissioners

**WAHYU SETYAWAN**  
Komisaris  
Commissioners







**RIGO SUPRATMAN**  
Direktur Keuangan &  
Dukungan Bisnis  
Finance & Business Support  
Director

**KUSDI WIDODO**  
Direktur Komersial  
Commercial Director

**GAMAL IMAM SANTOSO**  
Direktur Utama  
President Director

**ROSA PERMATA SARI**  
Direktur Teknik & Operasi  
Technical & Operation Director

**AGUNG INDRI PRAMANTYO**  
Direktur Strategi &  
Pengembangan Bisnis  
Strategy & Business  
Development Director





# Pernyataan Tanggung Jawab Dewan Komisaris untuk Laporan Tahunan 2021

## Statement of Responsibility from Board of Commissioners for 2021 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Perusahaan tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

We, the undersigned, hereby declare that all information in the Annual Report 2021 have been fully disclosed and being solely responsible upon the accountability of the Annual Report Contents altogether with the Financial Statements.

### DEWAN KOMISARIS Board of Commissioners

Jakarta, 13 April 2022  
Jakarta, April 13, 2022



### Gigih Prakoso Komisaris Utama

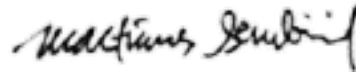
President Commissioner

(Periode 31 Agustus 2018 s.d 13 April 2022)  
(Period August 31, 2018 to April 13, 2022)



### Wahyu Setyawan Komisaris Commissioner

(Periode 20 November 2019 s.d 13 April 2022)  
(Period November 20, 2019 to April 13, 2022)



### Martinus Sembiring Komisaris Commissioner

(Periode 13 April 2020 s.d 13 April 2022)  
(Period April 13, 2020 to April 13, 2022)



### Diaz FM Hendropriyono Komisaris Commissioner

(Periode 14 Juli 2021 s.d 13 April 2022)  
(Period July 14, 2021 to April 13, 2022)



### Twedy Noviady Ginting Komisaris Commissioner

(Periode 19 Oktober 2021 s.d 13 April 2022)  
(Period October 19, 2021 to April 13, 2022)



### Surat Indrijarso Komisaris Commissioner

(Periode 11 Juni 2014 s.d 13 Juli 2021)  
(Period June 11, 2014 to July 13, 2021)



# Pernyataan Tanggung Jawab Direksi untuk Laporan Tahunan 2021

## Statement of Responsibility from Board of Directors for 2021 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Perusahaan tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

We, the undersigned, hereby declare that all information in the Annual Report 2021 have been fully disclosed and being solely responsible upon the accountability of the Annual Report Contents altogether with the Financial Statements.

### DIREKSI Board of Directors

Jakarta, 13 April 2022  
Jakarta, April 13, 2022

**Gamal Imam Santoso**  
Direktur Utama  
President Director

(Periode 15 Maret s.d 13 April 2022)  
(Period March 15 to April 13, 2022)

**Wiko Migantoro**  
Direktur Utama  
President Director

(Periode 21 Agustus 2018 s.d 14 Maret 2022)  
(Period August 21, 2018 to March 14, 2022)

**Indra Setyawati**  
Direktur Strategi & Pengembangan Bisnis  
Strategy & Business Development Director

(Periode 15 Mei 2019 s.d 14 Maret 2022)  
(Period May 15, 2019 to March 14, 2022)

**Rosa Permata Sari**  
Direktur Teknik & Operasi  
Technical & Operation Director

(Periode 15 Mei 2019 s.d 13 April 2022)  
(Period May 15, 2019 to April 13, 2022)

**Rigo Supratman**  
Direktur Keuangan & Dukungan Bisnis  
Finance & Business Development Director

(Periode 25 November 2020 s.d 13 April 2022)  
(Period November 25, 2020 to April 13, 2022)

**Achmad Herry Syarifuddin**  
Direktur Komersial  
Commercial Director

(Periode 15 Mei 2019 s.d 3 Juni 2021)  
(Period May 15, 2019 to June 3, 2021)

**Agung Indri Pramantyo**  
Direktur Strategi & Pengembangan Bisnis  
Strategy & Business Development Director

(Periode 15 Maret s.d 13 April 2022)  
(Period March 15 to April 13, 2022)

**Kusdi Widodo**  
Direktur Komersial  
Commercial Director

(Periode 15 Maret s.d 13 April 2022)  
(Period March 15 to April 13, 2022)

# 03.







# PROFIL PERUSAHAAN

Company Profile



**Sebagai Perusahaan yang bergerak dalam sektor *midstream* dan *downstream* industri gas Indonesia. PT Pertamina Gas terus berkomitmen untuk memberikan nilai tambah pada bisnis gas di Indonesia. Komitmen tersebut diwujudkan dalam pemanfaatan gas bumi yang berkelanjutan serta layanan transmisi dan distribusi yang diberikan secara optimal untuk menyediakan pasokan gas bumi bagi pelanggan dan masyarakat.**

As a company engaged in the midstream and downstream sectors of the Indonesian gas industry, PT Pertamina Gas continues to be committed to providing added value to the gas business in Indonesia. This commitment is manifested in the sustainable use of natural gas and optimally provided transmission and distribution services to provide natural gas supplies for customers and the public.

# Informasi Umum Dan Identitas Perusahaan

## General Information And Company Identity

<b>Nama Perusahaan</b> Company name	:	PT Pertamina Gas
<b>Nama Brand</b> Brand Name	:	Pertagas
<b>Bidang Usaha</b> Line of Business	:	Bidang Usaha Hilir Gas Bumi dan Turunannya, Perdagangan Umum, Pengangkutan minyak, dan Pelayanan. Downstream Business Sector of Natural Gas and Its Derivatives, General Trading, Oil Transportation, and Services.
<b>Tanggal Pendirian</b> Date of Establishment	:	23 Februari 2007 February 23, 2007
<b>Dasar Hukum Pendirian</b> Legal Basis of Establishment	:	Akta Pendirian No. 12 tahun 2007 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH. Deed of Establishment No. 12 of 2007 made before Notary Marianne Vincentia Hamdani, SH.
<b>Kepemilikan Saham</b> Shareholding	:	Kepemilikan Saham Perusahaan per 31 Desember 2021: Company Share Ownership as of December 31, 2021: <ul style="list-style-type: none"> <li>▪ PT Perusahaan Gas Negara Tbk. (51%)</li> <li>▪ PT Pertamina (Persero) (48,99%)</li> <li>▪ PT Pertamina Pedeve Indonesia (0,01%)</li> </ul>
<b>Modal Dasar</b> Authorized capital	:	Rp5.200.082.000.000,-
<b>Modal Ditempatkan dan Disetor Penuh</b> Issued And Fully Deposited Capital	:	Rp5.080.585.000.000,-
<b>Jumlah Karyawan</b> Number of employees	:	441 karyawan (2021) 441 employees (2021)
<b>Alamat Kantor Pusat</b> Head Office Address	:	Graha Pertamina, Tower Pertamina Lt. 20-23 Jl. Medan Merdeka Timur No. 11-13 Jakarta Pusat 10110 Indonesia Graha Pertamina, Pertamina Tower Lt. 20-23 Jl. Medan Merdeka Timur No. 11-13 Central Jakarta 10110 Indonesia Telp: (021) 3190 6825 Faks: (021) 3190 6831 Email: pertagas@pertamina.com
<b>Kontak Perusahaan</b> Company Contact	:	Sekretaris Perusahaan   Corporate Secretary : Fitri Erika Telp : 021 31906825 Email : pertagas@pertamina.com
<b>Jaringan Usaha</b> Business Network	:	<ul style="list-style-type: none"> <li>▪ 1 (satu) Kantor Pusat   1 (one) Head Office</li> <li>▪ 8 (delapan) Kantor Area   8 (eight) Area Offices</li> <li>▪ 2 (dua) Entitas Anak   2 (two) Subsidiaries : <ul style="list-style-type: none"> <li>- PT Pertagas Niaga</li> <li>- PT Perta Arun Gas</li> </ul> </li> <li>▪ 2 (dua) Joint Venture   2 (two) Joint Ventures : <ul style="list-style-type: none"> <li>- PT Perta Daya Gas</li> <li>- PT Perta-Samtan Gas</li> </ul> </li> </ul>
<b>Situs Web</b> Website	:	www.pertagas.pertamina.com
<b>Media Sosial</b> Social media	:	Instagram : @pertainagas
<b>Contact Center</b>	:	1500-645 Contact.center@pgn.co.id





## Riwayat Singkat Perusahaan

### Brief History Of The Company

PT Pertamina Gas atau "Pertamina Gas" atau "Perusahaan" merupakan perusahaan yang bergerak dalam sektor *midstream* dan *downstream* industri gas Indonesia. Pertamina Gas merupakan bagian dari *Subholding* Gas PT Perusahaan Gas Negara Tbk atau "PGN" dan *Holding* Migas BUMN PT Pertamina (Persero), yang berperan dalam usaha transportasi gas, transportasi minyak, pemrosesan gas, distribusi gas, niaga gas dan bisnis lainnya yang terkait dengan gas alam dan produk turunannya.

Pertamina Gas pertama kali dibentuk oleh Pertamina pada tahun 2001 sebagai pelaksanaan dari amanat Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas. Undang-undang tersebut mengharuskan pemisahan kegiatan usaha migas di bidang hulu dan hilir, sehingga Pertamina mengubah pola kegiatan usaha gas yang selama ini dijalankan direktorat hulu melalui divisi utilisasi gas, ke dalam satu kegiatan yang dilakukan entitas bisnis terpisah, yaitu Pertamina Gas. Melalui undang-undang ini, status Pertamina sebagai pelaku usaha sekaligus regulator mengalami perubahan menjadi Badan Usaha Milik Negara (BUMN), PT Pertamina (Persero).

Pada tahun 2007, pembentukan Pertamina Gas sebagai entitas usaha yang berbadan hukum diresmikan melalui Akta Notaris No. 12 tanggal 23 Februari 2007 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH., dengan nama PT Pertagas. Akta pendirian ini disahkan melalui Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. WT-03421 HT.01.01-TH.2007 tanggal 29 Maret 2007 serta diumumkan dalam Berita Negara No. 545 Tambahan No. 5 tanggal 15 Januari 2009.

Pada 21 Mei 2007, Perusahaan mendapatkan persetujuan pengalihan pengelolaan aset dan aktivitas bisnis gas dari PT Pertamina (Persero) berdasarkan memorandum dari Direktur Hulu PT Pertamina (Persero) No. 39D/d00000/2007-S1. Atas dasar tersebut, Perusahaan menjalankan kegiatan usaha migas dalam hal niaga gas, transportasi gas, pemrosesan gas, dan bisnis lainnya yang terkait dengan gas alam dan produk turunannya.

Selanjutnya, Perusahaan juga diberi kuasa oleh PT Pertamina (Persero) untuk mengelola, mengoperasikan, dan memelihara seluruh aset gas PT Pertamina (Persero). Hal ini sesuai dengan Surat Kuasa Direktur Utama PT Pertamina (Persero) No. 540/C00000/2008-S0.

PT Pertamina Gas, or "Pertamina Gas" or the "Company", is a company engaged in the midstream and downstream sectors of the Indonesian gas industry. Pertamina Gas is part of Subholding Gas PT Perusahaan Gas Negara Tbk. or "PGN" and Holding Oil and Gas BUMN PT Pertamina (Persero), which plays a role in gas transportation, oil transportation, gas processing, gas distribution, gas trading, and other businesses related to natural gas and its by-products.

Pertamina Gas was first formed by Pertamina in 2001 as an implementation of the mandate of Law no. 22 of 2001 concerning Oil and Gas. The law requires the separation of oil and gas business activities in the upstream and downstream sectors, so that Pertamina changes the pattern of gas business activities that have been carried out by the upstream directorate through the gas utilization division, into one activity carried out by a separate business entity, namely Pertamina Gas. Through this law, Pertamina's status as a business actor as well as a regulator has changed to a State-Owned Enterprise (BUMN), PT Pertamina (Persero).

In 2007, the establishment of Pertamina Gas as a legal entity was formalized through Notarial Deed. 12 dated 23 February 2007 made before Notary Marianne Vincentia Hamdani, SH., under the name PT Pertagas. This deed of establishment was ratified through the Decree of the Minister of Law and Human Rights No. WT-03421 HT.01.01-TH.2007 dated March 29, 2007 and announced in the State Gazette No. 545 Supplement No. 5 dated January 15, 2009.

On May 21, 2007, the Company obtained approval for the transfer of asset management and gas business activities from PT Pertamina (Persero) based on a memorandum from the Upstream Director of PT Pertamina (Persero) No. 39D/d00000/2007-S1. On this basis, the Company carries out oil and gas business activities in terms of gas trading, gas transportation, gas processing, and other businesses related to natural gas and its derivative products.

Furthermore, the Company is also authorized by PT Pertamina (Persero) to manage, operate and maintain all gas assets of PT Pertamina (Persero). This is in accordance with the Power of Attorney of the President Director of PT Pertamina (Persero) No. 540/C00000/2008-S0.

Nama Perusahaan berubah dari PT Pertagas menjadi PT Pertamina Gas berdasarkan Akta Notaris No. 3 tanggal 9 Januari 2008 oleh Notaris Marianne Vincentia Hamdani, S.H. Akta perubahan ini telah disahkan melalui surat keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-04898.AH.01.02 pada tanggal 31 Januari 2008.

Pada 14 Januari 2009, PT Pertamina Gas memperoleh izin usaha dalam bisnis pengangkutan gas melalui pipa dari Kementerian Energi dan Sumber Daya Mineral. Untuk selanjutnya, Perusahaan fokus dalam pengembangan usaha pada lini bisnis transportasi dan pemrosesan gas.

Guna mendukung visi dan misi PT Pertamina (Persero) untuk menjadi perusahaan energi di Indonesia, Pertamina Gas mengembangkan cakupan kegiatan usahanya dengan menambahkan kegiatan usaha baru, yaitu bidang kelistrikan. Penambahan kegiatan usaha baru ini dikukuhkan melalui Akta Notaris No. 30 tanggal 22 April 2015, yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH.

Memasuki tahun 2018, sesuai dengan amanah dari Pemerintah Republik Indonesia untuk menyatukan kegiatan usaha gas bumi dalam satu badan BUMN Energi maka *Subholding* Gas dibentuk melalui Peraturan Pemerintah No. 6 tahun 2018 di mana Pemerintah mengalihkan seluruh Saham Seri B milik Negara di PT Perusahaan Gas Negara Tbk atau PGN kepada Pertamina pada 28 Februari 2018. Aksi korporasi tersebut kemudian dilanjutkan dengan ditandatanganinya *Sales Purchase Agreement* (SPA) antara Pertamina dan PGN terkait penjualan saham milik Pertamina di PT Pertamina Gas beserta Anak Perusahaan / *Joint Venture* (AP/JV) kepada PGN pada 28 Desember 2018.

Pengambilalihan sebagian saham Pertamina oleh PGN dikukuhkan melalui Akta Notaris No. 112 tanggal 28 Desember 2018 yang dibuat dihadapan Notari Mala Mukti, S.H., L.L.M. dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui surat keputusan No. AHU-AH.01.03-0001361 pada tanggal 3 Januari 2019.

The company name changed from PT Pertagas to PT Pertamina Gas based on Notarial Deed No. 3 dated January 9, 2008 by Notary Marianne Vincentia Hamdani, S.H. This amendment deed has been ratified through the Decree of the Minister of Law and Human Rights No. AHU-04898.AH.01.02 on January 31, 2008.

On January 14, 2009, PT Pertamina Gas obtained a business license in the business of transporting gas through the pipeline from the Ministry of Energy and Mineral Resources. Henceforth, the Company will focus on business development in the gas transportation and processing business line.

In order to support the vision and mission of PT Pertamina (Persero) to become an energy company in Indonesia, Pertamina Gas expands the scope of its business activities by adding new business activities, namely the electricity sector. The addition of this new business activity was confirmed through Notarial Deed No. 30 dated April 22, 2015, made before Notary Marianne Vincentia Hamdani, SH.

Entering 2018, in accordance with the mandate from the Government of the Republic of Indonesia to unite natural gas business activities in one Energy BUMN agency, Gas Subholding was formed through Government Regulation No. 6 of 2018 where the Government transferred all State-owned Series B Shares in PT Perusahaan Gas Negara Tbk or PGN to Pertamina on February 28, 2018. The corporate action was then followed by the signing of a Sales Purchase Agreement (SPA) between Pertamina and PGN regarding the sale of shares owned by Pertamina in PT Pertamina Gas and its Subsidiaries / Joint Venture (AP/JV) to PGN on 28 December 2018.

The takeover of part of Pertamina's shares by PGN was confirmed through Notary Deed No. 112 dated December 28, 2018 made before Notary Mala Mukti, S.H., L.L.M. and has been approved by the Minister of Law and Human Rights through Decree No. AHU-AH.01.03-0001361 on January 3, 2019.



Dengan demikian, sejak 28 Desember 2018, PGN telah resmi sebagai pemegang saham mayoritas Pertamina Gas. Pembentukan *Subholding* Gas ini merupakan langkah awal integrasi bisnis gas untuk dapat memastikan ketersediaan energi yang terjamin dan berkelanjutan.

Pada tahun 2019, PGN selaku pemegang saham mayoritas Pertamina Gas melakukan penyesuaian Anggaran Dasar Perusahaan Pertamina Gas yang kemudian disahkan melalui Akta No. 35 tanggal 30 Agustus 2019 Pernyataan Keputusan Pemegang Saham PT Pertamina Gas tentang Perubahan Anggaran Dasar. Perubahan tersebut dilakukan dengan tujuan standarisasi anggaran dasar perusahaan anak PGN.

PT Pertamina Gas secara berkelanjutan mengembangkan bisnisnya dengan pengembangan ruas pipa transmisi gas baru, jaringan gas rumah tangga baru, dan proyek-proyek fasilitas gas lainnya di seluruh Indonesia demi menjamin kebutuhan pasokan energi domestik. Hingga akhir tahun 2021, kegiatan usaha Pertamina Gas didukung oleh 2 (dua) Entitas Anak Usaha, yaitu PT Pertagas Niaga dan PT Perta Arun Gas, dan 2 (dua) Entitas Perusahaan Patungan, yaitu PT Perta Daya Gas dan PT Perta-Samtan Gas.

Thus, since December 28, 2018, PGN has officially become the majority shareholders of Pertamina Gas. The establishment of the Gas Subholding is the first step in integrating the gas business to ensure the availability of guaranteed and sustainable energy.

In 2019, PGN as the majority shareholder of Pertamina Gas made adjustments to the Articles of Association of the Pertamina Gas Company which was later ratified through Deed No. 35 dated 30 August 2019 Statement of Decision of the Shareholders of PT Pertamina Gas regarding the Amendment to the Articles of Association. These changes were made with the aim of standardizing the articles of association of PGN's subsidiary companies.

PT Pertamina Gas continuously develops its business by developing new gas transmission pipelines, new household gas networks, and other gas facility projects throughout Indonesia in order to ensure domestic energy supply needs. Until the end of 2021, Pertamina Gas' business activities are supported by 2 (two) Subsidiaries, namely PT Pertagas Niaga and PT Perta Arun Gas, and 2 (two) Joint Venture Entities, namely PT Perta Daya Gas and PT Perta-Samtan Gas.



## KETERANGAN PERUBAHAN NAMA

Sesuai dengan uraian riwayat singkat Perusahaan, dari awal pendirian sampai dengan saat ini, Pertamina Gas mengalami satu kali perubahan nama, dari PT Pertagas menjadi PT Pertamina Gas berdasarkan Akta Notaris No. 3 tanggal 9 Januari 2008 oleh Notaris Marianne Vincentia Hamdani, S.H. Akta perubahan ini telah disahkan melalui surat keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-04898.AH.01.02 pada tanggal 31 Januari 2008.

## LANDASAN HUKUM KEGIATAN USAHA PERSEROAN

Peraturan Perundang-undangan yang terkait dengan lingkup usaha Pertamina Gas meliputi:

Peraturan Umum:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Undang-Undang No. 5 Tahun 1999 tentang Larangan Monopoli dan Persaingan Tidak Sehat;
4. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja;
5. Pedoman Standar Akuntansi Keuangan.

Peraturan Khusus:

1. Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi;
2. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
3. Peraturan Menteri ESDM No. 58 tahun 2017 tentang Harga Jual Gas Bumi melalui Pipa pada Kegiatan Usaha Hilir Minyak dan Gas Bumi;
4. Peraturan BPH Migas No. 34 tahun 2019 tentang Tata Cara Penghitungan dan Penetapan Tarif Pengangkutan Gas Bumi melalui Pipa;
5. Peraturan Menteri ESDM No. 8 Tahun 2020 tentang Tata Cara Penetapan Pengguna dan Harga Gas Bumi tertentu di Bidang Industri;
6. Peraturan Menteri ESDM No. 19 Tahun 2021 tentang Pengusahaan Gas Bumi pada Kegiatan Usaha Hilir Minyak dan Gas Bumi;
7. Izin Usaha Niaga Minyak dan Gas Bumi yang diubah terakhir terakhir berdasarkan Keputusan Kepala BKPM No. 591/1/IU/ESDM/PDMN/2020 tanggal 3 Desember 2020;
8. Izin Usaha Pengangkutan Minyak dan Gas Bumi yang diubah terakhir terakhir berdasarkan Keputusan Kepala BKPM No. 325/1/IU-PB/ESDM/PDMN/2021 tanggal 3 Agustus 2021;
9. Anggaran Dasar PT Pertamina Gas.

## DESCRIPTION OF NAME CHANGE

In accordance with the brief history of the Company, from its inception to the present, Pertamina Gas has changed its name once, from PT Pertagas to PT Pertamina Gas based on Notarial Deed No. 3 dated January 9, 2008 by Notary Marianne Vincentia Hamdani, S.H. This amendment deed has been ratified through the Decree of the Minister of Law and Human Rights No. AHU-04898.AH.01.02 on January 31, 2008.

## LEGAL BASIS FOR THE COMPANY'S BUSINESS ACTIVITIES

The laws and regulations related to Pertamina Gas' business scope include:

General Rules:

1. Law no. 40 of 2007 concerning Limited Liability Companies;
2. Law no. 13 of 2003 concerning Manpower;
3. Law no. 5 of 1999 concerning the Prohibition of Monopoly and Unfair Competition;
4. Law no. 1 of 1970 concerning Occupational Safety;
5. Guidelines for Financial Accounting Standards.

Special Rules:

1. Law no. 22 of 2001 concerning Oil and Gas;
2. Law no. 32 of 2009 concerning Environmental Protection and Management;
3. Regulation of the Minister of Energy and Mineral Resources No. 58 of 2017 concerning the Selling Price of Natural Gas through Pipes in Oil and Gas Downstream Business Activities;
4. BPH Migas Regulation No. 34 of 2019 concerning Procedures for Calculation and Determination of Tariffs for Transporting Natural Gas through Pipes;
5. Regulation of the Minister of Energy and Mineral Resources No. 8 of 2020 concerning Procedures for Determining Certain Natural Gas Users and Prices in the Industrial Sector;
6. Regulation of the Minister of Energy and Mineral Resources No. 19 of 2021 concerning Natural Gas Exploitation in Oil and Gas Downstream Business Activities;
7. Oil and Gas Trading Business Permit which was last amended by Decree of the Head of BKPM No. 591/1/IU/ESDM/PDMN/2020 dated December 3, 2020;
8. Oil and Gas Transportation Business Permit which was last modified based on the Decree of the Head of BKPM No. 325/1/IU-PB/ESDM/PDMN/2021 dated August 3, 2021;
9. Articles of Association of PT Pertamina Gas.



## Logo Perusahaan Company Logo



**Warna biru memiliki arti andal, dapat dipercaya dan bertanggung jawab.**

The color blue means reliable, trustworthy and responsible.



**Warna hijau memiliki arti sumber daya energi yang berwawasan lingkungan.**

The green color means environmentally friendly energy resources.



**Warna merah memiliki arti keuletan dan ketegasan serta keberanian dalam menghadapi berbagai macam kesulitan.**

The color red has the meaning of tenacity and firmness and courage in facing various kinds of difficulties.



**Bentuk anak panah menggambarkan aspirasi organisasi Pertamina untuk senantiasa bergerak ke depan, maju dan progresif. Simbol ini juga mengisyaratkan huruf "P" yakni huruf pertama dari Pertamina Gas**

The shape of the arrow represents the aspiration of Pertamina's organization to always move forward, forward and progressively. This symbol also indicates the letter "P" which is the first letter of Pertamina Gas.



**Tiga elemen berwarna melambangkan pulau-pulau dengan berbagai skala yang merupakan bentuk negara Indonesia**

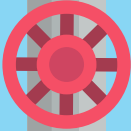
Three colored elements symbolize the islands of various scales that are the shape of the Indonesian state



# Jejak Langkah

## Milestone

2007



**Pendirian PT Pertamina Gas sebagai implementasi Undang-Undang No. 22 Tahun 2001**

The establishment of PT Pertamina Gas as the implementation of Law no. 22 Year 2001

2008



- Pemberian kuasa dari PT Pertamina (Persero) untuk mengelola, mengoperasikan dan memelihara seluruh aset gas PT Pertamina (Persero); ref. Surat Kuasa Direktur Utama PT Pertamina (Persero).
- Pembentukan anak usaha PT E1-Pertagas
- Granting power of attorney from PT Pertamina (Persero) to manage, operate and maintain all gas assets of PT Pertamina (Persero); ref. Power of Attorney of the President Director of PT Pertamina (Persero)
- Establishment of a subsidiary PT E1-Pertagas

2009



**Kementerian ESDM menerbitkan Izin Usaha kepada PT Pertamina Gas No. 0023.K/10/MEM/2009 tentang Izin Pengangkutan Gas Bumi melalui Pipa**

The Ministry of Energy and Mineral Resources issues a Business License to PT Pertamina Gas No. 0023.K/10/MEM/2009 concerning Permits for Transportation of Natural Gas through Pipes.

2010



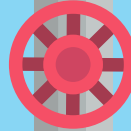
- Pendirian PT Pertagas Niaga
- Inbreg aset PT Pertamina (Persero) ke Pertamina Gas melalui Akta No. 24 & No. 25
- Establishment of PT Pertagas Niaga
- Transfer of assets of PT Pertamina (Persero) to Pertamina Gas through Deed No. 24 & No. 25

2011

**Perubahan nama PT E1- Pertagas menjadi PT Perta-Samtan Gas**

Change the name of PT E1-Pertagas to PT Perta-Samtan Gas

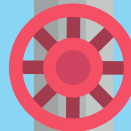
2012



**Pendirian PT Perta Daya Gas**

Establishment of PT Perta Daya Gas

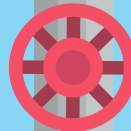
2013



**Pendirian PT Perta Arun Gas**

Establishment of PT Perta Arun Gas

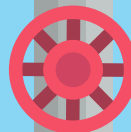
2014



**Uji coba pengaliran gas untuk proyek pengembangan pipa gas Arun – Belawan**

Gas delivery test for the Arun – Belawan gas pipeline development project

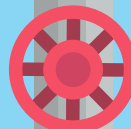
2015



- Peresmian Terminal Penerimaan & Regasifikasi LNG Arun
- Penambahan Kegiatan Usaha Bidang Kelistrikan pada Anggaran Dasar Perusahaan

- Inauguration of Arun LNG Reception and Regasification Terminal
- Addition of Business Activities in the Electrical Sector to the Company's Articles of Association

2016

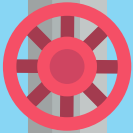


**Commissioning proyek pembangunan pipa gas Muara Karang-Muara Tawar**

Commissioning of the Muara Karang-Muara Tawar gas pipeline project

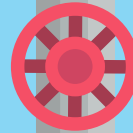
2017

- **Onstream proyek pembangunan pipa gas Semare**
- **Onstream proyek pembangunan LNG Filling Station Arun**
- Onstream the Semare gas pipeline construction project
- Onstream Arun LNG Filling Station construction project



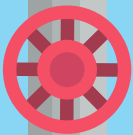
2020

- **Dimulainya proyek pembangunan pipa minyak Rokan**
- **Onstream proyek pipa distribusi gas BOB Siak**
- **Onstream proyek pipa distribusi gas Kuala Tanjung**
- **Commissioning proyek pipa distribusi Aroma Kopi**
- **Commissioning proyek pipa gas ke PLTMG Sorong**
- **Commissioning proyek pembangunan PLTMG Arun II**
- Commencement of the Rokan oil pipeline construction project.
- Onstream BOB Siak gas distribution pipeline project.
- Onstream Kuala Tanjung gas distribution pipeline project.
- Commissioning of the Aroma Kopi distribution pipeline project.
- Commissioning of the gas pipeline project to PLTMG Sorong.
- Commissioning of the Arun II PLTMG construction project.



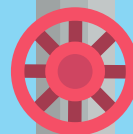
2018

- **Onstream proyek pembangunan pipa gas PKG Looping**
- **Onstream proyek pembangunan pipa gas Porong-Grati**
- **Commissioning proyek pembangunan pipa gas Grissik-PUSRI**
- **Perubahan susunan Pemegang Saham menjadi PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), PT Pertamina Pedeve Indonesia**
- Onstream PKG Looping gas pipeline construction project.
- Onstream the Porong-Grati gas pipeline construction project.
- Commissioning of the Grissik-PUSRI gas pipeline construction project.
- Changes in the composition of Shareholders to PT Perusahaan Gas Negara Tbk, PT Pertamina (Persero), PT Pertamina Pedeve Indonesia.



2021

- **Onstream LNG Filling Station Cargo Dock Bontang**
- **Onstream fasilitas pipa dan mother station CNG & kondensat Blora**
- **Commissioning fasilitas penyaluran gas ke konsumen**
- Commissioning LNG Filling Station Cargo Dock Bontang
- Commissioning of CNG & Condensate Blora . Pipe and Mother Station facilities
- Commissioning of gas distribution facilities to consumers of Tunas Baru Lampung



2019

- **Onstream proyek pembangunan pipa gas Duri-Dumai**
- **Perubahan Anggaran Dasar Perseroan**
- Onstream the Duri-Dumai gas pipeline construction project.
- Amendments to the Company's Articles of Association.



# Bidang Usaha

## Business Fields

### KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR DAN YANG DIJALANKAN

Sebagaimana tertuang dalam Akta Perusahaan No. 12 tanggal 23 Februari 2007 tentang Pendirian PT Pertamina Gas, yang kemudian diubah dengan Akta No. 35 tanggal 30 Agustus 2019 Pernyataan Keputusan Pemegang Saham PT Pertamina Gas tentang Perubahan Anggaran Dasar, Perusahaan didirikan dengan maksud dan tujuan untuk menjalankan usaha di bidang perdagangan, pengangkutan dan jasa, serta kegiatan usaha lain yang berkaitan dan atau menunjang kegiatan usaha tersebut.

Selain itu, tujuan PT Pertamina Gas adalah untuk memperoleh keuntungan berdasarkan prinsip-prinsip pengelolaan perusahaan secara efektif dan efisien.

Untuk mencapai maksud dan tujuan tersebut PT Pertamina Gas melaksanakan kegiatan usaha utama sebagai berikut :

### BUSINESS ACTIVITIES BASED ON THE BUDGET AND EXECUTED

As stated in the Company Deed No. 12 dated 23 February 2007 concerning the Establishment of PT Pertamina Gas, which was later amended by Deed No. 35 dated 30 August 2019 Statement of Shareholders' Decision of PT Pertamina Gas regarding Amendment to the Articles of Association, the Company was established with the intent and purpose to run a business in the fields of trading, transportation and services, as well as other business activities related to and or supporting such business activities.

In addition, the goal of PT Pertamina Gas is to earn profits based on the principles of effective and efficient company management.

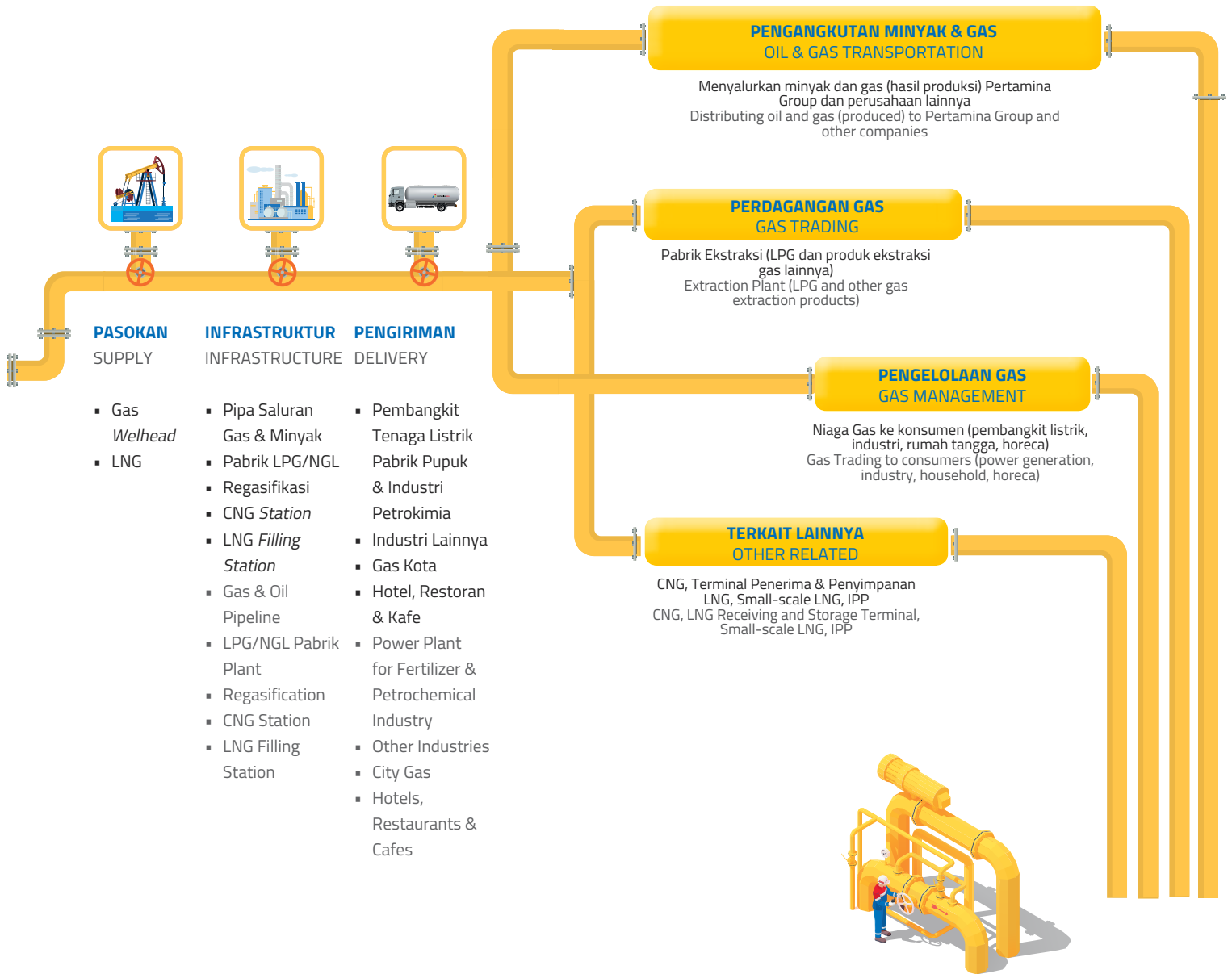
To achieve these aims and objectives, PT Pertamina Gas carries out the following main business activities:

KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR BUSINESS ACTIVITIES BASED ON THE BUDGET	KEGIATAN USAHA YANG DIJALANKAN PERTAMINA GAS PERTAMINA GAS BUSINESS ACTIVITIES	
	SUDAH DONE	BELUM NOT DONE YET
<p><b>Bidang Usaha Hilir Gas Bumi dan Turunannya</b> Transportasi/transmisi, serta pemrosesan, penyimpanan, penyediaan fasilitas infrastruktur minyak dan gas bumi, dan usaha lainnya meliputi distribusi gas, Liquefied Natural Gas (LNG), Natural Gas Liquid (NGL), Liquefied Petroleum Gas (LPG), Compressed Natural Gas (CNG) serta Terminal Penerimaan LNG, NGL, LPG, CNG.</p> <p><b>Downstream Business Sector of Natural Gas and Its Derivatives</b> Transportation/transmission, as well as processing, storage, provision of oil and gas infrastructure facilities, and other businesses including gas distribution, Liquefied Natural Gas (LNG), Natural Gas Liquid (NGL), Liquefied Petroleum Gas (LPG), Compressed Natural Gas (CNG) ) and LNG, NGL, LPG, CNG Receiving Terminals.</p>	✓	
<p><b>Perdagangan Umum</b> Termasuk Impor, ekspor gas bumi serta menjadi distributor keagenan/perwakilan dari perusahaan-perusahaan dalam maupun luar negeri.</p> <p><b>General trading</b> Include Import, export of natural gas as well as becoming a distributor agency/representative of domestic and foreign companies.</p>	✓	
<p><b>Pengangkutan minyak</b> Menjalankan usaha dalam bidang pengangkutan minyak melalui pipa dan gas bumi melalui pipa, kapal, kendaraan darat dan penyimpanan.</p> <p><b>Oil transportation</b> Running a business in the field of transportation of oil through pipelines and natural gas through pipelines, ships, land vehicles and storage.</p>	✓	
<p><b>Pelayanan</b> Menjalankan usaha dalam bidang jasa pelayanan pemeriksaan laboratorium, pengoperasian dan pemeliharaan peralatan produksi, pengangkutan, penyimpanan dan pemrosesan gas bumi.</p> <p><b>Service</b> Running a business in the field of laboratory inspection services, operation and maintenance of production equipment, transportation, storage and processing of natural gas.</p>	✓	



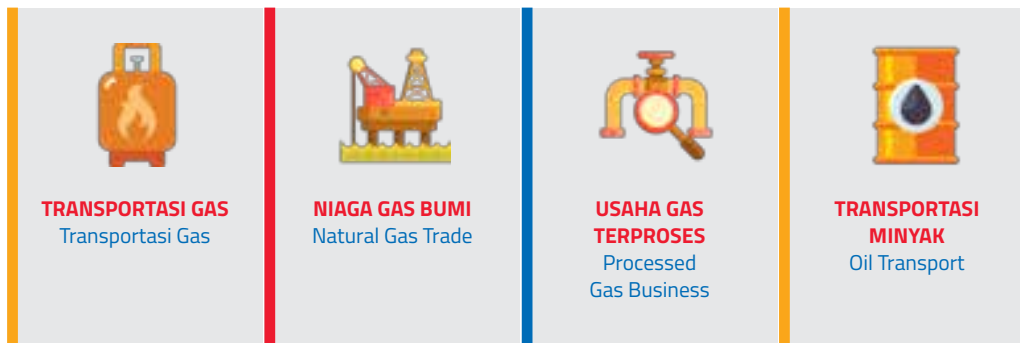
## CAKUPAN KEGIATAN USAHA PERUSAHAAN

## SCOPE OF COMPANY BUSINESS ACTIVITIES



## PRODUK DAN JASA

Dalam menjalankan operasi dan usahanya, Perusahaan memberikan beberapa produk dan layanan jasa yang berkontribusi terhadap Pendapatan Operasi, yaitu transportasi gas, niaga gas bumi, usaha gas terproses, dan transportasi minyak.



## PRODUCTS AND SERVICES

In carrying out its operations and business, the Company provides several products and services that contribute to Operating Revenues, namely gas transportation, natural gas trading, processed gas business, and oil transportation.

### TRANSPORTASI GAS

Kegiatan transportasi gas yang dilakukan Pertamina Gas berasal dari pengiriman (*shipper*) sesuai perjanjian pengangkutan gas. *Shipper* dimaksud dapat berupa perusahaan kontraktor Kontrak Karya Kerja Sama (KKKS), pembangkit listrik, pabrik pupuk, dan industri. Pertamina Gas melakukan transportasi berdasar Penetapan Tarif dan Hak Khusus dari Badan Pengatur Hilir (BPH) Migas. Transportasi Gas dapat dilakukan melalui pipa transmisi.

Hingga akhir tahun 2021 pipa transmisi terdiri atas 60 ruas, dengan total panjang pipa transmisi 2.710,31 kilometer, tersebar di Nanggroe Aceh Darussalam (NAD), Sumatera Utara, Riau, Sumatera Selatan, Jawa Barat, Banten, DKI Jakarta, Jawa Tengah, Jawa Timur, Kalimantan Timur.

#### TRANSPORTASI GAS AREA NAD-SUMATERA UTARA

Panjang pipa transmisi gas yang terbentang dari Nanggroe Aceh Darussalam (NAD) sampai Sumatera Utara adalah 616,475 km, yang terdiri dari 10 ruas pipa dengan menggunakan pipa berbagai ukuran (diameter).

### GAS TRANSPORT

Gas transportation activities carried out by Pertamina Gas come from shipping (*shipper*) according to the gas transportation agreement. The shipper can be in the form of a Cooperation Contract of Work (KKKS), power plant, fertilizer factory, and industry. Pertamina Gas carries out transportation based on Tariff Determination and Special Rights from the Downstream Regulatory Agency (BPH) of Migas. Gas transportation can be done through transmission pipelines.

Until the end of 2021 the transmission pipeline consists of 60 segments, with a total transmission pipeline length of 2,710.31 kilometers, spread across Nanggroe Aceh Darussalam (NAD), North Sumatra, Riau, South Sumatra, West Java, Banten, DKI Jakarta, Central Java, East Java, East Kalimantan.

#### GAS TRANSPORTATION AREA NAD-NORTH SUMATRA

The length of the gas transmission pipeline that stretches from Nanggroe Aceh Darussalam (NAD) to North Sumatra is 616.475 km, consisting of 10 pipeline sections using pipes of various sizes (diameters).





### Transportasi Gas Area NAD-Sumatera Utara Gas Transportation Area NAD-North Sumatra

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	10
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	340
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	51,6
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	12,275
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	14,5
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	178,1
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	20
Lintasan Pipa Pipeline	Aceh Utara, Lhokseumawe, Langsa, Aceh Timur, Aceh Tamiang, Langkat, Medan, Deli Serdang, Simalungun, Serdang Bedagai, Binjai North Aceh, Lhokseumawe, Langsa, East Aceh, Aceh Tamiang, Langkat, Medan, Deli Serdang, Simalungun, Serdang Bedagai, Binjai
Pasokan Gas Gas Supply	PHE NSO, PGE NSB, Pertamina EP Asset 1, PAG (Regasifikasi Gas), MEDCO Blok A, Triangle Phase PHE NSO, PGE NSB, Pertamina EP Asset 1, PAG (Gas Regasification), MEDCO Block A, Triangle Phase
Shipper	<ul style="list-style-type: none"> <li>PT Pupuk Iskandar Muda</li> <li>PT Pertamina EP</li> <li>PT Perusahaan Listrik Negara (Persero)</li> <li>PT Perusahaan Gas Negara Tbk</li> <li>PT Pertagas Niaga</li> </ul>

### TRANSPORTASI GAS AREA DUMAI (RIAU)

Panjang pipa transmisi gas di Duri-Dumai adalah 67 km, dengan 1 ruas pipa berdiameter 24 Inch. Sektor pengguna gas terbesar adalah kilang minyak dan industri.

### DUMAI AREA GAS TRANSPORTATION (RIAU)

The length of the gas transmission pipeline in Duri-Dumai is 67 km, with 1 pipe section with a diameter of 24 inches. The largest gas user sectors are oil refineries and industry.

### Transportasi Gas Area Dumai (Riau) Dumai Area Gas Transportation (Riau)

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	1
Panjang Pipa 24" Duri-Dumai (kilometer) Pipe Length 24" Duri-Dumai (kilometers)	67
Lintasan Pipa Pipeline	Duri hingga Dumai Duri to Dumai
Shipper	<ul style="list-style-type: none"> <li>PT Kilang Pertamina Internasional</li> <li>PT Perusahaan Gas Negara Tbk</li> <li>PT Pertagas Niaga</li> </ul>

### TRANSPORTASI GAS AREA SUMATERA SELATAN

Panjang pipa transmisi gas di Sumatera Selatan adalah 657.99 km, yang terdiri dari 19 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk dan pembangkit listrik

### SOUTH SUMATRA AREA GAS TRANSPORTATION

The length of the gas transmission pipeline in South Sumatra is 657.99 km, consisting of 19 pipeline segments. The largest gas user sectors are fertilizer factories and power plants

#### Transportasi Gas Area Sumatera Selatan South Sumatra Area Gas Transportation

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	19
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	28,71
Panjang Pipa 22" (kilometer) Pipe Length 22" (kilometers)	17,05
Panjang Pipa 20" (kilometer) Pipe Length 20" (kilometers)	370,92
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	20,2
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	170,91
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	47
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	3,2
Lintasan Pipa Pipeline	Muara Enim, Prabumulih, Ogan Ilir, Palembang, Musi Banyuasin, Banyuasin
Sumber Gas Gas Source	Pertamina EP Asset 2, Medco EP Indonesia, ConocoPhillips (Grissik) Ltd, PHE Ogan Komering, Tropik Energi Pandan, Sele Raya Belida
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pertamina EP</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Medco E&amp;P Indonesia</li> <li>▪ PT Puradaya Prima</li> <li>▪ PT Multidaya Prima Elektrindo</li> <li>▪ PT Pupuk Sriwidjaja</li> <li>▪ PT Mitra Energi Buana</li> <li>▪ PT Sarana Pembangunan Palembang Jaya</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Sumsel Energi Gemilang (Perseroda)</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> </ul>

### TRANSPORTASI GAS AREA JAWA BARAT

Panjang pipa transmisi gas di Jawa Barat adalah 524,23 km, yang terdiri dari 16 ruas pipa dengan variasi diameter pipa antara 6 inch sampai dengan 32 inch yang melintasi wilayah Mundu sampai dengan Cilegon. Sektor pengguna gas terbesar di wilayah ini adalah pabrik pupuk, kilang minyak, industri dan pembangkit listrik.

### WEST JAVA AREA GAS TRANSPORTATION

The length of the gas transmission pipeline in West Java is 524.23 km, which consists of 16 pipeline segments with pipe diameter variations ranging from 6 inches to 32 inches that cross the Mundu to Cilegon area. The largest gas user sectors in this region are fertilizer factories, oil refineries, industry and power plants.



### Transportasi Gas Area Jawa Barat West Java Area Gas Transportation

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	16
Panjang Pipa 32" (kilometer) Pipe Length 32" (kilometers)	45
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	248
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	87
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	93
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	18
Panjang Pipa 10" (kilometer) Pipe Length 10" (kilometers)	0,75
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	32
Panjang Pipa 6" (kilometer) Pipe Length 6" (kilometers)	0,48
Lintasan Pipa Pipeline	Indramayu, Cirebon, Subang, Karawang, Kab. Bekasi, Kab. Bogor, Kab. Tangerang, Cilegon, Jakarta Utara
Sumber Gas Gas Source	Pertamina EP Asset 3, PHE ONWJ, Nusantara Regas (Regasifikasi Gas), PGN SSWJ Pertamina EP Asset 3, PHE ONWJ, Nusantara Regas (Gas Regasification), PGN SSWJ
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pertamina EP</li> <li>▪ PT Bayu Buana Gemilang</li> <li>▪ PT Pupuk Kujang</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Igas Utama</li> <li>▪ PT Persada Agung Energi</li> <li>▪ PT Surya Energi Parahita</li> <li>▪ PT Energasindo Heksa Karya</li> </ul>

### TRANSPORTASI GAS AREA JAWA TENGAH DAN JAWA TIMUR

Panjang pipa transmisi gas di Jawa Tengah dan Jawa Timur adalah 773,215 km, yang terdiri dari 9 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk, pembangkit listrik dan industri.

### CENTRAL JAVA AND EAST JAVA AREA GAS TRANSPORTATION

The length of the gas transmission pipeline in Central Java and East Java is 773,215 km, which consists of 9 pipeline segments. The largest gas user sectors are fertilizer factories, power plants and industry.

**Transportasi Gas Area Jawa Tengah dan Jawa Timur**  
Central Java and East Java Area Gas Transportation

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	9
Panjang Pipa 28" <i>Offshore</i> (kilometer) Pipe Length 28" Offshore (kilometers)	369,7
Panjang Pipa 28" <i>Onshore</i> (kilometer) Pipe Length 28" Onshore (kilometers)	327,64
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	3,42
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	56
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	8,1
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	3,705
Panjang Pipa 10" (kilometer) Pipe Length 10" (kilometers)	4,65
Lintasan Pipa Pipeline	Kab. Sumenep (Kangean), Kab. Sidoarjo, Kab. Pasuruan, Surabaya, Gresik, Kab. Lamongan, Kab. Bojonegoro, Kab. Blora, Kab. Grobogan, Kab. Demak, Semarang
Sumber Gas Gas Source	KEIL, OPHIR Energy, Minarak Brantas Gas Inc, HCML-BD
Shipper	<ul style="list-style-type: none"> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ Kangean Energy Indonesia Ltd</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Inti Alasindo Energi</li> <li>▪ PT Pupuk Petrokimia Gresik</li> <li>▪ PT Sarana Cepu Energy</li> <li>▪ PT Bayu Buana Gemilang</li> <li>▪ PT Sadikun Niagamas Raya</li> </ul>

**TRANSPORTASI GAS AREA KALIMANTAN TIMUR**

Panjang pipa transmisi gas di Kalimantan Timur adalah 71,4 km, yang terdiri dari 5 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk, industri dan pembangkit listrik.

**EAST KALIMANTAN AREA GAS TRANSPORTATION**

The length of the gas transmission pipeline in East Kalimantan is 71.4 km, which consists of 5 pipeline segments. The largest gas user sectors are fertilizer factories, industry and power plants.



### Transportasi Gas Area Kalimantan Timur East Kalimantan Area Gas Transportation

Keterangan Description	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	5
Panjang Pipa 20" KM.53 - SKG Bontang (kilometer) Pipe Length 20" KM.53 - SKG Bontang (kilometers)	13
Panjang Pipa 16" KM.53 - SKG Bontang (kilometer) Pipe Length 16" KM.53 - SKG Bontang (kilometers)	13
Panjang Pipa 16" Tj. Santan - SKG Bontang (kilometer) Pipe Length 16" Tj. Santan - SKG Bontang (kilometers)	39,7
Panjang Pipa 16" Tj. Santan - KM. 29 (kilometer) Pipe Length 16" Tj. Santan - KM. 29 (kilometers)	3,2
KM. 4 - PLN Kanaan (kilometer) KM. 4 - PLN Canaan (kilometers)	2,5
Lintasan Pipa Pipeline	Kutai Kertanegara dan Kota Bontang Kutai Kertanegara and Kota Bontang
Sumber Gas Gas Source	PHM, PHSS, PHKT, ENI, Mubadala Petroleum
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pupuk Kalimantan Timur</li> <li>▪ PT Kaltim Methanol Industri</li> <li>▪ PT Kaltim Parna Industri</li> <li>▪ PT Kaltim Daya Mandiri</li> <li>▪ PT Bontang Migas &amp; Energi</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> </ul>

## NIAGA GAS BUMI

Kegiatan utama dalam segmen usaha niaga gas adalah penjualan gas yang diperuntukkan kepada industri, rumah tangga dan komersial lainnya. Dari segmen usaha niaga gas Pertamina Gas mendapatkan pendapatan berupa margin penjualan. Dalam mengembangkan kegiatan usaha niaga gas, Perusahaan juga menugaskan anak perusahaan: PT Pertagas Niaga sebagai perusahaan yang bergerak dalam kegiatan niaga gas. Realisasi volume niaga gas pada tahun 2021 mencapai 28.905 BBTU.

Dalam melakukan kegiatan usaha di bidang Perdagangan atau Niaga Gas, Pertamina Gas dan Anak usaha melayani beberapa tipe pelanggan yaitu industri, rumah tangga, komersial, dan KKKS (Kontraktor Kontrak Kerja Sama)

## NATURAL GAS TRADE

The main activity in the gas trading business segment is the sale of gas destined for industry, households and other commercial sectors. From the gas trading business segment, Pertamina Gas earns revenue in the form of sales margin. In developing the gas trading business, the Company also assigned a subsidiary: PT Pertagas Niaga as a company engaged in gas trading activities. Realized gas trading volume in 2021 will reach 28,905 BBTU.

In conducting business activities in the field of Trading or Gas Trading, Pertamina Gas and its Subsidiaries serve several types of customers, namely industrial, household, commercial, and KKKS (Cooperation Contract Contractors).



## USAHA GAS TERPROSES

Usaha gas terproses Perusahaan terdiri dari regasifikasi LNG dan pemrosesan gas dalam bentuk LPG. Kegiatan usaha regasifikasi LNG dijalankan oleh anak perusahaan Pertamina Gas yaitu PT Perta Arun Gas melalui pengoperasian Terminal Penerimaan dan Regasifikasi LNG di Arun Lhokseumawe Aceh sejak awal 2015 dengan kapasitas 400 MMSCFD. Pada akhir tahun 2021, fasilitas tersebut telah mampu memenuhi kebutuhan energi untuk pembangkit listrik dan industri di Aceh dan Sumatera Utara.

Sementara kegiatan usaha pemrosesan gas dalam hal memproduksi *Liquefied Petroleum Gas* (LPG) berlangsung di beberapa fasilitas kilang pihak ketiga yang bekerja sama dengan Pertamina Gas dan Afiliasi. *Plant* LPG Pondok Tengah yang berada di Jawa Barat yang dioperasikan oleh PT Yudistira Energy untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero).

*Plant* LPG Perta-Samtan Gas yang berada di Prabumulih dan Palembang, Sumatera Selatan yang dioperasikan oleh PT Perta-Samtan Gas untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero).

*Plant* LPG milik PT Energi Nusantara Perkasa (ENP) yang berada di Gresik, Jawa Timur yang dioperasikan untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero).

## PROCESSED GAS BUSINESS

The Company's processed gas business consists of LNG regasification and gas processing in the form of LPG. The LNG regasification business activity is carried out by a subsidiary of Pertamina Gas, namely PT Perta Arun Gas through the operation of the LNG Reception and Regasification Terminal in Arun Lhokseumawe Aceh since early 2015 with a capacity of 400 MMSCFD. By the end of 2021, the facility has been able to meet the energy needs for power generation and industry in Aceh and North Sumatra.

Meanwhile, gas processing business activities in terms of producing Liquefied Petroleum Gas (LPG) take place in several third party refinery facilities in collaboration with Pertamina Gas and its Affiliation. Pondok Tengah LPG Plant located in West Java which is operated by PT Yudistira Energy to meet the needs of LPG products at PT Pertamina (Persero).

Perta-Samtan LPG Plants located in Prabumulih and Palembang, South Sumatra which are operated by PT Perta-Samtan Gas to meet the needs of LPG products at PT Pertamina (Persero).

LPG Plant owned by PT Energi Nusantara Perkasa (ENP) located in Gresik, East Java which is operated to meet the needs of LPG products at PT Pertamina (Persero).

### Produk Pemrosesan Gas Per 31 Desember 2021 Gas Processing Products As of December 31, 2021

Plant	Lokasi/Area Kerja Location/Work Area	Produk Product	Desain Kapasitas Capacity Design
Perta Samtan NGL	Prabumulih dan Palembang, Sumatra Selatan Prabumulih and Palembang, Sumatra Selatan	Feed Gas	250 MMSCFD
		LPG Mix	710 Ton/hari 710 Ton/day
		Kondensat	2.024 BBL/hari 2.024 BBL/day
LPG Plant Pondok Tengah	Bekasi, Jawa Barat Bekasi, West Java	Beroperasi sampai dengan 17 April 2021 Operating until April 17, 2021	
LPG Plant ENP	Gresik, Jawa Timur Gresik, East Java	Feed Gas	100 MMSCFD
		LPG Mix	250 Ton/hari 250 Ton/day
		Kondensat Condensate	880 BBL/hari 880 BBL/day



## TRANSPORTASI MINYAK

Pertamina Gas juga menjalankan usaha transportasi minyak mentah di Sumatra bagian selatan, melalui ruas pipa minyak Tempino-Plaju yang menggantikan pipa eksisting yang telah berumur lebih dari 70 tahun. Ruas pipa baru ini mengamankan pasokan minyak ke Kilang Refinery unit III Plaju yang dioperasikan PT Kilang Pertamina Internasional.

## OIL TRANSPORT

Pertamina Gas also operates a crude oil transportation business in Southern Sumatra, through the Tempino-Plaju oil pipeline which replaces the existing pipeline which is more than 70 years old. This new pipeline secures oil supply to the Kilang Refinery Unit III operated by PT Kilang Pertamina Internasional.

### Infrastruktur Minyak Ruas Tempino – Plaju Oil Infrastructure Tempino - Plaju

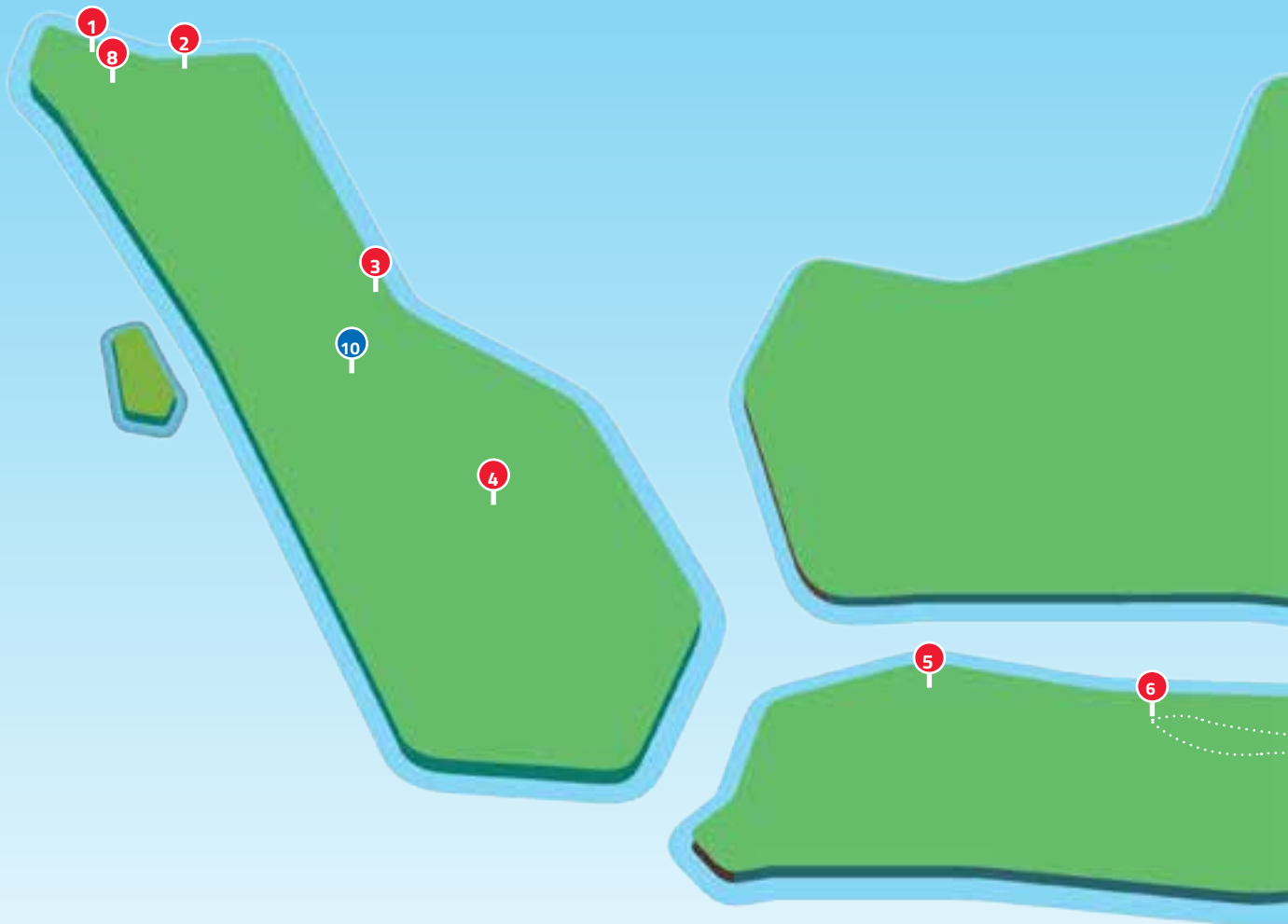
Keterangan Description	Unit Unit
Ruas Pipa (ruas) Pipe Section (section)	1
Diameter Pipa (inci) Pipe Diameter (inch)	8
Panjang Pipa (kilometer) Pipe Length (kilometers)	262
Lintasan Pipa Pipeline	Kab. Muaro Jambi, Kab. Musi Banyu Asin, Kab. Banyu Asin & Kota Palembang
Shipper dan Sumber Minyak Shipper and Oil Source	PT Pertamina EP Asset 1 Field Jambi (Kenali Asam, Bajubang, dan Tempino)
	PT Pertamina EP Asset 1 Field Ramba (Bentayan, Central Ramba 102)
	TAC P-EMP BWP Meruap (Bajubang)
	TAC P-Prakarsa Betung M.S Jambi (Betung Muaro Senami)
	PSC MontD'Or Oil Tungkal Ltd. (Mengoepoh & Pematang Lantik)
	PSC Tately N.V (Budi)
	PSC Odira Energy Karang Agung (Ridho)
	PSC Sele Raya Merangin Dua
PSC Jindi South Jambi B Co., Ltd	



# Wilayah Kerja Perusahaan

## Company Work Area

PT Pertamina Gas memiliki wilayah kerja di Indonesia, meliputi pulau-pulau Sumatera, Jawa, dan Kalimantan. Wilayah kerja Perusahaan terbagi dalam enam wilayah operasional, dengan lima daerah operasi menangani jaringan pipa gas, dan satu daerah operasi menangani jaringan pipa minyak. Dengan sistem manajemen terintegritas dan dilengkapi dengan sumber daya manusia yang kompeten serta pengalaman memadai, berikut sebaran geografis jaringan usaha yang dimiliki Perusahaan.

PT Pertamina Gas has a working area in Indonesia, covering the islands of Sumatra, Java and Kalimantan. The Company's work area is divided into six operational areas, with five operating areas handling gas pipelines, and one operating area handling oil pipelines. With an integrated management system and equipped with competent human resources and adequate experience, along with the geographical distribution of the Company's business network.



-  EXISTING INFRASTRUCTURE
-  ONGOING PROJECT



# Keterangan Peta Wilayah Kerja

## Description of Work Area Map

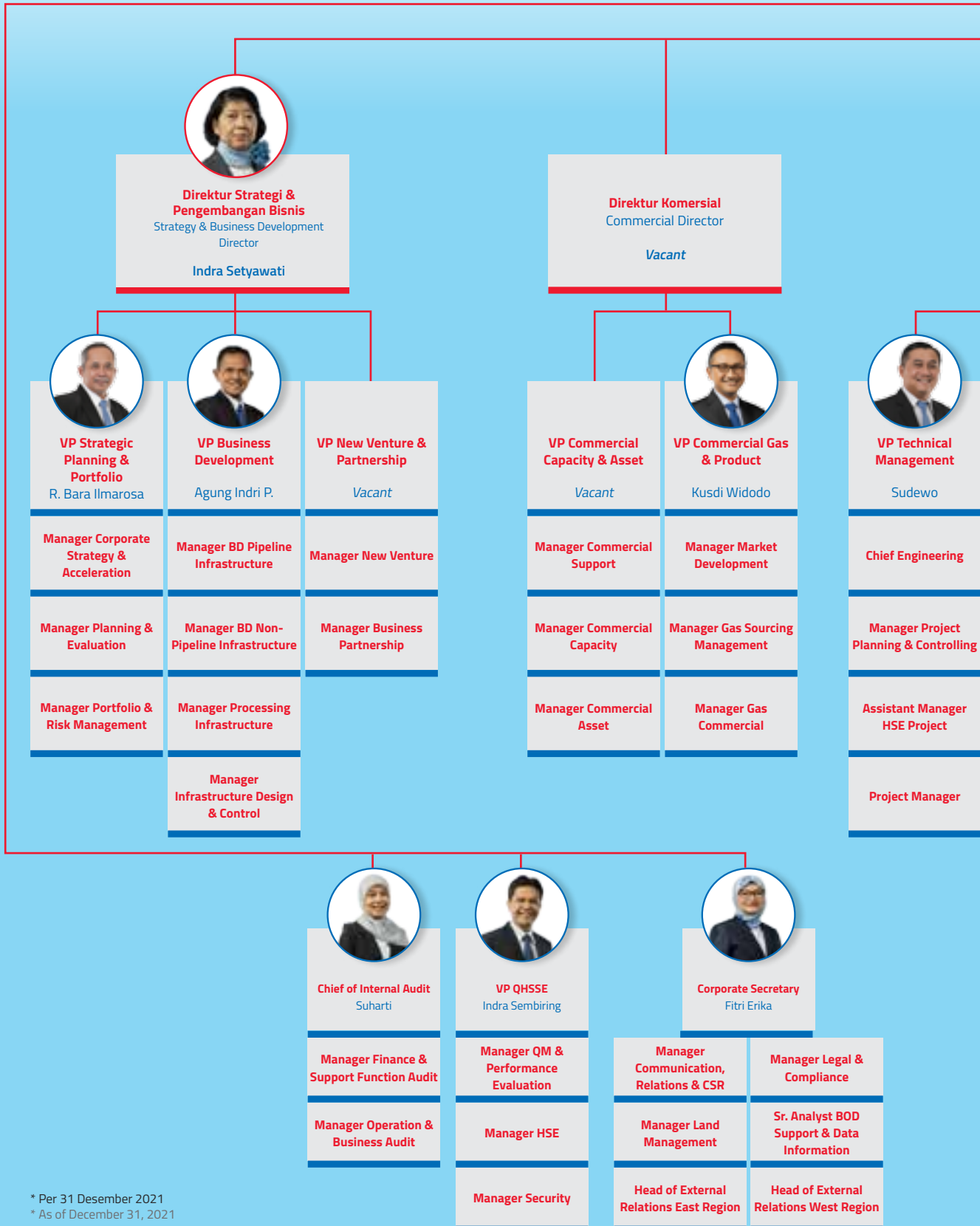
1	<b>TERMINAL PENERIMAAN DAN REGASIFIKASI LNG ARUN</b> ARUN LNG RECEPTION AND REGASIFICATION TERMINAL	6	<b>TRANSPORTASI GAS AREA JAWA TENGAH DAN JAWA TIMUR</b> GAS TRANSPORTATION AREA CENTRAL JAVA AND EAST JAVA
	Ruas Pipa : 10 Pipe Section : 10		Ruas Pipa : 9 Pipe Section : 9
	Panjang Pipa : 614,7 km Pipe Length : 614.7 km		Panjang Pipa : 773,22 km Pipe Length : 773.22 km
	Kapasitas : 400 MMSCFD Capacity : 400 MMSCFD		Ukuran Pipa : 10-28 inch Pipe Size : 10-28 inch
2	<b>TRANSPORTASI GAS AREA NAD-SUMATERA UTARA</b> GAS TRANSPORTATION AREA NAD-NORTH SUMATRA	7	<b>TRANSPORTASI GAS AREA KALIMANTAN TIMUR</b> GAS TRANSPORTATION AREA EAST KALIMANTAN
	Ruas Pipa : 10 Pipe Section : 10		Ruas Pipa : 5 Pipe Section : 5
	Panjang Pipa : 616,48 km Pipe Length : 616.48 km		Panjang Pipa : 71,4 km Pipe Length : 71.4 km
	Ukuran pipa : 8-24 inch Pipe size : 8-24 inch		Ukuran Pipa : 4-20 inch Pipe Size : 4-20 inch
3	<b>TRANSPORTASI GAS AREA DUMAI (RIAU)</b> GAS TRANSPORTATION AREA DUMAI (RIAU)	8	<b>LNG Filling Station Arun</b>
	Ruas Pipa : 1 Pipe Section : 1		Kapasitas : ISO Tank 20 feet per hari / 12 ISO Tank 40 feet per hari Capacity : 20 ISO Tank 20 feet per day / 12 ISO Tank 40 feet per day
	Panjang Pipa : 67 km Pipe Length : 67 km		
	Ukuran pipa : 24 inch Pipe size : 24 inch		
4	<b>TRANSPORTASI GAS AREA SUMATERA SELATAN</b> GAS TRANSPORTATION AREA SOUTH SUMATRA	9	<b>LNG Filling Station Bontang</b>
	Ruas Pipa : 19 Pipe Section : 19		Kapasitas : 1. 32 ISO Tank 20 feet per hari (Plant – 26) 2. 6 ISO Tank 40 feet per hari (Cargo Dock) Capacity : 1. 32 ISO Tanks 20 feet per day (Plant – 26) 2. 6 ISO Tanks 40 feet per day (Cargo Dock)
	Panjang Pipa : 657,99 km Pipe Length : 657.99 km		
	Ukuran pipa : 8-24 inch Pipe size : 8-24 inch		
5	<b>TRANSPORTASI GAS AREA JAWA BARAT</b> WEST JAVA AREA GAS TRANSPORT	10	<b>PIPA MINYAK ROKAN (ONGOING PROJECT)</b> ROKAN OIL PIPE (ONGOING PROJECT)
	Ruas Pipa : 16 Pipe Section : 16		Panjang Pipa : 342 km Pipe Length : 342 km
	Panjang Pipa : 524,23 km Pipe Length : 524.23 km		Ukuran pipa : 4-24 inch Pipe size : 4-24 inch
	Ukuran pipa : 6-32 inch Pipe size : 6-32 inch	11	<b>PIPA GAS SENIPAH-BALIKPAPAN (ONGOING PROJECT)</b> SENIPAH-BALIKPAPAN GAS PIPELINE (ONGOING PROJECT)
			Panjang Pipa : 78 km Pipe Length : 78 km
			Ukuran pipa : 20 inch Pipe size : 20 inch





# Struktur Organisasi

## Organizational Structure



\* Per 31 Desember 2021  
\* As of December 31, 2021



**Direktur Utama**  
President Director  
  
Wiko Migantoro



**Direktur Teknik & Operasi**  
Technical & Operation Director  
  
Rosa Permata Sari



**Direktur Keuangan & Dukungan Bisnis**  
Finance & Business Support Director  
  
Rigo Supratman



**VP Infrastructure Management**  
  
Vacant

**GM Operation West Region**  
Hendra Tria Nasution



**Manager Operation, Performance & Budgeting**

**GM Operation East Region**  
Gatot Budhi Prakoso

**Manager Operation North Sumatera Area**

**Manager Operation Wet Java Area**

**Manager Operation Central Sumatera Area**

**Manager Operation East Java Area**

**Manager Operation South Sumatera Area**

**Manager Operation Kalimantan Area**

**Manager Operation Dumai Area**



**Manager Asset Reliability & Integrity**

**VP Human Capital & Business Support**  
Hirsan Firra Kanar

**Manager Infrastructure Management & Optimization**

**Manager Operation**

**Manager Human Capital**

**Manager Information Communication Technology**

**Manager General Support**



**Manager Management Accounting**

**VP Financial Controller**  
Febri Rusnal

**Manager Financial Accounting & Reporting**

**Manager Cash Management & Financing**

**Manager Tax & Insurance**

**Manager Subsidiary & Joint Venture**



**Manager Planning Consignment & Investment Project**

**VP Treasury**  
Supeno

**Manager Procurement Operation**

**Manager Material Management**



**VP Supply Chain Management**  
Muhadi

Sejalan dengan dinamika bisnis yang terus berkembang dan berubah, PT Pertamina Gas terus melakukan penguatan struktur organisasi demi mencapai visi-misi dan tujuan Perusahaan. Setiap lini organisasi diharapkan mampu menjalankan fungsi-fungsinya. Struktur organisasi Perusahaan Tahun 2021 telah disahkan melalui Surat Keputusan Direksi PT Pertamina Gas No. Kpts-044/PG0000/2019-S0 tanggal 15 November 2019 tentang Struktur Organisasi dan Pertamina Reference Level (PRL) Organisasi PT Pertamina Gas yaitu sebagai berikut:

In line with business dynamics that continue to develop and change, PT Pertamina Gas continues to strengthen the organizational structure in order to achieve the Company's vision, mission and goals. Each line of the organization is expected to be able to carry out its functions. The organizational structure of the Company in 2021 has been ratified through Decree of the Board of Directors of PT Pertamina Gas No. Kpts-044/PG0000/2019-S0 dated November 15, 2019 regarding the Organizational Structure and Pertamina Reference Level (PRL) Organization of PT Pertamina Gas, which are as follows

# Profil Dewan Komisaris

## Board of Commissioners' Profile

### Gigih Prakoso

**Komisaris Utama I** President Commissioner  
**Periode Jabatan: 31 Agustus 2018- RUPST TB 2022 (pada tahun 2023)**  
Term of Office: August 31, 2018- AGMS FY 2022 (in 2023)



#### Data Pribadi

Warga negara Indonesia  
Usia 57 tahun per 31 Desember 2021  
Kelahiran Kalianget, 30 Juli 1964

#### Domisili

Jakarta Barat, DKI Jakarta, Indonesia

#### Dasar Hukum Pengangkatan Pertama Kali

Menjabat sebagai Komisaris Utama PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) tanggal 31 Agustus 2018 dengan Akta No 11 tanggal 19 September 2019 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH di Jakarta.

#### Riwayat Pendidikan

- Doktor Strategic Management Universitas Gadjah Mada Yogyakarta (2006)
- Master of Business Administration dari Saint Louis University USA (1992)
- Sarjana Teknik Argoindustri dan Manajemen dari Institut Pertanian Bogor (1987)

#### Riwayat Pekerjaan

- Direktur Utama PT Perusahaan Gas Negara Tbk (2018-2020)
- Direktur Perencanaan Investasi & Manajemen Risiko PT Pertamina (Persero) (2017-2018)
- Direktur Strategi dan Pengembangan Bisnis di PT Perusahaan Gas Negara Tbk (2017)
- Senior Vice President Corporate Strategic Growth PT Pertamina (Persero)
- VP Corporate Strategic Planning Direktorat Investment Plan & Risk Management PT Pertamina (Persero) (1999-2012)
- VP Keuangan Hilir PT Pertamina Persero (2008-2010)

#### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

#### Personal data

Indonesian citizens  
Age 57 years as of December 31, 2021  
Born in Kalianget, July 30, 1964

#### Domicile

West Jakarta, DKI Jakarta, Indonesia

#### Legal Basis of First Appointment

Served as President Commissioner of PT Pertamina Gas based on Circular Shareholders' Decision (KPSSS) dated August 31, 2018 with Deed No. 11 dated September 19, 2019 drawn up before Notary Marianne Vincentia Hamdani, SH in Jakarta.

#### Riwayat Pendidikan

- Doctor of Strategic Management, Gadjah Mada University, Yogyakarta (2006)
- Master of Business Administration from Saint Louis University USA (1992)
- Bachelor of Argoindustrial Engineering and Management from Bogor Agricultural University (1987)

#### Work Experience

- President Director of PT Perusahaan Gas Negara Tbk (2018-2020)
- Director of Investment Planning & Risk Management of PT Pertamina (Persero) (2017-2018)
- Director of Strategy and Business Development at PT Perusahaan Gas Negara Tbk (2017)
- Senior Vice President Corporate Strategic Growth of PT Pertamina (Persero)
- VP Corporate Strategic Planning Directorate of Investment Plan & Risk Management PT Pertamina (Persero) (1999-2012)
- VP Downstream Finance PT Pertamina Persero (2008-2010)

#### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

#### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, nor with the major and controlling shareholders, either directly or indirectly.

#### Company Share Ownership

He does not own shares in PT Pertamina Gas.





## Martinus Sembiring

**Komisaris I** Commissioner

**Periode Jabatan: 13 April 2020 - RUPST TB 2023 (pada tahun 2024)**

Term of Office: April 13, 2020 - AGMS FY 2023 (in 2024)



### Data Pribadi

Warga negara Indonesia

Usia 53 tahun per 31 Desember 2021

Kelahiran Medan, 7 Mei 1968

### Domisili

Jakarta Timur, DKI Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Menjabat sebagai Komisaris PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 13 April 2020, dengan Akta No 25 tanggal 28 April 2020 yang dibuat di hadapan Notaris Lenny Janis Ishak SH di Jakarta.

### Riwayat Pendidikan

Sarjana Geofisika. Meteorologi bidang Seismik Eksplorasi di Institut Teknologi Bandung (1994)

### Riwayat Pekerjaan

- Komisaris PT Perkebunan Nusantara XIII (2016)
- Deputy General Manager Gujarat State Petroleum Corporation Ltd. (GSPC) (2010)
- Direktur National GeoConsultant (NGC) (2006)
- Marketing Operations Manager di Petroleum Geosciences Study Center (PGSC) (2003-2005)
- Senior Analyst WesternGeco-Schlumberger (2000-2003)
- Offshore Geophysicist di Western Geophysical (Western AtlasInternational) Far East. Australia (1994)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens

Age 53 years as of December 31, 2021

Born in Medan, May 7, 1968

### Domicile

East Jakarta, DKI Jakarta, Indonesia

### Legal Basis of First Appointment

Served as Commissioner of PT Pertamina Gas based on the Circular Shareholders' Decision (KPSSS) which was held on April 13, 2020, by Deed No. 25 dated April 28, 2020, drawn up before Notary Lenny Janis Ishak SH in Jakarta.

### Educational background

Bachelor of Geophysics. Meteorology in the field of Seismic Exploration at the Bandung Institute of Technology (1994)

### Work Experience

- Commissioner of PT Perkebunan Nusantara XIII (2016)
- Deputy General Manager of Gujarat State Petroleum Corporation Ltd. (GSPC) (2010)
- Director of National GeoConsultant (NGC) (2006)
- Marketing Operations Manager at Petroleum Geosciences Study Center (PGSC) (2003-2005)
- Senior Analyst WesternGeco-Schlumberger (2000-2003)
- Offshore Geophysicist at Western Geophysical (Western AtlasInternational) Far East. Australia (1994)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.

## Wahyu Setyawan

Komisaris I Commissioner

Periode Jabatan: 20 November 2019 - RUPST TB 2023 (pada tahun 2024)

Term of Office: November 20, 2019 - AGMS FY 2023 (in 2024)



### Data Pribadi

Warga negara Indonesia

Usia 47 tahun per 31 Desember 2021

Kelahiran Jakarta, 9 September 1974

### Domisili

Jakarta Selatan, DKI Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Menjabat sebagai Komisaris PT Pertamina Gas berdasarkan keputusan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 20 November 2019 dengan Akta No. 9 tanggal 9 Desember 2019 yang dibuat di hadapan Notaris Lenny Janis Ishak, SH di Jakarta.

### Riwayat Pendidikan

- Magister Hukum Niigata University Jepang (2008)
- Sarjana Hukum Universitas Brawijaya Malang (1998)

### Riwayat Pekerjaan

- Asisten Deputi Bidang Peraturan Perundang-undangan Kementerian BUMN (2020 – saat ini)
- Kepala Bagian Peraturan Perundang-Undangan Kementerian BUMN (2015–2020)
- Kepala Bagian Peraturan Perundang. Undangan pada Biro Hukum di Kementerian BUMN (2015-saat ini)
- Kepala sub bagian hukum pengelolaan utang III (2014)
- Kepala sub bagian jasa hukum jasa keuangan III (2009)
- Koordinator pelaksana hukum perbankan (2002)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens

Age 47 years as of December 31, 2021

Born in Jakarta, September 9, 1974

### Domicile

South Jakarta, DKI Jakarta, Indonesia

### Legal Basis of First Appointment

Appointed as Commissioner of PT Pertamina Gas based on the Circular Shareholders' Decision (KPSSS) held on November 20, 2019 with Deed No. 9 dated December 9, 2019 drawn up before Notary Lenny Janis Ishak, SH in Jakarta.

### Educational background

- Master of Law Niigata University Japan (2008)
- Bachelor of Law from Brawijaya University Malang (1998)

### Work Experience

- Assistant Deputy for Legislation at the Ministry of SOEs (2020 – present)
- Head of Legislation Section of the Ministry of SOEs (2015–2020)
- Head of Legislation Section. Invitation to the Legal Bureau at the Ministry of SOEs (2015-present)
- Head of sub-section of debt management law III (2014)
- Head of sub-section of financial services legal services III (2009)
- Coordinator for implementing banking law (2002)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.





## Diaz FM Hendropriyono

**Komisaris I** Commissioners

**Periode Jabatan: 14 Juli 2021 - RUPST TB 2025 (pada tahun 2026)**

Term of Office: July 14, 2021 – AGMS FY 2025 (in 2026)



### Data Pribadi

Warga negara Indonesia

Usia 43 tahun per 31 Desember 2021

Kelahiran Jakarta, 25 September 1978

### Domisili

Jakarta Selatan, DKI Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Menjabat sebagai Komisaris PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) Sirkuler yang diselenggarakan pada tanggal 14 Juli 2021 dengan Akta No 17 tanggal 27 Juli 2021 yang dibuat di hadapan Notaris Lenny Janis Ishak, SH di Jakarta.

### Riwayat Pendidikan

- Master of Business Administration dan Master of Arts in Global Leadership di Hawaii Pacific University (2013)
- Master of Public Administration di Virginia Tech University (2010)
- Bachelor of Science (B.Sc.) in Management di Orwich Military University, Amerika Serikat (1999)

### Riwayat Pekerjaan

- Komisaris PT Telkomsel (2015)
- Anggota Tim Transisi PSSI (2015)
- Direktur PT Ulam Sari Samudra (2000-2001)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens

Age 43 years as of December 31, 2021

Born in Jakarta, September 25, 1978

### Domicile

South Jakarta, DKI Jakarta, Indonesia

### Legal Basis of First Appointment

Served as Commissioner of PT Pertamina Gas based on Circular Shareholders' Decision (KPSSS) which was held on July 14, 2021 with Deed No. 17 dated July 27, 2021, drawn up before Notary Lenny Janis Ishak, SH in Jakarta.

### Educational background

- Master of Business Administration and Master of Arts in Global Leadership at Hawaii Pacific University (2013)
- Master of Public Administration at Virginia Tech University (2010)
- Bachelor of Science (B.Sc.) in Management at Orwich Military University, United States (1999)

### Work Experience

- Commissioner of PT Telkomsel (2015)
- PSSI Transition Team Member (2015)
- Director of PT Ulam Sari Samudra (2000-2001)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.

## Twedy Noviady Ginting

Komisaris I Commissioner

Periode Jabatan: 19 Oktober 2021 - RUPST TB 2025 (pada tahun 2026)

Term of Office: October 19, 2021 - AGMS FY 2025 (in 2026)



### Data Pribadi

Warga negara Indonesia  
Usia 39 tahun per 31 Desember 2021  
Kelahiran Karo, 20 November 1982

### Domisili

Jakarta Timur, DKI Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Menjabat sebagai Komisaris PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (RUPS) Sirkuler yang diselenggarakan pada tanggal 19 Oktober 2021 dengan Akta No 05 tanggal 2 November 2021 yang dibuat di hadapan Notaris Lenny Janis Ishak, SH di Jakarta.

### Riwayat Pendidikan

Sarjana Ilmu Pemerintahan Universitas Padjadjaran (2009)

### Riwayat Pekerjaan

- Komisaris Utama PT Mitra Tekno Madani di (PNM Group) (2021)
- Anggota Komite Manajemen Risiko PT Saka Energi Indonesia (2019)
- Anggota Komite Manajemen Risiko PT Pertamina Gas (2019)
- Tenaga Ahli Madya di Badan Pembinaan Ideologi Pancasila (2017-2019)
- Tenaga Ahli di DPR RI (2009-2017)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens  
Age 39 years as of December 31, 2021  
Karo was born, November 20, 1982

### Domicile

East Jakarta, DKI Jakarta, Indonesia

### Legal Basis of First Appointment

Served as Commissioner of PT Pertamina Gas based on the Circular Decision of the Shareholders (GMS) which was held on October 19, 2021 with Deed No. 05 dated November 2, 2021, drawn up before Notary Lenny Janis Ishak, SH in Jakarta

### Educational background

Bachelor of Government Science from Padjadjaran University (2009)

### Work Experience

- President Commissioner of PT Mitra Tekno Madani (PNM Group) (2021)
- Member of the Risk Management Committee of PT Saka Energi Indonesia (2019)
- Member of the Risk Management Committee of PT Pertamina Gas (2019)
- Associate Experts at the Pancasila Ideology Development Agency (2017-2019)
- Experts in DPR RI (2009-2017)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas



## Profil Direksi

### Board of Directors' Profile

#### Wiko Migantoro

**Direktur Utama** | President Director  
**Periode Jabatan: 21 Agustus 2018 - 14 Maret 2022**  
Term of Office: August 21, 2018 - March 14, 2022



#### Data Pribadi

Warga negara Indonesia  
Usia 53 tahun per 31 Desember 2021  
Kelahiran Madiun, 26 Februari 1968

#### Domisili

Jakarta Selatan, DKI Jakarta, Indonesia

#### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Utama PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 21 Agustus 2018 dengan Akta No 10 tanggal 19 September 2018 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH di Jakarta.

#### Riwayat Pendidikan

Sarjana Teknik Mesin Universitas Brawijaya (1992)

#### Riwayat Pekerjaan

- VP LNG di PT Pertamina (Persero) (2017-2018)
- VP Natural Gas di PT Pertamina (Persero) (2015-2017)
- VP Gas Sourcing di PT Pertamina (Persero) (2013-2015)
- Field Manager Jambi Pertamina EP (2012-2013)
- Field Manager Tarakan Pertamina EP (2009-2012)

#### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

#### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

#### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

#### Personal Data

Indonesian citizens  
Age 53 years as of December 31, 2021  
Born in Madiun, February 26, 1968

#### Domicile

South Jakarta, DKI Jakarta, Indonesia

#### Legal Basis of First Appointment

Appointed for the first time as President Director of PT Pertamina Gas based on the Circular Shareholders' Decision (KPSSS) which was held on August 21, 2018 with Deed No 10 dated September 19, 2018 drawn up before Notary Marianne Vincentia Hamdani, SH in Jakarta.

#### Educational Background

Bachelor of Mechanical Engineering from Brawijaya University (1992)

#### Work Experience

- VP LNG at PT Pertamina (Persero) (2017-2018)
- VP Natural Gas at PT Pertamina (Persero) (2015-2017)
- VP Gas Sourcing at PT Pertamina (Persero) (2013-2015)
- Jambi Pertamina EP Field Manager (2012-2013)
- Field Manager Tarakan Pertamina EP (2009-2012)

#### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

#### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

#### Company Share Ownership

He does not own shares in PT Pertamina Gas.

## Gamal Imam Santoso

**Direktur Utama |** President Director

**Periode Jabatan: 15 Maret 2022 - RUPST TB 2025 (pada tahun 2026)**

Term of Office: March 15, 2022 - AGMS TB 2025 (in 2026)



### Data Pribadi

Warga negara Indonesia

Usia 56 tahun per 31 Desember 2021

Kelahiran Malang, 20 Juli 1965

### Domisili

Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Utama PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 15 Maret 2022 dengan Akta No. 13 tanggal 8 April 2022 yang dibuat di hadapan Notaris Lenny Janis Ishak, S.H., di Jakarta.

### Riwayat Pendidikan

Sarjana Teknik Universitas Trisakti (1993)

### Riwayat Pekerjaan

- Direktur Utama PT Transportasi Gas Indonesia (2020-2022)
- PH Group Head Marketing & Corporate Sales PT Perusahaan Gas Negara (2020-2021)
- Direktur Engineering PT Transportasi Gas Indonesia (2019-2021)
- Direktur Subsidiary (Business Alliance) PT Saka Energy Indonesia (2015-2019)
- Direktur Engineering PT Transportasi Gas Indonesia (2014-2015)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens

Age 56 years as of December 31, 2021

Born in Malang, July 20, 1965

### Domicile

Jakarta, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as President Director of PT Pertamina Gas based on the Circular Shareholders' Decision (KPSSS) which was held on March 15, 2022 with a Deed No. 13 dated April 8, 2022 drawn up before a Notary Lenny Janis Ishak, S.H., in Jakarta.

### Educational Background

Bachelor of Engineering from Trisakti University (1993)

### Work Experience

- President Director of PT Transportasi Gas Indonesia (2020-2022)
- PH Group Head Marketing & Corporate Sales PT Perusahaan Gas Negara (2020-2021)
- Engineering Director of PT Transport Gas Indonesia (2019-2021)
- Subsidiary Director (Business Alliance) PT Saka Energy Indonesia (2015-2019)
- Engineering Director of PT Transport Gas Indonesia (2014-2015)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.



## Rosa Permata Sari

**Direktur Teknik & Operasi I** Technical & Operation Director  
**Periode Jabatan: 15 Mei 2019 - RUPST TB 2023 (pada tahun 2024)**  
Term of Office: May 15, 2019 - AGMS FY 2023 (in 2024)



### Data Pribadi

Warga negara Indonesia  
Usia 41 tahun per 31 Desember 2021  
Kelahiran Palembang, 4 Desember 1980

### Domisili

Tangerang Selatan, Banten, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Teknik & Operasi PT Pertamina Gas berdasarkan keputusan RUPS yang diselenggarakan pada tanggal 15 Mei 2019, dengan Akta No 45 tanggal 15 Mei 2019 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH di Jakarta.

### Riwayat Pendidikan

- S2 (Global Executive MBA) di Institut Teknologi Bandung dan Aalto University Executive Education Ltd (2016)
- S2 jurusan Industrial and System Engineering di National University of Singapore (2009)
- Sarjana Teknik Sipil Institut Teknologi Bandung (2002)

### Riwayat Pekerjaan

- Group Head PMO Infrastructure di PT. Perusahaan Gas Negara (Persero) Tbk. (2017-2019)
- Vice President Infrastructure Program Controlling di PT Perusahaan Gas Negara (Persero) (2016-2017)
- AVP Construction Division di PT Perusahaan Gas Negara (Persero)(2012-2015)
- Engineer di PT Perusahaan Gas Negara (Persero) (2004-2010)
- Civil Engineer di PT Tripatra Engineering (2003)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens  
Age 41 years as of December 31, 2021  
Born in Palembang, December 4, 1980

### Domicile

South Tangerang, Banten, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as Technical & Operation Director of PT Pertamina Gas based on the resolution of the GMS held on 15 May 2019, with Deed No 45 dated 15 May 2019 drawn up before Notary Marianne Vincentia Hamdani, SH in Jakarta.

### Educational Background

- Masters (Global Executive MBA) at Bandung Institute of Technology and Aalto University Executive Education Ltd (2016)
- Master's degree majoring in Industrial and System Engineering at the National University of Singapore (2009)
- Bachelor of Civil Engineering from Bandung Institute of Technology (2002)

### Work Experience

- PMO Infrastructure Group Head at PT. Perusahaan Gas Negara (Persero) Tbk. (2017-2019)
- Vice President Infrastructure Program Controlling at PT Perusahaan Gas Negara (Persero) (2016-2017)
- AVP Construction Division at PT Perusahaan Gas Negara (Persero)(2012-2015)
- Engineer at PT Perusahaan Gas Negara (Persero) (2004-2010)
- Civil Engineer at PT Tripatra Engineering (2003)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.

## Indra Setyawati

**Direktur Strategi & Pengembangan Bisnis | Strategy & Business Development Director**  
**Periode Jabatan: 21 Agustus 2018 - 14 Maret 2022**  
Term of Office: August 21, 2018 - March 14, 2022



### Data Pribadi

Warga negara Indonesia  
Usia 56 tahun per 31 Desember 2021  
Kelahiran Malang, 8 Agustus 1965

### Domisili

Kota Bekasi, Jawa Barat, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Pj. Direktur Komersial & Pengembangan Bisnis PT Pertamina Gas melalui RUPS Sirkuler tanggal 25 Februari 2016. Kemudian beliau diangkat kembali sebagai Direktur Strategi & Pengembangan Bisnis berdasarkan keputusan RUPS yang diselenggarakan pada tanggal 15 Mei 2019, dengan Akta No 45 tanggal 15 Mei 2019 yang dibuat di hadapan Notaris Marianne Vincentia Hamdani, SH di Jakarta.

### Riwayat Pendidikan

Sarjana Teknik Kimia dari Institut Teknologi Sepuluh November Surabaya (1989)

### Riwayat Pekerjaan

- Direktur Komersial & Pengembangan Bisnis PT Pertamina Gas (2016-2019)
- Vice President Business Development PT Pertamina Gas (2012-2015)
- Vice President Perencanaan dan Portofolio PT Pertamina Gas (2011-2012)
- Manajer Perencanaan dan Budgeting di PT Pertamina Gas (2007)
- production engineer di PT Pertamina (Persero) (1991)

### Informasi Rangkap Jabatan

Komisaris PT Perta-Samtan Gas (2019-saat ini)

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens  
Age 56 years as of December 31, 2021  
Born in Malang, August 8, 1965

### Domicile

Bekasi, West Java, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as Director of Commercial & Business Development of PT Pertamina Gas through Circular GMS on February 25, 2016. Then he was reappointed as Strategy & Business Development Director based on the resolution of the GMS which was held on May 15, 2019, by Deed No. 45 dated May 15, 2019 drawn up before a Notary Marianne Vincentia Hamdani, SH in Jakarta.

### Educational Background

Bachelor of Chemical Engineering from Sepuluh November Institute of Technology Surabaya (1989)

### Work Experience

- Commercial & Business Development Director of PT Pertamina Gas (2016-2019)
- Vice President Business Development of PT Pertamina Gas (2012-2015)
- Vice President of Planning and Portfolio of PT Pertamina Gas (2011-2012)
- Planning and Budgeting Manager at PT Pertamina Gas (2007)
- production engineer at PT Pertamina (Persero) (1991)

### Concurrent Position Information

Commissioner in PT Perta-Samtan Gas (2019-present)

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.





## Agung Indri Pramantyo

**Direktur Strategi & Pengembangan Bisnis**  
Strategy & Business Development Director

**Periode Jabatan: 15 Maret 2022 - RUPST TB 2025 (pada tahun 2026)**  
Term of Office: March 15, 2022 - AGMS TB 2025 (in 2026)



### Data Pribadi

Warga negara Indonesia  
Usia 49 tahun per 31 Desember 2021  
Kelahiran Sambirejo, 24 Juni 1972

### Domisili

Jakarta, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Strategi & Pengembangan Bisnis PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 15 Maret 2022 dengan Akta No. 13 tanggal 8 April 2022 yang dibuat di hadapan Notaris Lenny Janis Ishak, S.H., di Jakarta.

### Riwayat Pendidikan

- Master of Business Administration Institut Teknologi Bandung (2014)
- Sarjana Teknik Mesin Universitas Gadjah Mada (1998)

### Riwayat Pekerjaan

- Vice President Business Development PT Pertamina Gas (2018)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens  
49 years old as of 31 December 2021  
Born in Sambirejo, June 24, 1972

### Domicile

Jakarta, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as Strategy & Business Development Director of PT Pertamina Gas based on the Circular Shareholders' Decision (KPSSS) which was held on March 15, 2022 with a Deed No. 13 dated April 8, 2022 drawn up before a Notary Lenny Janis Ishak, S.H., in Jakarta.

### Educational Background

- Master of Business Administration Bandung Institute of Technology (2014)
- Bachelor of Mechanical Engineering from Gadjah Mada University (1998)

### Work Experience

- Vice President Business Development of PT Pertamina Gas (2018)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.

## Rigo Supratman

**Direktur Keuangan & Dukungan Bisnis I** Finance & Business Support Director  
**Periode Jabatan: 25 November 2020 - RUPST TB 2024 (pada tahun 2025)**  
Term of Office: November 25, 2020 - AGMS FY 2024 (in 2025)



### Data Pribadi

Warga negara Indonesia  
Usia 54 tahun per 31 Desember 2021  
Kelahiran Banyumas, 7 Januari 1967

### Domisili

Tangerang Selatan, Banten, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Keuangan & Dukungan Bisnis PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 25 November 2020, dengan Akta No. 15 tanggal 14 Desember 2020 yang dibuat di hadapan Notaris Lenny Janis Ishak, SH di Jakarta.

### Riwayat Pendidikan

Sarjana Ekonomi Manajemen dari Universitas Gadjah Mada, Yogyakarta (1992)

### Riwayat Pekerjaan

- Direktur Keuangan & Umum PT Nusantara Regas (2017-2020)
- Direktur Utama PT Kalimantan Jawa Gas (2020)
- Direktur Keuangan & Administrasi PT Transportasi Gas Indonesia (2020)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens  
Age 54 years as of December 31, 2021  
Born in Banyumas, January 7, 1967

### Domicile

South Tangerang, Banten, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as Finance & Business Support Director of PT Pertamina Gas based on Circular Shareholders' Decision (KPSSS) which was held on November 25, 2020, with Deed No. 15 dated December 14, 2020 made before Notary Lenny Janis Ishak, SH in Jakarta.

### Educational Background

Bachelor of Management Economics from Gadjah Mada University, Yogyakarta (1992)

### Work Experience

- Direktur Keuangan & Umum PT Nusantara Regas (2017-2020)
- Direktur Utama PT Kalimantan Jawa Gas (2020)
- Direktur Keuangan & Administrasi PT Transportasi Gas Indonesia (2020)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.



## Kusdi Widodo

### Direktur Komersial

Commercial Director

**Periode Jabatan: 15 Maret 2022 - RUPST TB 2025 (pada tahun 2026)**

Term of Office: March 15, 2022 - AGMS TB 2025 (in 2026)



### Data Pribadi

Warga negara Indonesia

Usia 53 tahun per 31 Desember 2021

Kelahiran Tulungagung, 20 Maret 1968

### Domisili

Bogor, Jawa Barat, Indonesia

### Dasar Hukum Pengangkatan Pertama Kali

Diangkat pertama kalinya sebagai Direktur Komersial PT Pertamina Gas berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler (KPSSS) yang diselenggarakan pada tanggal 15 Maret 2022 dengan Akta No. 13 tanggal 8 April 2022 yang dibuat di hadapan Notaris Lenny Janis Ishak, S.H., di Jakarta.

### Riwayat Pendidikan

- Master of Business Administration Universitas Gadjah Mada (2014)
- Sarjana Teknik Mesin Institut Teknologi Sepuluh November (1992)

### Riwayat Pekerjaan

- Vice President Commercial Gas & Product PT Pertamina Gas (2019-2022)
- Vice President Commercial Java PT Pertagas Niaga (2016-2019)
- General Manager LNG PT Pertagas Niaga (2013-2016)
- Vice President, PT Total Oil Indonesia (2007-2013)
- General Manager, PT ConocoPhillips Downstream Indonesia (2003-2006)
- Senior Manager, PT Shell Companies in Indonesia, (1996-2003)

### Informasi Rangkap Jabatan

Beliau tidak memiliki rangkap jabatan baik di luar maupun dalam Perusahaan.

### Hubungan Afiliasi

Beliau tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris, anggota Direksi, anggota Dewan Pengawas lainnya, maupun dengan pemegang saham utama dan pengendali baik langsung maupun tidak langsung.

### Kepemilikan Saham Perusahaan

Beliau tidak memiliki saham di PT Pertamina Gas.

### Personal Data

Indonesian citizens

Age 53 years as of December 31, 2021

Born in Tulungagung, March 20, 1968

### Domicile

Bogor, West Java, Indonesia

### Legal Basis of First Appointment

Appointed for the first time as Commercial Director of PT Pertamina Gas based on the Circular Decision of the Shareholders (KPSSS) which was held on March 15, 2022 with a Deed No. 13 dated April 8, 2022 drawn up before a Notary Lenny Janis Ishak, S.H., in Jakarta.

### Educational Background

- Master of Business Administration Universitas Gadjah Mada (2014)
- Bachelor of Mechanical Engineering from Ten November Institute of Technology (1992)

### Work Experience

- Vice President Commercial Gas & Product PT Pertamina Gas (2019-2022)
- Vice President Commercial Java PT Pertagas Niaga (2016-2019)
- General Manager LNG PT Pertagas Niaga (2013-2016)
- Vice President, PT Total Oil Indonesia (2007-2013)
- General Manager, PT ConocoPhillips Downstream Indonesia (2003-2006)
- Senior Manager, PT Shell Companies in Indonesia, (1996-2003)

### Concurrent Position Information

He does not have concurrent positions both outside and within the Company.

### Affiliate Relationship

He has no affiliation with members of the Board of Commissioners, members of the Board of Directors, other members of the Supervisory Board, or with the major and controlling shareholders, either directly or indirectly.

### Company Share Ownership

He does not own shares in PT Pertamina Gas.

# Profil Pejabat Eksekutif

## Executive Officer Profile

### Pejabat Eksekutif pada Direktorat Utama

Executive Officer at Main Directorate

#### Suharti

**Chief of Internal Audit**  
Menjabat sejak 1 Juli 2020  
Serving since July 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	42 tahun per 31 Desember 2021 42 years old as of December 31, 2021
Domisili Domicile	:	Kota Jakarta Pusat, DKI Jakarta, Indonesia Central Jakarta City, DKI Jakarta, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Juli 2018 July 1, 2018
Riwayat Pendidikan Educational background	:	Magister Manajemen, Universitas Gadjah Mada, 2017 Master of Management, Gadjah Mada University, 2017
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Sr Auditor III Refinery ISC Internal Audit PT Pertamina (Persero), 2017 – 2018</li> <li>▪ Manager Operation &amp; Business Dev Audit PT Pertamina Gas, 2018 - 2020</li> <li>▪ Chief of Internal Audit PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ Sr Auditor III Refinery ISC Internal Audit PT Pertamina (Persero), 2017 – 2018</li> <li>▪ Operation &amp; Business Dev Audit Manager PT Pertamina Gas, 2018 - 2020</li> <li>▪ Chief of Internal Audit of PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00040/K20100/2020-S8 tanggal 01 Juli 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00040/K20100/2020-S8 dated 01 July 2020

#### Indra P. Sembiring

**VP QHSSE**  
Menjabat sejak 1 April 2020  
Serving since April 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2021 53 years as of December 31, 2021
Domisili Domicile	:	Kota Tangerang Selatan, Banten, Indonesia South Tangerang City, Banten, Indonesia
Bergabung di Perusahaan Join the Company	:	1 April 2020 April 1, 2020
Riwayat Pendidikan Educational background	:	Magister Keselamatan & Kesehatan Kerja, Universitas Indonesia, 2014 Master in Occupational Safety & Health, University of Indonesia, 2014
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Asset 3 HSSE Operation Manager PT Pertamina EP, 2017 – 2018</li> <li>▪ Safety &amp; Industrial Hygiene Sr. Manager PT Pertamina EP, 2018 – 2020</li> <li>▪ VP QHSSE PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ Asset 3 HSSE Operation Manager PT Pertamina EP, 2017 – 2018</li> <li>▪ Safety &amp; Industrial Hygiene Sr. Manager of PT Pertamina EP, 2018– 2020</li> <li>▪ VP QHSSE PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00252/K20000/2020-S8 tanggal 21 Maret 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00252/K20000/2020-S8 March 21, 2020



## Fitri Erika

**Corporate Secretary**  
Menjabat sejak 1 Februari 2019  
Serving since February 1, 2019



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	47 tahun per 31 Desember 2021 47 years as of December 31, 2021
Domisili Domicile	:	Kota Tangerang Selatan, Banten, Indonesia South Tangerang City, Banten, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Februari 2019 February 1, 2019
Riwayat Pendidikan Educational background	:	Magister Studi Pembangunan, Universitas Sumatera Utara, 2013 Master in Development Studies, University of North Sumatra, 2013
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Corporate Secretary PT Pertamina Lubricants, 2017 – 2019</li> <li>▪ Corporate Secretary PT Pertamina Gas, 2019 - Sekarang</li> <li>▪ Corporate Secretary of PT Pertamina Lubricants, 2017 – 2019</li> <li>▪ Corporate Secretary of PT Pertamina Gas, 2019 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur SDM PT Pertamina (Persero) No. Kpts.P-066/K00000/2019-S8 tanggal 04 Februari 2019 Decree of the HR Director of PT Pertamina (Persero) No. Kpts.P-066/K00000/2019-S8 dated 04 February 2019

### Pejabat Eksekutif pada Direktorat Strategy & Business Development Executive Officer at Strategy & Business Development Directorate

## R.Bara Ilmarosa

**VP Strategic Planning & Portfolio**  
Menjabat sejak 10 Agustus 2018  
Served since August 10, 2018



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2021 53 years as of December 31, 2021
Domisili Domicile	:	Kota Bogor, Jawa Barat, Indonesia Bogor City, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	10 Agustus 2018 August 10, 2018
Riwayat Pendidikan Educational background	:	Magister Administrasi Bisnis, Universitas Gadjah Mada, 2014 Master of Business Administration, Gadjah Mada University, 2014
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager LNG Commercial PT Pertamina (Persero), 2016-2018</li> <li>▪ Vice President Planning &amp; Portfolio PT Pertamina Gas, 2018 – 2020</li> <li>▪ Vice President Strategic Planning &amp; Portfolio PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ LNG Commercial Manager PT Pertamina (Persero), 2016-2018</li> <li>▪ Vice President Planning &amp; Portfolio of PT Pertamina Gas, 2018 – 2020</li> <li>▪ Vice President Strategic Planning &amp; Portfolio of PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts.P-485/C00000/2018-S8 tanggal 06 Agustus 2018 Decree of the President Director of PT Pertamina (Persero) No. Kpts.P-485/C00000/2018-S8 dated 06 August 2018

## Agung Indri Pramantyo

*VP Business Development*

**Menjabat sejak 1 November 2018**

Served since November 1, 2018



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	49 tahun per 31 Desember 2021 49 years as of December 31, 2021
Domisili Domicile	:	Kota Jakarta Selatan, DKI Jakarta, Indonesia South Jakarta City, DKI Jakarta, Indonesia
Bergabung di Perusahaan Join the Company	:	1 April 2008 April 1, 2008
Riwayat Pendidikan Educational background	:	Magister Administrasi Bisnis, Institut Teknologi Bandung, 2014 Master of Business Administration, Bandung Institute of Technology, 2014
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager Project Operation PT Pertamina Gas, 2017 – 2018</li> <li>▪ Vice President Business Development PT Pertamina Gas, 2018 – 2021</li> <li>▪ Project Operation Manager of PT Pertamina Gas, 2017 – 2018</li> <li>▪ Vice President Business Development of PT Pertamina Gas, 2018 – 2021</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur SDM PT Pertamina (Persero) No. Kpts.P-681/C0000/2018-S8 tanggal 05 November 2018 Decree of the HR Director of PT Pertamina (Persero) No. Kpts.P-681/C0000/2018-S8 November 05 2018

## Pejabat Eksekutif pada Direktorat Commercial

Executive Officer at Commercial Directorate

## Kusdi Widodo

*VP Commercial Gas & Product*

**Menjabat sejak 1 Februari 2020**

Serving since February 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2021 53 years as of December 31, 2021
Domisili Domicile	:	Kab. Bogor, Jawa Barat, Indonesia Regency. Bogor, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Agustus 2013 August 1, 2013
Riwayat Pendidikan Educational background	:	Magister Administrasi Bisnis, Universitas Gadjah Mada, 2014 Master of Business Administration, Gadjah Mada University, 2014
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ VP Commercial Java PT Pertagas Niaga, 2017 – 2020</li> <li>▪ VP Commercial Gas &amp; Product PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ VP Commercial Java PT Pertagas Niaga, 2017 – 2020</li> <li>▪ VP Commercial Gas &amp; Product PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan President Director PT Pertamina Gas No. Kpts.P-001/PG0000/2020-S8 tanggal 06 Januari 2020 Decree of the President Director of PT Pertamina Gas No. Kpts.P-001/PG0000/2020-S8 January 06, 2020





**Pejabat Eksekutif pada Direktorat Technical Operation**  
Executive Officer at the Directorate of Technical Operation

**Sudewo**

*VP Technical Management*  
Menjabat sejak 1 Juni 2017  
Served since June 1, 2017



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	56 tahun per 31 Desember 2021 56 years as of December 31, 2021
Domisili Domicile	:	Kab. Bogor, Jawa Barat, Indonesia Regency. Bogor, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Juni 2015 June 1, 2015
Riwayat Pendidikan Educational background	:	Sarjana Teknik Elektro, Universitas Indonesia, 1990 Bachelor of Electrical Engineering, University of Indonesia, 1990
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Vice President Project Management PT Pertamina Gas, 2017 – 2020</li> <li>▪ Vice President Technical Management PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ Vice President Project Management PT Pertamina Gas, 2017 – 2020</li> <li>▪ Vice President Technical Management of PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts.P-090/C00000/2017-S8 tanggal 23 Mei 2017 Decree of the President Director of PT Pertamina (Persero) No. Kpts.P-090/C00000/2017-S8 dated 23 May 2017

**Hendra Tria Putra**

*General Manager Operation West Region*  
Menjabat sejak 1 Juli 2020  
Serving since July 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2021 53 years as of 31 December 2021
Domisili Domicile	:	Kota Palembang, Sumatera Selatan, Indonesia Palembang City, South Sumatra, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Juli 2020 July 1, 2020
Riwayat Pendidikan Educational background	:	Sarjana Mesin, Universitas Sumater Utara, 1996 Bachelor of Engineering, University of North Sumatra, 1996
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager Quality Management PT Pertamina (Persero), 2017</li> <li>▪ Manager QSKM Refinery PT Pertamina (Persero), 2017-2019</li> <li>▪ Manager HCBP Refinery PT Pertamina (Persero), 2019 – 2020</li> <li>▪ General Manager Operation West Region PT Pertamina Gas, 2020 - Sekarang</li> <li>▪ PT Pertamina (Persero) Quality Management Manager, 2017</li> <li>▪ Manager of QSKM Refinery PT Pertamina (Persero), 2017-2019</li> <li>▪ Manager of HCBP Refinery PT Pertamina (Persero), 2019 – 2020</li> <li>▪ General Manager Operation West Region PT Pertamina Gas, 2020 - Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00039/K20100/2020-S8 tanggal 26 Juni 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00039/K20100/2020-S8 dated 26 June 2020

## Gatot Budhi Prakoso

*General Manager Operation East Region*

**Menjabat sejak 1 Maret 2020**

Serving since March 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	54 tahun per 31 Desember 2021 54 years as of 31 December 2021
Domisili Domicile	:	Kab. Cikarang, Jawa Barat, Indonesia Regency. Cikarang, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Mei 2007 May 1, 2007
Riwayat Pendidikan Educational background	:	Magister Administrasi Bisnis, Institut Teknologi Bandung, 2006 Master of Business Administration, Bandung Institute of Technology, 2006
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager Eastern Java Area PT Pertamina Gas, 2017-2018</li> <li>▪ Manager Western Java Area PT Pertamina Gas, 2018-2019</li> <li>▪ Vice President Engineering PT Pertamina Gas, 2019-2020</li> <li>▪ GM Operation East Region PT Pertamina Gas, 2020-Sekarang</li> <li>▪ Eastern Java Area Manager PT Pertamina Gas, 2017-2018</li> <li>▪ Western Java Area Manager PT Pertamina Gas, 2018-2019</li> <li>▪ Vice President Engineering PT Pertamina Gas, 2019-2020</li> <li>▪ GM Operation East Region PT Pertamina Gas, 2020-Present</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00227/K20000/2020-S8 tanggal 21 Maret 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00227/K20000/2020-S8 March 21, 2020

## Pejabat Eksekutif pada Direktorat Technical Operation

Executive Officer at Directorate of Finance & Business Support

## Hirsan Firra Kanar

*VP Human Capital & Business Support*

**Menjabat sejak 1 Agustus 2020**

Served since August 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	45 tahun per 31 Desember 2021 45 years as of 31 December 2021
Domisili Domicile	:	Kota Cimahi, Jawa Barat, Indonesia Cimahi City, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Agustus 2020 August 1, 2020
Riwayat Pendidikan Educational background	:	Sarjana Ilmu Hukum, Universitas Padjadjaran, 1999 Bachelor of Law, Padjadjaran University, 1999
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Unit Manager HR Sulawesi PT Pertamina (Persero), 2016-2017</li> <li>▪ Manager HCBP HC &amp; Asset Management PT Pertamina (Persero), 2018 – 2019</li> <li>▪ Manager HCBP HC, AM &amp; PIMR PT Pertamina (Persero), 2019 – 2020</li> <li>▪ VP Human Capital &amp; Business Support PT Pertamina Gas, 2020 - 2021</li> <li>▪ PT Pertamina (Persero) Sulawesi HR Unit Manager, 2016-2017</li> <li>▪ Manager HCBP HC &amp; Asset Management PT Pertamina (Persero), 2018 – 2019</li> <li>▪ Manager of HCBP HC, AM &amp; PIMR PT Pertamina (Persero), 2019 – 2020</li> <li>▪ VP Human Capital &amp; Business Support PT Pertamina Gas, 2020 - 2021</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00431/K20000/2020-S8 tanggal 24 Juli 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00431/K20000/2020-S8 July 24, 2020



## Febri Rusnal

**VP Financial Controller**  
Menjabat sejak 1 Juli 2020  
Serving since July 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	44 tahun per 31 Desember 2021 44 years as of 31 December 2021
Domisili Domicile	:	Kota Bekasi, Jawa Barat, Indonesia Bekasi City, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 Juli 2020 July 1, 2020
Riwayat Pendidikan Educational background	:	Magister Manajemen, Universitas Gadjah Mada, 2007 Master of Management, Gadjah Mada University, 2007
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager Finance RU V PT Pertamina (Persero), 2017</li> <li>▪ System &amp; Procedure Manager PT Pertamina Hulu Energi, 2018</li> <li>▪ Budgeting &amp; Evaluation Manager PT Pertamina Hulu Energi, 2018-2020</li> <li>▪ Vice President Financial Controller PT Pertamina Gas, 2020 - 2021</li> <li>▪ Finance Manager RU V PT Pertamina (Persero), 2017</li> <li>▪ System &amp; Procedure Manager of PT Pertamina Hulu Energi, 2018</li> <li>▪ Budgeting &amp; Evaluation Manager of PT Pertamina Hulu Energi, 2018-2020</li> <li>▪ Vice President Financial Controller of PT Pertamina Gas, 2020 - 2021</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur Utama PT Pertamina (Persero) No. SKMJ-00181/K10200/2020-S8 tanggal 07 Juli 2020 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00181/K10200/2020-S8 July 07 2020

## Supeno

**VP Treasury**  
Menjabat sejak 1 November 2017  
Served since November 1, 2017



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	54 tahun per 31 Desember 2021 54 years as of 31 December 2021
Domisili Domicile	:	Kota Bogor, Jawa Barat, Indonesia Bogor City, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 November 2017 November 1, 2017
Riwayat Pendidikan Educational background	:	Magister Manajemen, Universitas Diponegoro, 2009 Master of Management, Diponegoro University, 2009
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager Budgeting &amp; Forecasting PT Pertamina (Persero), 2016 – 2017</li> <li>▪ Vice President Treasury PT Pertamina Gas, 2017 - 2021</li> <li>▪ PT Pertamina (Persero) Budgeting &amp; Forecasting Manager, 2016 – 2017</li> <li>▪ Vice President Treasury of PT Pertamina Gas, 2017 - 2021</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur SDM PT Pertamina (Persero) No. Kpts.P-016/K00000/2017-S8 tanggal 31 Agustus 2017 Decree of the HR Director of PT Pertamina (Persero) No. Kpts.P-097/K000000/2017-S8 on August 31, 2017

## Muhadi

**VP Supply Chain Management**  
Menjabat sejak 1 September 2017  
Served since September 1, 2017



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	54 tahun per 31 Desember 2021 54 years as of 31 December 2021
Domisili Domicile	:	Kota Depok, Jawa Barat, Indonesia Depok City, West Java, Indonesia
Bergabung di Perusahaan Join the Company	:	1 September 2017 September 1, 2017
Riwayat Pendidikan Educational background	:	Magister Teknik, Universitas Indonesia, 2000 Master of Engineering, University of Indonesia, 2000
Pengalaman Kerja Work experience	:	<ul style="list-style-type: none"> <li>▪ Manager SCM Project PT Pertamina (Persero), 2016 – 2017</li> <li>▪ Vice President Supply Chain Management PT Pertamina Gas, 2017-2021</li> <li>▪ PT Pertamina (Persero) SCM Project Manager, 2016 – 2017</li> <li>▪ Vice President Supply Chain Management of PT Pertamina Gas, 2017-2021</li> </ul>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	Surat Keputusan Direktur SDM PT Pertamina (Persero) No. Kpts.P-016/K00000/2017-S8 tanggal 31 Agustus 2017 Decree of the HR Director of PT Pertamina (Persero) No. Kpts.P-016/K000000/2017-S8 dated 31 August 2017



# Demografi Dan Pengembangan Kompetensi Karyawan Perusahaan

## Demography And Competency Development Of Company Employees

### DEMOGRAFI KARYAWAN

Per 31 Desember 2021, jumlah karyawan PT Pertamina Gas mencapai 441 orang, mengalami penurunan sebesar 0,68% dibandingkan jumlah karyawan per 31 Desember 2020 yang sebanyak 444 orang. Adanya penurunan ini disebabkan oleh penarikan pekerja perbantuan ke perusahaan asal.

Menjadi komitmen dan kebijakan Perusahaan untuk memberikan kesempatan kerja yang sama dan kesetaraan gender bagi semua pekerja dengan mengacu pada peraturan perundang-undangan dan kebijakan Perusahaan yang berlaku. Perusahaan melakukan pemenuhan kebutuhan tenaga kerja secara terencana untuk memastikan ketersediaan tenaga kerja sesuai dengan kebutuhan dan sebagai proses kaderisasi tenaga kerja dalam rangka menjaga kesinambungan kegiatan usaha Perusahaan.

Secara umum, pekerja di Perusahaan terdiri dari:

1. Pekerja *Direct Hire* Pertamina Gas:
  - a. Pekerja Waktu Tidak Tertentu (PWTT) yang bekerja di Pertamina Gas.
  - b. Pekerja Waktu Tidak Tertentu (PWTT) yang diperbantukan ke Pertamina Grup.
  - c. Pekerja Waktu Tertentu (PWT).
2. Pekerja Perbantuan Pertamina Grup

Dalam pelaksanaannya penerimaan tenaga kerja, perencanaan dan pengembangan karier, dilakukan melalui proses seleksi yang transparan dan objektif. Perusahaan tidak melakukan diskriminasi dalam proses tersebut dengan cara membedakan latar belakang suku, agama, ras, gender dan hal lainnya. Hal tersebut dapat terlihat dari tabel-tabel yang disajikan berikut ini.

### EMPLOYEE DEMOGRAPHICS

As of December 31, 2021, the number of employees of PT Pertamina Gas reached 441 people, a decrease of 0.68% compared to the number of employees as of December 31, 2020 which was 444 people. This decrease was due to the withdrawal of aid workers to the original company.

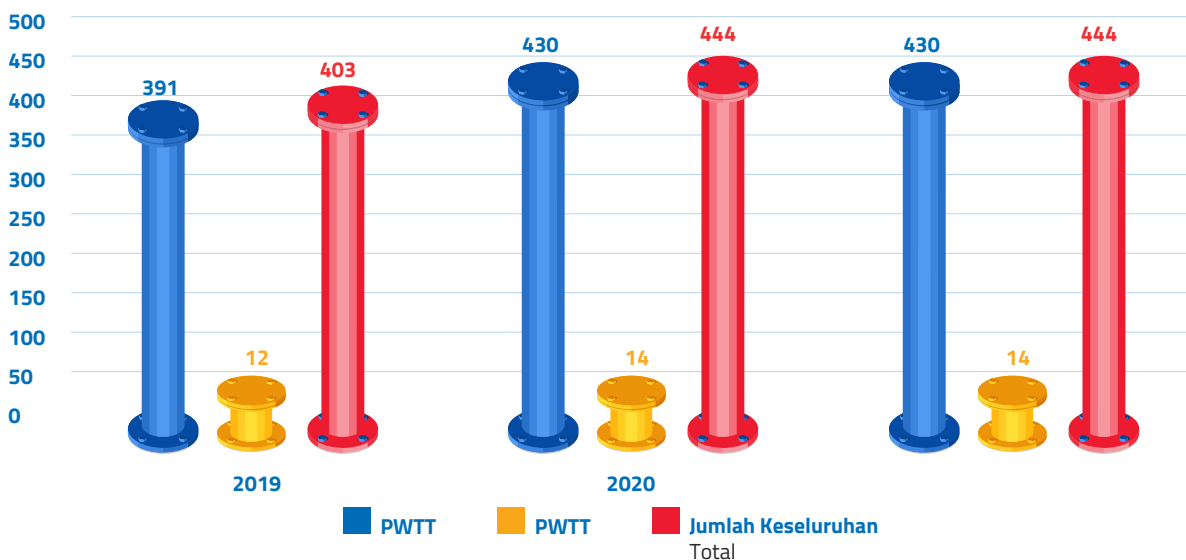
It is the Company's commitment and policy to provide equal employment opportunities and gender equality for all employees by referring to the prevailing laws and regulations and Company policies. The Company fulfills manpower needs in a planned manner to ensure the availability of manpower in accordance with the needs and as a workforce regeneration process in order to maintain the continuity of the Company's business activities.

In general, employees in the Company consist of:

1. Pertamina Gas Direct Hire Workers:
  - a. Unspecified Time Workers (PWTT) working at Pertamina Gas.
  - b. Unspecified Time Workers (PWTT) seconded to Pertamina Group.
  - c. Specified Time Workers (PWT).
2. Pertamina Group Assistant Workers.

In its implementation, recruitment, planning and career development are carried out through a transparent and objective selection process. The company does not discriminate in the process by distinguishing ethnic background, religion, race, gender and other matters. This can be seen from the tables presented below.

**Pergerakan Jumlah Pekerja 2017-2021 (orang)**  
Number of Workers Turnover (person) 2017-2021

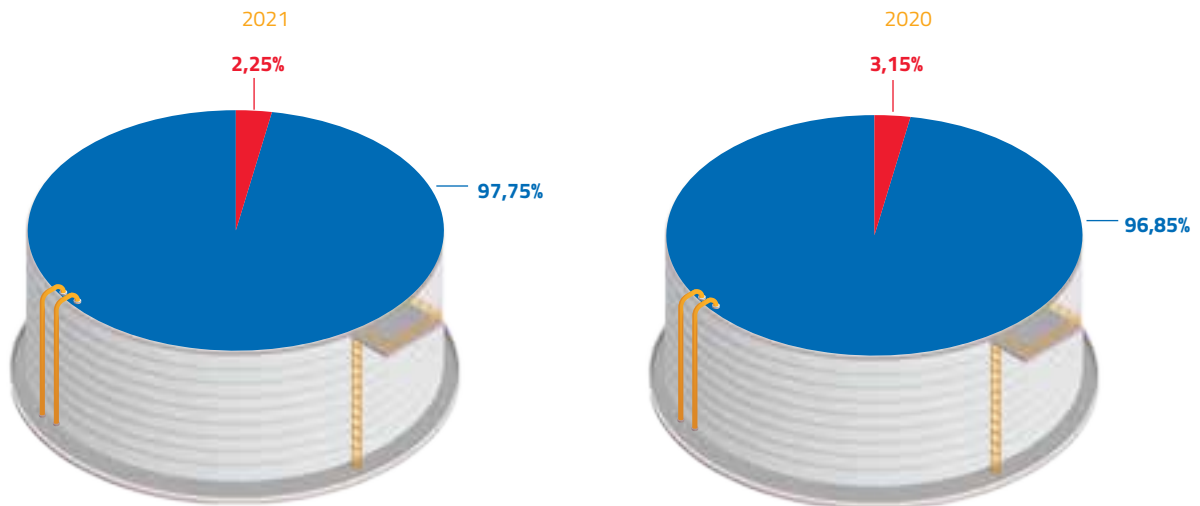


**Demografi Pekerja Berdasarkan Status Karyawan (orang)**  
Employee Demographics Based on Employee Status (person)

Status Status	2021				2020			
	L	P	Jumlah Total	Komposisi Composition (%)	L	P	Jumlah Total	Komposisi Composition (%)
Pekerja Waktu Tidak Tertentu Unspecified Time Worker	348	83	331	97,75%	349	81	430	96,85%
Pekerja Waktu Tertentu Specified Time Worker	5	5	10	2,25%	8	6	14	3,15%
<b>Jumlah Total</b>	<b>353</b>	<b>88</b>	<b>441</b>	<b>100,00%</b>	<b>357</b>	<b>87</b>	<b>444</b>	<b>100,00%</b>

L = Laki-laki / P = Perempuan  
M = Male / F = Female

**Komposisi Pekerja Berdasarkan Status Karyawan (orang)**  
Employee Composition Based on Employee Status (person)



■ Pekerja Waktu Tidak Tertentu  
Unspecified Time Worker    ■ Pekerja Waktu Tertentu  
Specified Time Worker

**Demografi Pekerja berdasarkan Level Organisasi/Struktur Jabatan (orang)**  
Worker Demographics by Organizational Level/Occupational Structure (person)

Level Organisasi/ Jabatan Organizational Level/ Position	2021				2020			
	L	P	Jumlah Total	Komposisi Composition (%)	L	P	Jumlah Total	Komposisi Composition (%)
Vice President / General Manager General Manager	11	2	13	2,95%	14	2	16	3,56%
Manager/ setara Manager/ equivalent	38	8	46	10,43%	36	9	45	10,02%



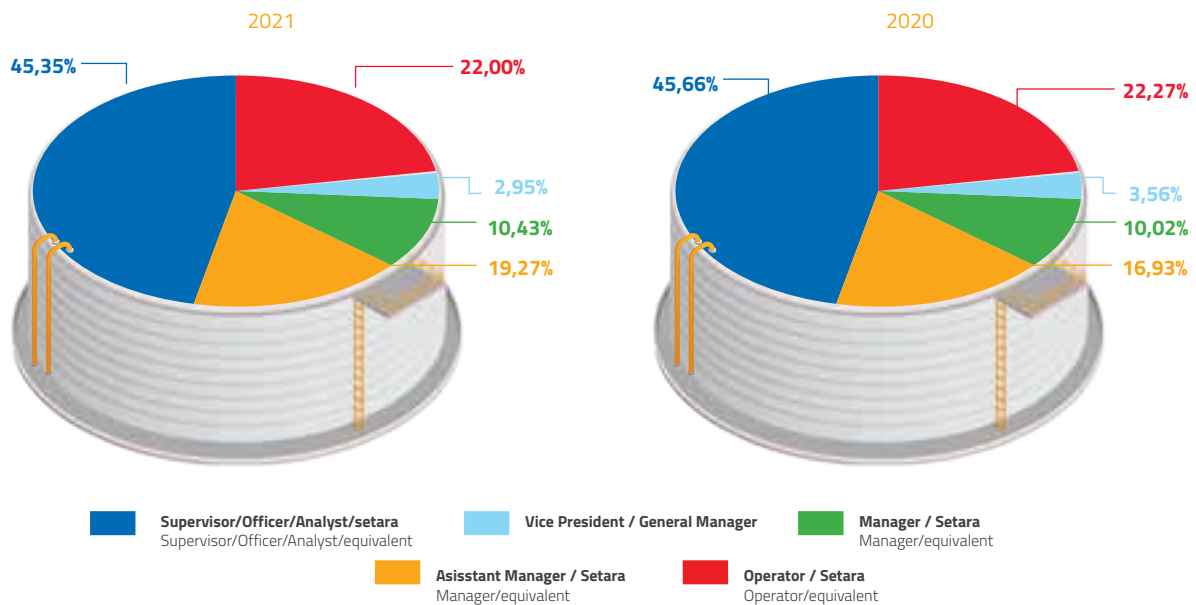


### Demografi Pekerja berdasarkan Level Organisasi/Struktur Jabatan (orang) Worker Demographics by Organizational Level/Occupational Structure (person)

Level Organisasi/ Jabatan Organizational Level/ Position	2021				2020			
	L	P	Jumlah Total	Komposisi Composition (%)	L	P	Jumlah Total	Komposisi Composition (%)
Assistant Manager/ setara Assistant Manager/ equivalent	66	19	85	19,27%	62	14	76	16,93%
Supervisor/ Officer/ Analyst/ setara Supervisor/ Officer/ Analyst/ equivalent	154	46	200	45,35%	156	49	205	45,66%
Operator/setara Operator/equivalent	84	13	97	22,00%	89	13	102	22,72%
Tugas Belajar Study Tasks	0	0	0	0,00%	-	-	-	-
<b>Jumlah Total</b>	<b>353</b>	<b>88</b>	<b>441</b>	<b>100,00%</b>	<b>360</b>	<b>89</b>	<b>449</b>	<b>100,00%</b>

L = Laki-laki / P = Perempuan  
M = Male / F = Female

### Komposisi Pekerja Berdasarkan Level Organisasi/Struktur Jabatan (orang) Composition of Workers Based on Organizational Level/Object Structure (person)

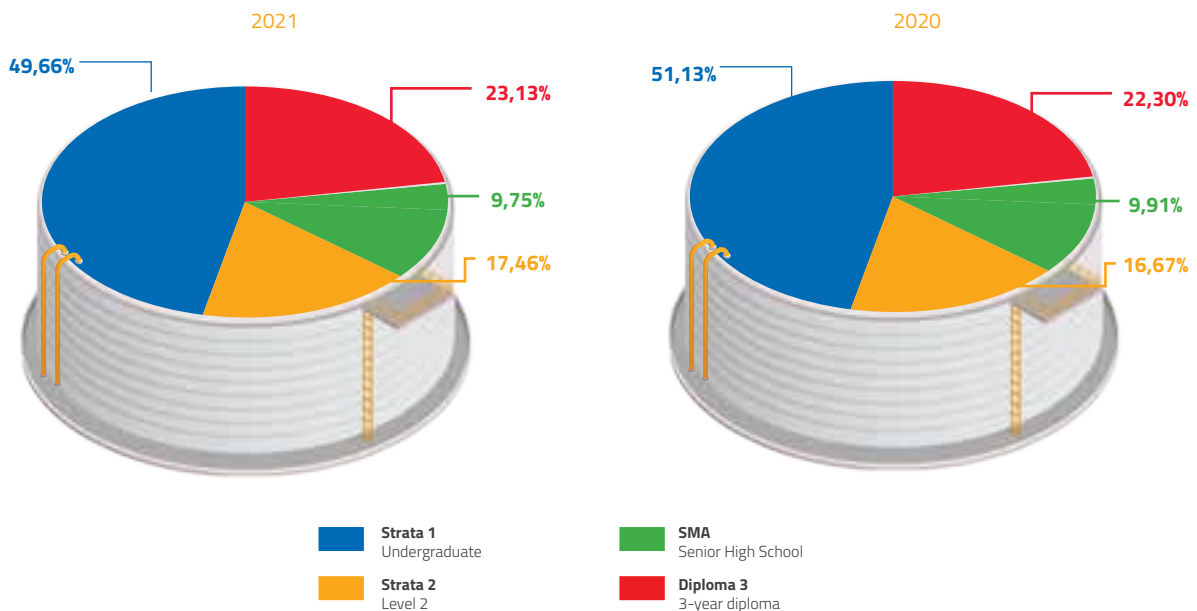


**Demografi Pekerja berdasarkan Tingkat Pendidikan (orang)**  
Worker Demographics by Education Level (person)

Tingkat Pendidikan Level of education	2021				2020			
	L	P	Jumlah Total	Komposisi (%) Composition (%)	L	P	Jumlah Total	Komposisi (%) Composition (%)
Strata 2 Level 2	61	16	78	17,46%	58	16	74	16,67%
Strata 1 Undergraduate	168	51	222	49,66%	176	51	227	51,13%
Diploma 3 3-year diploma	81	21	102	23,13%	79	20	99	22,30%
SMA senior High School	43	0	43	9,75%	44	0	44	9,91%
< SMA < high school	0	0	0	0,00%	0	0	0	0,00%
<b>Jumlah Total</b>	<b>352</b>	<b>89</b>	<b>451</b>	<b>100,00%</b>	<b>357</b>	<b>87</b>	<b>444</b>	<b>100,00%</b>

L = Laki-laki / P = Perempuan  
M = Male / F = Female

**Komposisi Karyawan berdasarkan Tingkat Pendidikan (orang)**  
Employee Composition by Education Level (person)



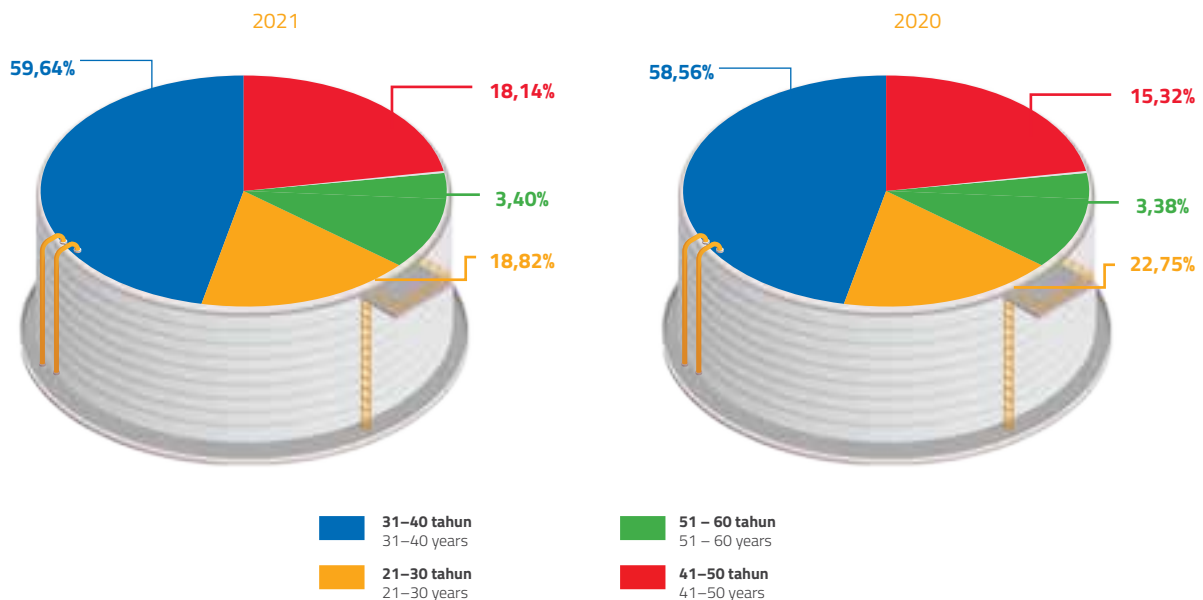


### Demografi Pekerja Berdasarkan Usia (orang) Demographics of Workers by Age (person)

Rentang Usia Age Range	2021				2020			
	L	P	Jumlah Total	Komposisi (%) Composition (%)	L	P	Jumlah Total	Komposisi (%) Composition (%)
≥ 60 tahun 60 years	0	0	0	0,00%	0	0	0	0,00%
51 – 60 tahun 51 – 60 years	14	1	15	3,40%	15	0	15	3,38%
41–50 tahun 41–50 years	68	12	80	18,14%	57	11	68	15,32%
31–40 tahun 31–40 years	206	57	263	59,64%	208	52	260	58,56%
21–30 tahun 21–30 years	65	18	83	18,82%	77	24	101	22,75%
<b>Jumlah Total</b>	<b>353</b>	<b>88</b>	<b>441</b>	<b>100,00%</b>	<b>357</b>	<b>87</b>	<b>444</b>	<b>100,00%</b>

L = Laki-laki / P = Perempuan  
M = Male / F = Female

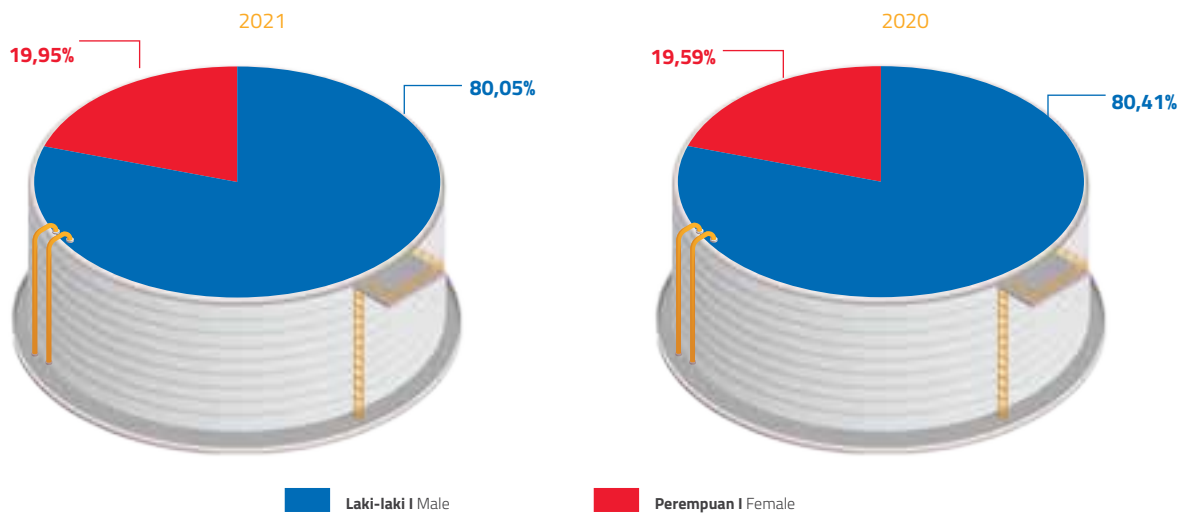
### Komposisi Karyawan berdasarkan Usia (orang) Demographics of Workers by Gender/Gender (person)



**Demografi Pekerja Berdasarkan Gender/Jenis Kelamin (orang)**  
Worker Demographics by Work Area (person)

Gender/Jenis Kelamin Gender/Jenis Kelamin	2021		2020	
	Jumlah Total	Komposisi (%) Composition (%)	Jumlah Total	Komposisi (%) Composition (%)
Laki-laki Male	353	80,05%	357	80,41%
Perempuan Female	88	19,95%	87	19,59%
Jumlah Total	441	100,00%	444	100,00%

**Komposisi Pekerja Berdasarkan Gender/Jenis Kelamin (orang)**  
Employee Composition by Gender (person)



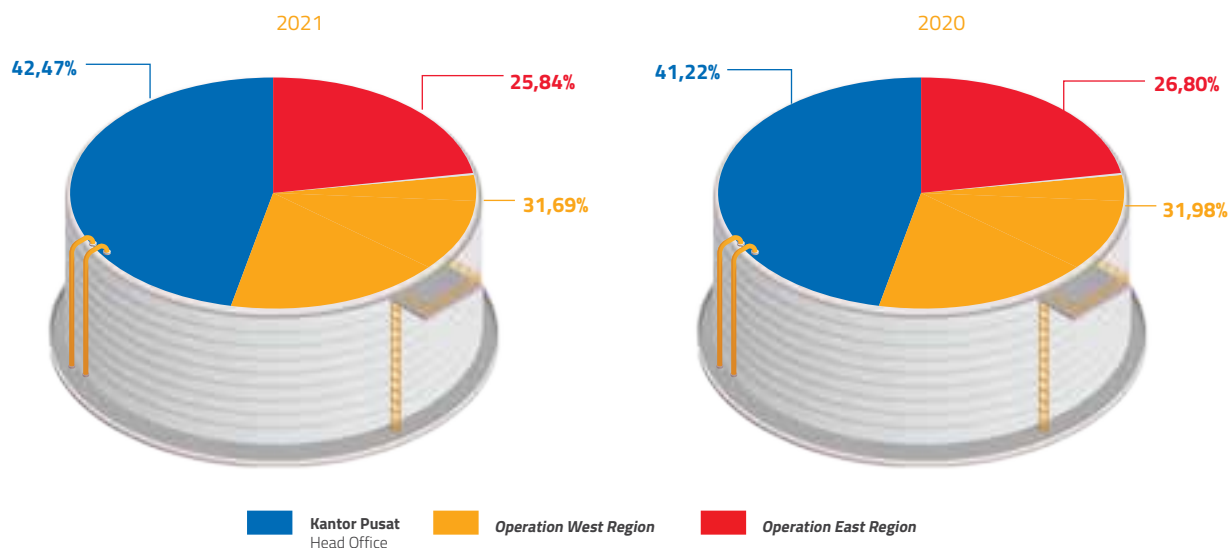
**Demografi Pekerja Berdasarkan Wilayah Kerja (orang)**  
Worker Demographics by Work Area (person)

Rentang Usia Work Area	2021				2020			
	L	P	Jumlah Total	Komposisi (%) Composition (%)	L	P	Jumlah Total	Komposisi (%) Composition (%)
Kantor Pusat Head Office	126	63	189	42,47%	126	57	183	41,22%
Operation West Region	130	11	141	31,69%	130	12	142	31,98%
Operation East Region	99	16	115	25,84%	101	18	119	26,80%
Jumlah Total	355	90	445	100,00%	357	87	444	100,00%

L = Laki-laki / P = Perempuan  
M = Male / F = Female



### Komposisi Pekerja Berdasarkan Wilayah Kerja (orang) Composition of Workers by Work Area (person)



### Jumlah Pekerja yang Diperbantukan ke Anak Perusahaan (Orang) Number of Workers Seconded to Subsidiaries (Person)

Anak Perusahaan Subsidiaries	2021				2020			
	L	P	Jumlah Total	Komposisi (%) Composition (%)	L	P	Jumlah Total	Komposisi (%) Composition (%)
PT Pertamina (Persero)	1	0	1	4,17%	1	0	1	4,76%
PT Perusahaan Gas Negara Tbk	2	1	3	12,5%	1	0	1	4,76%
PT Pertamina Hulu Energi	1	0	1	4,17%	1	0	1	4,76%
PT Pertagas Niaga	11	0	11	45,83%	11	0	11	52,38%
PT Perta Arun Gas	4	2	6	25,00%	3	2	5	23,81%
PT Perta Daya Gas	2	0	2	8,33%	2	0	2	9,52%
PT Perta-Samtan Gas	0	0	0	0,00%	0	0	0	0
<b>Jumlah Total</b>	<b>21</b>	<b>3</b>	<b>24</b>	<b>100,00%</b>	<b>19</b>	<b>2</b>	<b>21</b>	<b>100,00%</b>

L = Laki-laki / P = Perempuan  
M = Male / F = Female

## PENGEMBANGAN KOMPETENSI

Perusahaan meyakini Sumber Daya Manusia (SDM) yang mumpuni merupakan ujung tombak dalam upaya mewujudkan visi dan misi Perusahaan. Untuk itu, Pertamina Gas secara berkesinambungan mengembangkan kompetensi (*knowledge, skill* dan *attitude*) pekerja untuk meningkatkan prestasi dan produktivitas perusahaan secara keseluruhan. Dalam mempersiapkan program pengembangan pegawai, Perusahaan memberikan kesempatan kepada seluruh karyawan untuk dapat mencapai jenjang tertentu sesuai dengan kinerja dan potensinya. Perusahaan secara berkesinambungan mendorong setiap personal dalam semua unit kerja untuk mengikuti program pelatihan dan pengembangan kompetensi dalam rangka pengembangan diri maupun persiapan untuk menghadapi masa kini dan masa datang.

## COMPETENCE DEVELOPMENT

The Company believes that qualified Human Resources (HR) are the spearhead in the effort to realize the Company's vision and mission. For this reason, Pertamina Gas continuously develops the competencies (knowledge, skills and attitudes) of workers to improve the company's overall performance and productivity. In preparing employee development programs, the Company provides opportunities for all employees to be able to reach certain levels according to their performance and potential. The Company continuously encourages every individual in all work units to participate in training and competency development programs in the context of self-development and preparation for the present and future.





**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Direksi Directors	2	Certified Public Private Partnership Professional (CP3P) Foundation Program International Conference On Enterprise Risk Management
Vice President / General Manager	8	<ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. HSSE Leadership Mandatory Training</li> <li>3. International Conference On Enterprise Risk Management</li> <li>4. National Conference GRC Forum</li> <li>5. Pelatihan Publik "National Zoominar: Managing People Collaboration Through HC Daya Analytics &amp; Technology Savvy in Complex Area"</li> <li>6. Training Awareness Sistem Manajemen Anti Penyuapan (SMAP)</li> <li>7. Training Certified Internal Auditor All Part</li> <li>8. Workshop Interaction Internal Audit With Audit Comitee and External Auditor In The New Normal</li> </ol> <ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. HSSE Leadership Mandatory Training</li> <li>3. International Conference on Enterprise Risk Management</li> <li>4. National Conference GRC Forum</li> <li>5. Public Training "National Zoominar: Managing People Collaboration Through HC Daya Analytics &amp; Technology Savvy in Complex Areas"</li> <li>6. Anti-Bribery Management System Awareness Training (SMAP)</li> <li>7. Training Certified Internal Auditor All Part</li> <li>8. Workshop Interaction Internal Audit With Audit Committee and External Auditor In The New Normal</li> </ol>



	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Meningkatkan keterhubungan direksi dengan para pemimpin global di bidang industri migas Improving the relationship between directors and global leaders in the oil and gas industry	2	50	100
	Meningkatkan kompetensi kepemimpinan dan efektivitas peran kepemimpinan strategis Improving leadership competence and effectiveness of strategic leadership roles	21	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Manager/ setara Manager/ equivalent	16	<ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. Employee Assistance Program (EAP) Supervisory Workshop</li> <li>3. HSSE Leadership Mandatory Training</li> <li>4. International Conference On Enterprise Risk Management</li> <li>5. Pelatihan Catalyser Cohort 3</li> <li>6. Pelatihan Coach PDCA Continuous Improvement Program (CIP)</li> <li>7. Pelatihan Internal Auditor Sistem Manajemen Terintegrasi</li> <li>8. Pelatihan Leader As Coach Program</li> <li>9. Pelatihan Manajemen Risiko Dan Sistem Informasi Manajemen Risiko</li> <li>10. Pelatihan Publik "National Zoominar: Managing People Collaboration Through HC Daya Analytics &amp; Technology Savvy in Complex Area"</li> <li>11. Pertagas Leadership Development Program</li> <li>12. Training Awareness Sistem Manajemen Anti Penyipuan (SMAP)</li> <li>13. Training Certified Internal Auditor All Part</li> <li>14. Training Of Trainers (TOT) Basic Safety</li> <li>15. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>16. Workshop Keanekaragaman Hayati Batch 1</li> </ol> <ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. Employee Assistance Program (EAP) Supervisory Workshop</li> <li>3. HSSE Leadership Mandatory Training</li> <li>4. International Conference on Enterprise Risk Management</li> <li>5. Cohort 3 Catalyser Training</li> <li>6. PDCA Continuous Improvement Program (CIP) Coach Training</li> <li>7. Integrated Management System Internal Auditor Training</li> <li>8. Leader As Coach Program Training</li> <li>9. Training on Risk Management and Risk Management Information System</li> <li>10. Public Training "National Zoominar: Managing People Collaboration Through HC Daya Analytics &amp; Technology Savvy in Complex Areas"</li> <li>11. Pertagas Leadership Development Program</li> <li>12. Anti-Bribery Management System Awareness Training (SMAP)</li> <li>13. Training Certified Internal Auditor All Part</li> <li>14. Training of Trainers (TOT) Basic Safety</li> <li>15. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>16. Biodiversity Workshop Batch 1</li> </ol>



	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Meningkatkan efektivitas praktik kompetensi kepemimpinan dan bisnis operasional Improving the effectiveness of the practice of leadership competence and operational business	163	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Assistant Manager/ Setara	29	<ol style="list-style-type: none"> <li>1. Abu Dhabi International Petroleum Exhibition &amp; Conference 2021</li> <li>2. Basic Safety Training</li> <li>3. Bimbingan Teknis dan Refreshing Kualifikasi Tenaga Ahli Inspektur Pipa Penyalur Migas Angkatan XIX</li> <li>4. Bimbingan Teknis Tenaga Ahli Inspektur Sistem Alat Ukur Serah Terima Migas Angkatan XIII</li> <li>5. Employee Assistance Program (EAP) Supervisory Workshop</li> <li>6. HSSE Leadership Mandatory Training</li> <li>7. International Conference On Enterprise Risk Management</li> <li>8. Pelatihan Coach PDCA Continuous Improvement Program (CIP)</li> <li>9. Pelatihan Engineer Development Program</li> <li>10. Pelatihan Hazops</li> <li>11. Pelatihan Internal Auditor Sistem Manajemen Terintegrasi</li> <li>12. Pelatihan Leader As Coach Program</li> <li>13. Pelatihan Manajemen Risiko Dan Sistem Informasi Manajemen Risiko</li> <li>14. Pelatihan Pengelolaan Sistem Tata Kerja (STK)</li> <li>15. Pelatihan Pengoperasian Pipa Minyak Rokan</li> <li>16. Pertagas Leadership Development Program</li> <li>17. Process Safety Management Batch 17</li> <li>18. Senior Management Development Program Batch 12</li> <li>19. SUPREME Batch III</li> <li>20. Talent Development Acceleration Batch 56</li> <li>21. Training Awareness Sistem Manajemen Anti Penyuapan (SMAP)</li> <li>22. Training Basic Knowledge of LNG</li> <li>23. Training MySAP Modul Plant Maintenance</li> <li>24. Training Of Trainers (TOT) Basic Safety</li> <li>25. Training Online ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>26. Training Pendidikan Profesi Konsultan Hukum Pasar Modal Dasar 1</li> <li>27. Training Refreshment Continuous Improvement Program (CIP)</li> <li>28. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>29. Workshop Keanekaragaman Hayati Batch 1</li> </ol>





	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Meningkatkan kompetensi teknis di bidangnya dan kompetensi kepemimpinan sesuai perannya	274	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Assistant Manager/ equivalent	29	<ol style="list-style-type: none"> <li>1. Abu Dhabi International Petroleum Exhibition &amp; Conference 2021</li> <li>2. Basic Safety Training</li> <li>3. Technical Guidance and Refreshing Qualification of Experts Inspector of Oil and Gas Distribution Pipes Force XIX</li> <li>4. Technical Guidance for Inspectors of Oil and Gas Handover Measuring Instruments System Force XIII</li> <li>5. Employee Assistance Program (EAP) Supervisory Workshop</li> <li>6. HSSE Leadership Mandatory Training</li> <li>7. International Conference On Enterprise Risk Management</li> <li>8. PDCA Continuous Improvement Program (CIP) Coach Training</li> <li>9. Engineer Development Program Training</li> <li>10. Hazops training</li> <li>11. Integrated Management System Internal Auditor Training</li> <li>12. Leader As Coach Program Training</li> <li>13. Training on Risk Management and Risk Management Information System</li> <li>14. Work System Management Training (STK)</li> <li>15. Rokan Oil Pipeline Operation Training</li> <li>16. Pertamina Leadership Development Program</li> <li>17. Process Safety Management Batch 17</li> <li>18. Senior Management Development Program Batch 12</li> <li>19. SUPREME Batch III</li> <li>20. Talent Development Acceleration Batch 56</li> <li>21. Anti-Bribery Management System Awareness Training (SMAP)</li> <li>22. Basic Knowledge of LNG Training Training</li> <li>23. MySAP Plant Maintenance Module Training</li> <li>24. Training of Trainers (TOT) Basic Safety</li> <li>25. Online Training ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>26. Basic Capital Market Legal Consultant Professional Education Training 1</li> <li>27. Training Refreshment Continuous Improvement Program (CIP)</li> <li>28. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>29. Biodiversity Workshop Batch 1</li> </ol>



	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Improve technical competence in their field and leadership competence according to their role	274	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Supervisor/ Officer/ Analyst/ setara	45	<ol style="list-style-type: none"> <li>1. Abu Dhabi International Petroleum Exhibition &amp; Conference 2021</li> <li>2. Advanced HSSE Mandatory Training</li> <li>3. Auditor Pertamina Industrial Peace Level</li> <li>4. Basic Safety Training</li> <li>5. Behavior Based Safety Batch 14</li> <li>6. Bimbingan Teknis dan Refreshing Kualifikasi Tenaga Ahli Inspektur Pipa Penyalur Migas Angkatan XIX</li> <li>7. Bimbingan Teknis Tenaga Ahli Inspektur Sistem Alat Ukur Serah Terima Migas Angkatan XIII</li> <li>8. International Conference On Enterprise Risk Management</li> <li>9. Junior Management Development Program</li> <li>10. Pelatihan Auditor Energi</li> <li>11. Pelatihan Coach PDCA Continuous Improvement Program (CIP)</li> <li>12. Pelatihan Confined Space Batch 11</li> <li>13. Pelatihan dan Sertifikasi Manager Energi Batch I</li> <li>14. Pelatihan dan Sertifikasi Penanggungjawab Operasional Pengolahan Udara (POPU) Batch VIII</li> <li>15. Pelatihan dan Sertifikasi Penanggungjawab Pencemaran Udara (PPU) Batch VI</li> <li>16. Pelatihan Fire Prevention Protection</li> <li>17. Pelatihan First Aider Level Awareness Batch 28</li> <li>18. Pelatihan GSI/SI/ST</li> <li>19. Pelatihan Hazops</li> <li>20. Pelatihan Incident Investigation berbasis Online</li> <li>21. Pelatihan Internal Auditor Sistem Manajemen Terintegrasi</li> <li>22. Pelatihan Manajemen Risiko Dan Sistem Informasi Manajemen Risiko</li> <li>23. Pelatihan Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara Batch V</li> <li>24. Pelatihan Penanggung Jawab Operasional Pengolahan Air Limbah Batch V</li> <li>25. Pelatihan Penanggung Jawab Operasional Pengolahan Limbah B3 Batch III</li> <li>26. Pelatihan Penanggung Jawab Pengelolaan Limbah B3 Batch III</li> <li>27. Pelatihan Penanggung Jawab Pengendalian Pencemaran Air Batch V</li> <li>28. Pelatihan Pengelolaan Sistem Tata Kerja (STK)</li> <li>29. Pelatihan Pengoperasian Pipa Minyak Rokan</li> <li>30. Pelatihan Persiapan Certified Fraud Examiner (CFE)</li> <li>31. Pelatihan Sertifikasi Life Cycle Assessment</li> <li>32. Pembekalan dan Resertifikasi Operator K3</li> <li>33. Process Safety Management Batch 17</li> <li>34. Senior Management Development Program</li> <li>35. Training Awareness Sistem Manajemen Anti Penyipuan (SMAP)</li> <li>36. Training Basic Knowledge of LNG</li> <li>37. Training GeNose C19</li> <li>38. Training MySAP Modul Plant Maintenance</li> <li>39. Training Of Trainers (TOT) Basic Safety</li> <li>40. Training Online ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>41. Training Refreshment Continuous Improvement Program (CIP)</li> <li>42. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>43. Workshop Keanekaragaman Hayati Batch 1</li> <li>44. Workshop Modified Design Thinking for Industrial Relation Pertamina</li> <li>45. Workshop Pra Pembekalan Pelatihan Sertifikasi Manajer dan Auditor Energi</li> </ol>



	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Meningkatkan kompetensi teknis di bidangnya dan kompetensi kepemimpinan sesuai perannya	662	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Supervisor/ Officer/ Analyst/ equivalent		<ol style="list-style-type: none"> <li>1. Abu Dhabi International Petroleum Exhibition &amp; Conference 2021</li> <li>2. Advanced HSSE Mandatory Training</li> <li>3. Pertamina Industrial Peace Level Auditor</li> <li>4. Basic Safety Training</li> <li>5. Behavior Based Safety Batch 14</li> <li>6. Technical Guidance and Refreshing Qualification of Experts Inspector of Oil and Gas Distribution Pipes Force XIX</li> <li>7. Technical Guidance for Inspectors of Oil and Gas Handover Measuring Instruments System Force XIII</li> <li>8. International Conference On Enterprise Risk Management</li> <li>9. Junior Management Development Program</li> <li>10. Energy Auditor Training</li> <li>11. PDCA Continuous Improvement Program (CIP) Coach Training</li> <li>12. Confined Space Batch 11 Pelatihan Training</li> <li>13. Energy Manager Training and Certification Batch I</li> <li>14. Training and Certification in Charge of Air Treatment Operations (POPU) Batch VIII</li> <li>15. Training and Certification of Air Pollution Persons (PPU) Batch VI</li> <li>16. Fire Prevention Protection Training</li> <li>17. First Aider Awareness Level Training Batch 28</li> <li>18. GSI/SI/ST training</li> <li>19. Hazops Training</li> <li>20. Online-based Incident Investigation Training</li> <li>21. Integrated Management System Internal Auditor Training</li> <li>22. Training on Risk Management and Risk Management Information System</li> <li>23. Training for Operational Person in Charge of Batch V . Air Pollution Control Installation</li> <li>24. Training of Personnel in Charge of Batch V . Wastewater Treatment Operations</li> <li>25. Training for the Operational Person in Charge of Batch III B3 Waste Treatment</li> <li>26. Training for Persons in Charge of Batch III Hazardous Waste Management</li> <li>27. Batch V . Water Pollution Control Personnel Training</li> <li>28. Work System Management Training (STK)</li> <li>29. Rokan Oil Pipeline Operation Training</li> <li>30. Certified Fraud Examiner (CFE) Preparatory Training</li> <li>31. Life Cycle Assessment Certification Training</li> <li>32. Provision and Recertification of K3 Operators</li> <li>33. Process Safety Management Batch 17</li> <li>34. Senior Management Development Program</li> <li>35. Anti-Bribery Management System Awareness Training (SMAP)</li> <li>36. Training Basic Knowledge of LNG</li> <li>37. Training GeNose C19</li> <li>38. MySAP Plant Maintenance Module Training</li> <li>39. Training of Trainers (TOT) Basic Safety</li> <li>40. Online Training ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>41. Training Refreshment Continuous Improvement Program (CIP)</li> <li>42. Training Strategy Planning &amp; Execution Development Program (SPEED) Program</li> <li>43. Biodiversity Workshop Batch 1</li> <li>44. Workshop on Modified Design Thinking for Pertamina Industrial Relations</li> <li>45. Pre-Debriefing Workshop on Energy Manager and Auditor Certification Training</li> </ol>





	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Improve technical competence in their field and leadership competence according to their role	662	100	100

**Pengembangan Kompetensi Berdasarkan Level Organisasi/Jabatan Tahun 2021**  
Competency Development Based on Organizational Level/Position in 2021

Level Jabatan Position Level	Jenis Pendidikan atau Pelatihan Type of Education or Training	Nama Pendidikan atau Pelatihan Name of Education or Training
Operator/ setara Operator/ equivalent	24	<ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. Behavior Based Safety Batch 14</li> <li>3. Bimbingan Teknis dan Refreshing Kualifikasi Tenaga Ahli Inspektur Pipa Penyalur Migas Angkatan XIX</li> <li>4. Bimbingan Teknis Tenaga Ahli Inspektur Sistem Alat Ukur Serah Terima Migas Angkatan XIII</li> <li>5. Pelatihan Auditor Energi Batch II</li> <li>6. Pelatihan Confined Space Batch 11</li> <li>7. Pelatihan dan Sertifikasi Manager Energi Batch I</li> <li>8. Pelatihan dan Sertifikasi Operator Penanggungjawab Pengolahan Air Limbah (POPA) Batch VIII</li> <li>9. Pelatihan Fire Prevention Protection Batch 16</li> <li>10. Pelatihan First Aider Level Awareness</li> <li>11. Pelatihan GSI/SI/ST</li> <li>12. Pelatihan Hazops Batch 15</li> <li>13. Pelatihan Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara Batch V</li> <li>14. Pelatihan Penanggung Jawab Operasional Pengolahan Air Limbah Batch V</li> <li>15. Pelatihan Pengoperasian Pipa Minyak Rokan</li> <li>16. Pelatihan Scaffolding Inspector Batch 11</li> <li>17. Process Safety Management Batch 17</li> <li>18. Training Awareness Sistem Manajemen Anti Penyipuan (SMAP)</li> <li>19. Training MySAP Modul Plant Maintenance</li> <li>20. Training Online ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>21. Training Refreshment Continuous Improvement Program (CIP)</li> <li>22. Working At Height Training Batch 13</li> <li>23. Workshop Keanekaragaman Hayati Batch 1</li> <li>24. Workshop Pra Pembekalan Pelatihan Sertifikasi Manajer dan Auditor Energi</li> </ol> <ol style="list-style-type: none"> <li>1. Basic Safety Training</li> <li>2. Behavior Based Safety Batch 14</li> <li>3. Technical Guidance and Refreshing Qualification of Experts Inspector of Oil and Gas Distribution Pipes Force XIX</li> <li>4. Technical Guidance for Inspectors of Oil and Gas Handover Measuring Instruments System Force XIII</li> <li>5. Energy Auditor Training Batch II</li> <li>6. Confined Space Batch 11 Pelatihan Training</li> <li>7. Energy Manager Training and Certification Batch I</li> <li>8. Training and Certification of Operators in Charge of Wastewater Treatment (POPA) Batch VIII</li> <li>9. Training Fire Prevention Protection Batch 16</li> <li>10. First Aider Level Awareness Training</li> <li>11. GSI/SI/ST training</li> <li>12. Hazops Batch 15 Training</li> <li>13. Training for Operational Personnel for Batch V . Air Pollution Control Installations</li> <li>14. Training for Batch V . Wastewater Treatment Operational Personnel</li> <li>15. Rokan Oil Pipeline Operation Training</li> <li>16. Scaffolding Inspector Batch 11 Pelatihan Training</li> <li>17. Process Safety Management Batch 17</li> <li>18. Anti-Bribery Management System Awareness Training (SMAP)</li> <li>19. MySAP Plant Maintenance Module Training</li> <li>20. Online Training ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</li> <li>21. Training Refreshment Continuous Improvement Program (CIP)</li> <li>22. Working At Height Training Batch 13</li> <li>23. Biodiversity Workshop Batch 1</li> <li>24. Pre-Debriefing Workshop on Energy Manager and Auditor Certification Training</li> </ol>



	Tujuan Pendidikan atau Pelatihan Purpose of Education or Training	Jumlah Peserta Number of participants	Komposisi Peserta Participants Composition	
			Berdasarkan Level Organisasi By Organizational Level (%)	Berdasarkan Jenis Pelatihan By Type Training (%)
	Meningkatkan kompetensi teknis dan membangun sikap kerja positif Improve technical competence and build a positive work attitude	235	100	100





## BIAYA PENGEMBANGAN KOMPETENSI

Perusahaan memiliki komitmen yang besar untuk terus meningkatkan kapasitas dan kualitas sumber daya insani yang dimilikinya. Komitmen tersebut salah satunya diwujudkan dengan penyediaan anggaran investasi pada program pengembangan kompetensi pekerja secara berkelanjutan. Realisasi biaya pengembangan kompetessnsi pekerja pada tahun 2021 tercatat sebesar Rp2.384.938.296,- mengalami penurunan 13% dibandingkan tahun 2020 yang sebesar Rp2.744.450.518,-.

Besaran biaya pengembangan kompetensi pekerja secara total dapat dilihat pada tabel berikut.

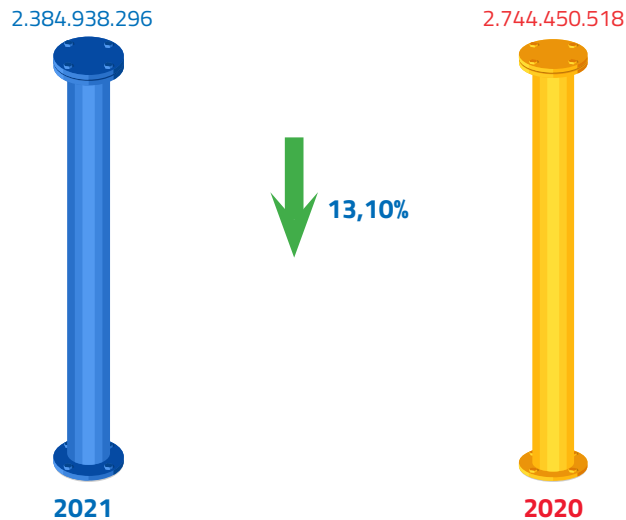
## COMPETENCE DEVELOPMENT COSTS

The company has a strong commitment to continuously improve the capacity and quality of its human resources. One of these commitments is realized by providing an investment budget for employee competency development programs on an ongoing basis. The realization of worker competency development costs in 2021 was recorded at Rp2,384,938,296,- a decrease in 13% compared to 2020 which was Rp2,744,450,518,-

The total cost of developing worker competence can be seen in the following table.

	2021 (Rp)	2020 (Rp)	Perbandingan Realisasi 2021 dan 2020 Comparison of Realization 2021 and 2020	
			Selisih (Rp) Difference (Rp)	Persentase (%) Percentage (%)
Pengembangan Kompetensi Competency Development	2.384.938.296	2.744.450.518	(359.512.222)	-13,10 ●

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



# Visi, Misi, dan Budaya Perusahaan

## Vision, Mission, and Corporate Culture

# VISI

Vision 

**“Pemimpin global dalam mengembangkan rantai suplai gas dan berkomitmen untuk memberikan manfaat yang berkelanjutan bagi para stakeholders.”**

“A global leader in developing gas supply chains and committed to delivering sustainable benefits to stakeholders.”

### Penjabaran Misi | Vision Description

- Global artinya tidak membatasi bisnis didalam negeri melainkan berusaha untuk bisa menembus rantai *supply gas* ke luar negeri.
- Memberikan manfaat yang maksimal dan berkelanjutan artinya memberikan nilai tambah maksimal bagi para pemegang kepentingan dengan menerapkan.
  - Global means not limiting domestic business but trying to penetrate the gas supply chain abroad.
  - Providing maximum and sustainable benefits means providing maximum added value for stakeholders by implementing.

### TINJAUAN VISI DAN MISI OLEH MANAJEMEN

Pada 23 Februari 2016, dasar penetapan Visi dan Misi Pertamina Gas telah disetujui oleh Direksi dan Dewan Komisaris. Pertamina Gas mengumumkan visi misi barunya kepada seluruh pekerja dan *stakeholders* Perusahaan. Visi dan misi berikut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku 2017 dan dirasa masih relevan dengan kondisi Pertamina Gas hingga saat ini.

### VISION AND MISSION REVIEW BY MANAGEMENT

On 23 February 2016, the basis for determining the vision and mission of Pertamina Gas was approved by the Board of Directors and the Board of Commissioners. Pertamina Gas announced its new vision and mission to all employees and stakeholders of the Company. The following vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the 2017 financial year and are deemed still relevant to the current condition of Pertamina Gas.



# MISI

Mission

- Mengembangkan infrastruktur gas terbaik di kelasnya
  - Menjalankan operasi yang aman dan ramah lingkungan
  - Menanamkan investasi dalam teknologi dan inovasi
  - Merekrut dan mengembangkan tenaga kerja berbakat
- Develop best-in-class gas infrastructure
  - Carry out safe and environmentally friendly operations
  - Invest in technology and innovation
  - Recruit and develop a talented workforce

### PENJABARAN MISI | MISSION DESCRIPTION

- Mengembangkan infrastruktur gas terbaik di kelasnya. Artinya, pengembangan infrastruktur yang sesuai dengan *standard practice*, tepat guna dan *on budget*.
- Menjalankan operasi yang aman, handal dan ramah lingkungan. Artinya, untuk menjamin customer satisfaction dan keberlanjutan bisnis perusahaan maka diperlukan pelaksanaan pola operasi perusahaan secara aman, andal, ramah lingkungan sesuai dengan *standard practice*.
- Menanamkan investasi dalam teknologi dan inovasi. Artinya, untuk menjamin pertumbuhan bisnis maka perusahaan harus melakukan pengembangan teknologi yang berkelanjutan dan inovasi.
- Merekrut dan mengembangkan tenaga kerja berbakat. Artinya, kebutuhan tenaga kerja ke depan harus disesuaikan dengan rencana bisnis Perusahaan dan meningkatkan kemampuan para pekerja sebagai *human capital* untuk mencapai visi/misi Perusahaan.
  - Develop best-in-class gas infrastructure. That is, the development of infrastructure in accordance with standard practice, appropriate and on budget.
  - Carry out safe, reliable and environmentally friendly operations. That is, to ensure customer satisfaction and the sustainability of the company's business, it is necessary to implement a safe, reliable, environmentally friendly operating pattern in accordance with standard practice.
  - Invest in technology and innovation. That is, to ensure business growth, companies must carry out sustainable technology development and innovation.
  - Recruit and develop a talented workforce. This means that future workforce needs must be adjusted to the Company's business plan and improve the ability of workers as human capital to achieve the Company's vision/mission.





# Budaya Perusahaan

## Corporate Culture

Budaya Perusahaan memegang peranan penting dalam pengelolaan Sumber Daya Manusia (SDM) serta kerangka acuan umum bagi seluruh insan PT Pertamina Gas dalam memegang teguh nilai-nilai yang telah ditanamkan. PT Pertamina Gas telah mengadopsi serta mengoptimalkan nilai-nilai Perusahaan sesuai dengan arahan dari Kementerian Badan Usaha Milik Negara (BUMN) yang sudah menetapkan AKHLAK sebagai nilai-nilai utama, sekaligus pembentukan karakter di seluruh lingkungan BUMN. AKHLAK adalah Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif sebagai standar nilai perilaku yang menjadi pedoman dalam berbudaya kerja dalam mewujudkan *spirit* "BUMN untuk Indonesia". Dengan mentransformasi nilai AKHLAK ke dalam Budaya Perusahaan, PT Pertamina Gas akan meningkatkan daya saing dalam rangka mewujudkan visi sebagai "Pemimpin global dalam mengembangkan rantai suplai gas".

Panduan Perilaku "AKHLAK"

Corporate culture plays an important role in the management of Human Resources (HR) as well as a general frame of reference for all employees of PT Pertamina Gas in upholding the values that have been instilled. PT Pertamina Gas has adopted and optimized the Company's values in accordance with the direction of the Ministry of State-Owned Enterprises (BUMN) which has established AKHLAK as the main values, as well as character building throughout the BUMN environment. AKHLAK are Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative as standard values of behavior that serve as guidelines for working culture in realizing the spirit of "SOEs for Indonesia". By transforming AKHLAK values into Corporate Culture, PT Pertamina Gas will increase competitiveness in order to realize its vision as a "global leader in developing gas supply chains".



### AMANAH

**Kami memegang teguh kepercayaan yang diberikan**

We hold fast to the trust given



### KOMPETEN

**Kami terus belajar dan mengembangkan kapabilitas**

We continue to learn and develop capabilities



### HARMONIS

**Kami saling peduli dan menghargai perbedaan**

We care about each other and respect differences



### LOYAL

**Kami berdedikasi dan mengutamakan kepentingan bangsa negara**

We are dedicated and prioritize the interests of the nation



### ADAPTIF

**Kami terus berinovasi dan antusias dalam mengerjakan ataupun menghadapi perubahan**

We continue to innovate and enthusiastic in moving or facing change



### KOLABORATIF

**Kami membangun kerja sama yang sinergis**

We build synergistic cooperation



## SOSIALISASI DAN INTERNALISASI VISI, MISI, DAN TATA NILAI PERUSAHAAN

Direksi Pertamina Gas menetapkan visi misi perusahaan berdasarkan visi misi PT Pertamina (Persero). Penetapan visi misi dilakukan melalui mekanisme rapat antara Direksi, Dewan Komisaris dan tim perumus visi misi. Sosialisasi visi misi dilaksanakan dengan cara penanaman rutin oleh Manajemen kepada seluruh pekerja, maupun penyampaian langsung melalui kegiatan *town hall meeting*. Perusahaan menggunakan berbagai pendekatan dalam melakukan sosialisasi, di antaranya informasi cetak dan daring (*online*) seperti *company profile*, brosur dan *website*.

Untuk mengomunikasikan visi dan tata nilai Perusahaan kepada pemangku kepentingan, pimpinan perusahaan dan pimpinan area melakukan tatap muka. Melalui tatap muka, maka para pemangku kepentingan dapat menyelaraskan program kerja mereka dengan program kerja Perusahaan. Untuk memegang komitmen terhadap tata nilai perusahaan, para Direksi dalam kegiatan sehari-hari berperan sebagai perintis, penyelar, pemberdaya dan panutan bagi para pekerja.

## SOCIALIZATION AND INTERNALIZATION OF CORPORATE VISION, MISSION, AND VALUES

The Pertamina Gas Board of Directors determines the company's vision and mission based on the vision and mission of PT Pertamina (Persero). The determination of the vision and mission is carried out through a meeting mechanism between the Board of Directors, the Board of Commissioners and the team for formulating the vision and mission. The socialization of the vision and mission is carried out by means of routine planting by the Management to all employees, as well as direct delivery through the town hall meeting. The company uses various approaches in conducting socialization, including print and online information such as company profiles, brochures and websites.

To communicate the Company's vision and values to stakeholders, company leaders and area leaders conduct face-to-face meetings. Through face-to-face, stakeholders can align their work programs with the Company's work programs. To maintain commitment to corporate values, the Directors in their daily activities act as pioneers, aligners, empowerers and role models for employees.



# Komposisi Pemegang Saham

## Composition of Shareholders

### KOMPOSISI KEPEMILIKAN SAHAM PERTAMINA GAS

Hingga akhir Desember 2021, kepemilikan saham PT Pertamina Gas adalah PT Perusahaan Gas Negara Tbk yang memiliki 2.591.099 lembar saham dengan kepemilikan sebesar 51%, PT Pertamina (Persero) yang memiliki 2.488.986 lembar saham dengan kepemilikan sebesar 48,99%, dan PT Pertamina Pedeve Indonesia yang memiliki 500 lembar saham dengan 0,01%.

Terhitung sejak tanggal 28 Desember 2018 susunan Pemegang Saham Pertamina Gas berubah menjadi PT Perusahaan Gas Negara Tbk sebagai pemegang saham mayoritas, PT Pertamina (Persero), PT Pertamina Pedeve Indonesia di PT Pertamina Gas tentang Pengambilalihan (Akuisisi) tanggal 28 Desember 2018 dan No. 112 tentang Pernyataan Keputusan Para Pemegang Saham PT Pertamina Gas.

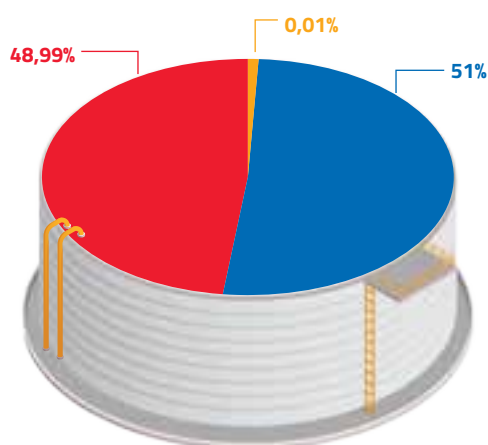
### PERTAMINA GAS SHARE OWNERSHIP COMPOSITION

Until the end of December 2021, the share ownership of PT Pertamina Gas is PT Perusahaan Gas Negara Tbk which has 2,591,099 shares with 51% ownership, PT Pertamina (Persero) which has 2,488,986 shares with 48.99% ownership, and PT Pertamina Pedeve Indonesia which owns 500 shares with 0.01%.

As of December 28, 2018, the composition of Pertamina Gas Shareholders changed to PT Perusahaan Gas Negara Tbk as the majority shareholder, PT Pertamina (Persero), PT Pertamina Pedeve Indonesia at PT Pertamina Gas in accordance with Deed No. 111 concerning Takeover (Acquisition) dated December 28, 2018 and No. 112 concerning the Statement of Decision of the Shareholders of PT Pertamina Gas.

**Kepemilikan Saham PT Pertamina Gas per 31 Desember 2021**  
Share Ownership of PT Pertamina Gas as of December 31, 2021

Nama Pemegang Saham Shareholders Name	Jumlah Saham (lembar) Number of shares (sheet)	Nominasi (IDR) Nomination (IDR)	Persentase Kepemilikan (%) Ownership Percentage (%)
PT Perusahaan Gas Negara Tbk.	2.591.099	2.591.099.000.000	51%
PT Pertamina (Persero)	2.488.986	2.488.986.000.000	48,99%
PT Pertamina Pedeve Indonesia	500	500.000.000	0,01%
<b>Jumlah Total</b>	<b>5,080,585</b>	<b>5.080.585.000.000</b>	<b>100%</b>



■ PT Perusahaan Gas Negara Tbk
 ■ PT Pertamina (Persero)
 ■ PT Pertamina Pedeve Indonesia

### INFORMASI KEPEMILIKAN SAHAM PERUSAHAAN OLEH DEWAN KOMISARIS DAN DIREKSI

PT Pertamina Gas merupakan perusahaan tertutup, dengan demikian Dewan Komisaris, Direksi, dan kelompok masyarakat tidak memiliki saham PT Pertamina Gas.

### INFORMASI PEMEGANG SAHAM UTAMA/ PENGENDALI HINGGA NAMA PEMILIK AKHIR

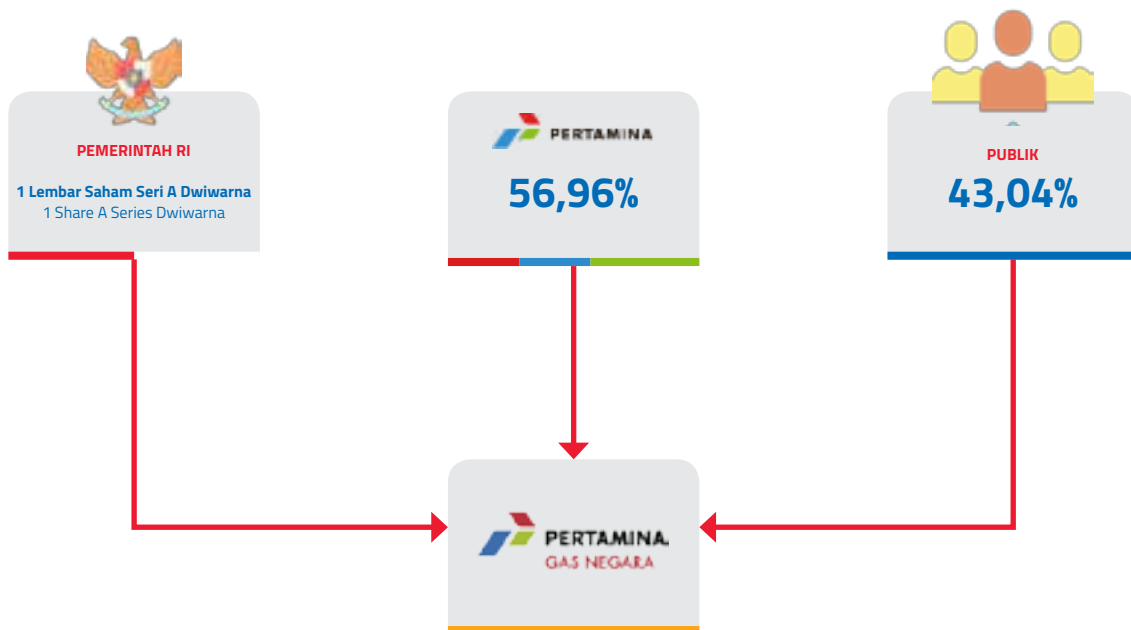
PT Perusahaan Gas Negara Tbk atau PGN merupakan pemegang saham mayoritas dan entitas induk usaha langsung dengan kepemilikan saham sebesar 51%. Saham PGN sebesar 0% atau 1 lembar saham Seri A Dwiwarna dimiliki oleh Pemerintah Republik Indonesia, 56,96% atau 13.809.038.755 lembar saham seri B dimiliki oleh PT Pertamina (Persero), dan 43,04%, 10.432.469.440 lembar saham seri B oleh masyarakat/publik.

### COMPANY SHARE OWNERSHIP INFORMATION BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

PT Pertamina Gas is a closed company, thus the Board of Commissioners, Directors and community groups do not own PT Pertamina Gas shares.

### MAIN/CONTROLLING SHAREHOLDERS INFORMATION UP TO THE NAME OF THE FINAL OWNER

PT Perusahaan Gas Negara Tbk or PGN is the majority shareholder and direct parent entity with a 51% share ownership. PGN shares of 0% or 1 share of Series A Dwiwarna owned by the Government of the Republic of Indonesia, 56.96% or 13,809,038,755 shares of series B owned by PT Pertamina (Persero), and 43.04%, 10,432,469,440 shares of series B by community/public.



PGN merupakan perusahaan nasional Indonesia yang bergerak di bidang usaha transportasi dan distribusi gas bumi, dan memiliki peran dalam pemenuhan gas bumi domestik.

PGN is an Indonesian national company engaged in the transportation and distribution of natural gas, and has a role in fulfilling domestic natural gas.



## Informasi Tentang Entitas Anak dan Entitas Asosiasi Entitas Asosiasi/*Joint Venture (JV)/Special Purpose Vehicle (SPV)*

### Information About Subsidiaries and Associate Entities/*Joint Venture (JV)/Special Purpose Vehicle (SPV)*

Pertamina Gas memiliki 2 (dua) entitas anak dan 2 (dua) entitas pengendalian bersama.

Pertamina Gas has 2 (two) subsidiaries and 2 (two) jointly controlled entities.

Nama Name	Bidang Usaha Line of Business	Kepemilikan Saham (%) Shareholding (%)		Waktu Pendirian Date of establishment	Status Operasi Operation Status	Jumlah Aset (Rp juta) Total Assets (Rp million)		Domisili Domicile
		2021	2020			2021	2020	
<b>ENTITAS ANAK SUBSIDIARIES</b>								
PT Pertagas Niaga	Niaga gas, meliputi penyediaan pasokan gas dan pemasaran gas baik gas pipa, LNG, CNG maupun jaringan gas. Gas trading, which includes the supply of gas and marketing of gas, both piped gas, LNG, CNG and gas network.	99	99	23 Maret 2010 March 23, 2010	Beroperasi Operate	125.735	135.382	Indonesia
PT Perta Arun Gas	Pemrosesan gas (gas <i>processing</i> ) yaitu regasifikasi mengubah LNG menjadi gas. Gas processing, namely regasification converting LNG to gas.	99,95	99,95	18 Maret 2013 March 18, 2013	Beroperasi Operate	206.460	204.691	Indonesia
<b>ENTITAS PENGATURAN BERSAMA JOINT REGULATING ENTITY</b>								
PT Perta Daya Gas	LNG/CNG dan gas bumi yang meliputi liquefaction yaitu proses konversi gas bumi menjadi LNG, pengangkutan/ transportasi LNG di darat dan laut, penyimpanan dan regasifikasi LNG LNG/CNG and natural gas which includes liquefaction, namely the process of converting natural gas into LNG, transportation/ transportation of LNG on land and sea, storage and regasification of LNG	65	65	27 September 2011 September 27, 2011	Beroperasi Operate	35.812	44.561	Indonesia
PT Perta-Samtan Gas	Pemurnian dan pemrosesan gas ( <i>refinery dan gas processing</i> ). Gas purification and processing (refinery and gas processing).	66	66	7 Mei 2008 May 7, 2008	Beroperasi Operate	147.123	140.766	Indonesia

## PROFIL SINGKAT ENTITAS ANAK

### PT PERTAGAS NIAGA

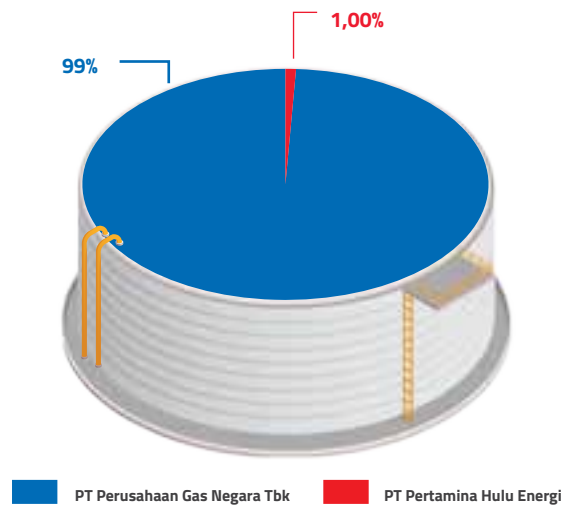
PT Pertagas Niaga didirikan tahun 2010 untuk melaksanakan seluruh kegiatan usaha niaga gas beserta beberapa produk/jasa terkait gas bumi. Pendirian PT Pertagas Niaga juga dalam rangka memenuhi Permen ESDM No.19/2019 saat itu di mana PT Pertamina Gas diminta untuk memisahkan Bisnis Transportasi Gas dengan Niaga Gas.

## BRIEF PROFILE OF SUBSIDIARIES

### PT PERTAGAS NIAGA

PT Pertagas Niaga was established in 2010 to carry out all gas trading business activities along with several products/services related to natural gas. The establishment of PT Pertagas Niaga was also in order to fulfill the ESDM Ministerial Regulation No.19/2019 at that time where PT Pertamina Gas was asked to separate the Gas Transportation Business from Gas Trading.

**Kepemilikan Saham PT Pertagas Niaga per 31 Desember 2021**  
Share Ownership of PT Pertagas Niaga as of December 31, 2021



### Alamat Perusahaan | Company's Address

Gedung Patra Jasa Lt. 16  
Jl. Gatot Subroto Kav. 32-34  
Jakarta Selatan 12950  
Telp. : (021) 520 3088  
Fax. : (021) 520 1682

**Kinerja Pencapaian PT Pertagas Niaga (dalam USD)**  
Performance Achievements of PT Pertagas Niaga (in USD)

Uraian Description	2021	2020	2019	2018	2017
Pendapatan Usaha Operating Revenues	181.818.075	193.786.608	337.338.029	224.754.087	229.844.943
Realisasi Laba Usaha Realized Operating Profit	2.742.976	4.190.384	8.636.766	3.266.411	11.384.025
Laba Bersih Net profit	1.826.980	2.203.725	6.616.296	3.004.488	9.591.709





### Manajemen Kunci PT Pertagas Niaga per 31 Desember 2021

Key Management of PT Pertagas Niaga as of December 31, 2021

#### Dewan Komisaris Board of Commissioners

Komisaris Utama President Commissioner	: Bambang Saputra
Komisaris Commissioner	: Yuli Rachwati
Komisaris Commissioner	: Marwansyah Lobo Balia

#### Direksi Board of Directors

Direktur Utama President Director	: Aminuddin
Finance and General Affair Director	: Bondan Christiandinata

#### PT PERTA ARUN GAS

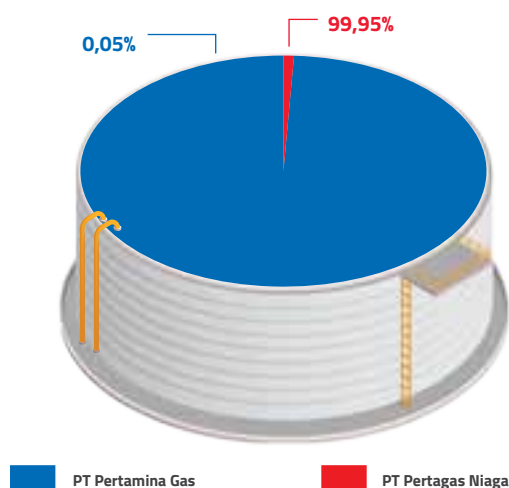
Merupakan anak perusahaan PT Pertamina Gas yang dibentuk untuk mengembangkan bisnis gas terutama di Nanggroe Aceh Darussalam dan Sumatera Utara dengan memasok gas melalui regasifikasi LNG dan pipa Arun – Belawan. Pasokan LNG akan diperoleh dari LNG domestik.

#### PT PERTA ARUN GAS

It is a subsidiary of PT Pertamina Gas which was formed to develop the gas business, especially in Nanggroe Aceh Darussalam and North Sumatra by supplying gas through LNG regasification and the Arun - Belawan pipeline. LNG supply will be obtained from domestic LNG.

#### Kepemilikan Saham PT Perta Arun Gas per 31 Desember 2021

Share Ownership of PT Perta Arun Gas as of December 31, 2021



#### Alamat Perusahaan | Company's Address

**Kantor Pusat | Head Office**  
Gedung Patrajasa, Lantai 1  
Jl. Jend. Gatot Subroto Kav.32-34  
Jakarta Selatan, 12950  
Telp. +62-21 5251005,  
Fax. +62-21 52900007

Plant Site  
Jalan Medan – Banda Aceh  
Blang Lancang, Muara Satu,  
Lhokseumawe, Aceh, 24353

**Kinerja Pencapaian PT Perta Arun Gas (dalam USD)**  
Performance Achievements of PT Perta Arun Gas (in USD)

Uraian Description	2021	2020	2019	2018	2017
Pendapatan Usaha Operating Revenues	68.045.123	63.951.922	84.717.547	79.730.751	77.666.342
Realisasi Laba Usaha Realized Operating Profit	32.987.629	31.431.271	50.969.266	41.026.653	41.599.310
Laba Bersih Net profit	23.392.027	19.930.938	30.012.390	34.402.639	24.523.789

**Manajemen Kunci PT Perta Arun Gas per 31 Desember 2021**  
Key Management of PT Perta Arun Gas as of December 31, 2021

Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	: Tenny R.A. Rusdy
Komisaris Commissioner	: Achmad Herry Syariffudin
Komisaris Commissioner	: Larasati Sedyaningsih
Direksi Board of Directors	
President Director President Director	: Arif Widodo
Finance and General Support Director	: Wachid Ahsanul Budaery
Technical & Operation Director	: Yan Syukharial

**PT PERTA DAYA GAS**

Merupakan perusahaan patungan (*joint ventures company*) atau JVCo antara PT Pertamina (Persero) (melalui PT Pertamina Gas) dan PT PLN (Persero) (melalui PT Indonesia Power), yang awal didirikan sebagai bentuk kerja sama strategis dalam pengembangan sistem transportasi gas/LNG skala kecil, *receiving terminal*, dan regasifikasi di Kawasan Timur Indonesia salah satu Program Prioritas Pengembangan Nasional Dalam Bidang Energi berdasarkan Instruksi Presiden Republik Indonesia No. 14 Tahun 2011 tanggal 27 September 2011.

Dalam perkembangannya, PT Perta Daya Gas ("PDG") mendapatkan tugas-tugas lainnya seperti membangun dan mengoperasikan CNG *Plant* di Tambak Lorok, relokasi, pengoperasian dan pemeliharaan *Gas Compressor Package* di Bali, Kerja Sama Operasi dengan penyedia *Floating Storage Regasification Unit* (FSRU) di Benoa Bali serta pembangunan infrastruktur gas dalam rangka program gasifikasi pembangkit PLN di lokasi Quick Win PLTMG Sorong 1 sebagai pelaksanaan dari Keputusan Menteri Energi dan Sumber Daya Mineral Republik Indonesia No.13k/13/MEM/2020 tanggal 10 Januari 2020.

**PT PERTA DAYA GAS**

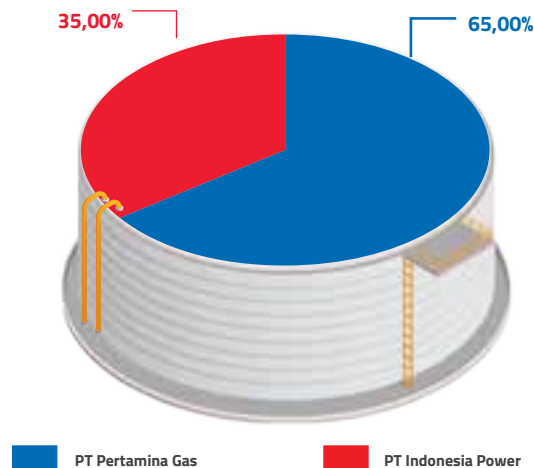
It is a joint venture company or JVCo between PT Pertamina (Persero) (through PT Pertamina Gas) and PT PLN (Persero) (through PT Indonesia Power), which was initially established as a form of strategic cooperation in the development of gas/LNG transportation systems small scale, receiving terminal, and regasification in Eastern Indonesia is one of the National Development Priority Programs in the Energy Sector based on the Presidential Instruction of the Republic of Indonesia no. 14 of 2011 dated 27 September 2011.

In its development, PT Perta Daya Gas ("PDG") received other tasks such as building and operating a CNG Plant in Tambak Lorok, relocating, operating and maintaining a Gas Compressor Package in Bali, Joint Operations with a Floating Storage Regasification Unit (FSRU) provider in Benoa Bali as well as the construction of gas infrastructure in the framework of the PLN generator gasification program at the Quick Win PLTMG Sorong 1 location as an implementation of the Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 13k/13/MEM/2020 dated January 10, 2020.



### Kepemilikan Saham PT Perta Daya Gas per 31 Desember 2021

Share Ownership of PT Perta Daya Gas as of December 31, 2021



#### Alamat Perusahaan | Company's Address

Komplek Pelabuhan Tanjung Emas  
 Jl. Ronggowarsito No.1  
 Semarang Tengah, Jawa Tengah 50134,  
 Telp. (024) 86570237

#### Kantor Perwakilan Jakarta | Jakarta Representative Office

Gedung The East Lantai 11 Unit 02 dan 05  
 Jl. Dr. Ide Anak Agung Gde Agung Kavling E3.2 No. 1  
 Jakarta Selatan 12950, Telp (021) 29527078

#### Kantor Perwakilan Bali | Bali Representative Office

Unit Pembangkit Bali Indonesia Power  
 Jl. By Pass Ngurah Rai Jalan Pesanggaran No. 535  
 Denpasar - Bali 80222

#### Kantor Perwakilan Sorong | Sorong Representative Office

Kompleks PLTMG Sorong  
 Desa Arar, Distrik Mayamuk  
 Kabupaten Sorong - Papua Barat 98421

### Kinerja Pencapaian PT Perta Daya Gas (dalam USD)

Performance Achievements of PT Perta Daya Gas (in USD)

Uraian Description	2021	2020	2019	2018	2017
Pendapatan Usaha Operating Revenues	13.476.255	6.827.633	13.063.865	12.497.158	12.469.152
Realisasi Laba Usaha Realized Operating Profit	5.963.553	836.101	5.342.333	4.414.958	4.193.636
Laba Bersih Net profit	2.243.944	(958,761)	4.501.571	2.163.940	643.793

**Manajemen Kunci PT Perta Daya Gas per 31 Desember 2021**  
Key Management of PT Perta Daya Gas as of December 31, 2021

Dewan Komisaris Board of Commisioners	
Komisaris Utama President Commisioner	: Aji Sutrisno
Komisaris Commisioner	: Hadameon Aritonang
Direksi Direksi	
Direktur Utama President Director	: Arief Wardono
Wakil Direktur Utama Vice Director	: Hadi Munib

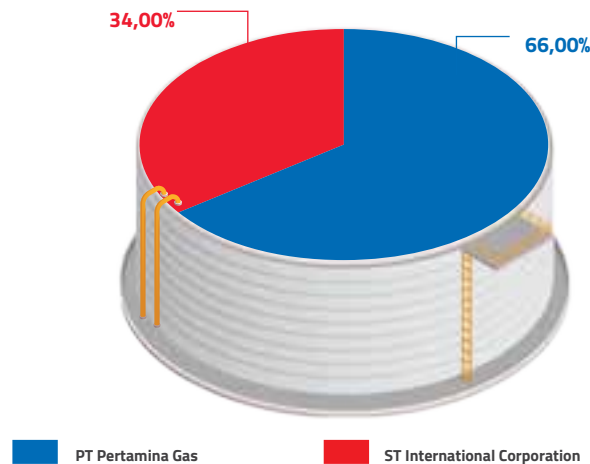
**PT PERTA-SAMTAN GAS**

Perusahaan ini pertama kali didirikan dengan nama PT E1-Pertagas pada tanggal 7 Mei 2008 merupakan Perusahaan patungan (*Joint Venture Company*) antara PT Pertamina Gas dengan E1-Corporation dari Korea Selatan. Pada bulan Agustus 2010, E1-Corporation mengalihkan kepemilikan seluruh sahamnya kepada ST International Corporation (sebelumnya bernama Samtan Co.,Ltd) dan selanjutnya pada 28 Januari 2011 nama Perusahaan berubah dari PT E1-Pertagas menjadi PT Perta-Samtan Gas. Perusahaan didirikan dengan tujuan memproduksi LPG (*Liquified Petroleum Gas*) guna mendukung program Pemerintah dalam rangka konversi minyak tanah ke LPG serta penyediaan energi bagi masyarakat, sekaligus mengurangi beban Pemerintah dalam subsidi BBM.

**PT PERTA-SAMTAN GAS**

The company was first established under the name PT E1-Pertagas on May 7, 2008 as a joint venture company between PT Pertamina Gas and E1-Corporation from South Korea. In August 2010, E1- Corporation transferred its ownership of all its shares to ST International Corporation (previously named Samtan Co., Ltd) and subsequently on January 28, 2011 the Company's name changed from PT E1-Pertagas to PT Perta-Samtan Gas. The company was established with the aim of producing LPG (Liquified Petroleum Gas) to support the Government's program in the context of converting kerosene to LPG and providing energy for the community, while reducing the Government's burden on fuel subsidies.

**Kepemilikan Saham PT Perta-Samtan Gas per 31 Desember 2021**  
Share Ownership of PT Perta-Samtan Gas as of December 31, 2021





#### Alamat Perusahaan | Company's Address

Jalan Nomor 8 Komperta Sungai Gerong, Kecamatan  
Banyuasin I, Kab Banyuasin,  
Sumatera Selatan 30962, Indonesia  
Telepon: +62-711 5740701  
+62-711 5740702  
+62-711 5740703  
+62-711 5740704  
Fax: +62-711 5740706

#### Kinerja Pencapaian PT Perta-Samtan Gas (dalam USD) Performance Achievements of PT Perta-Samtan Gas (in USD)

Uraian Description	2021	2020	2019	2018	2017
Pendapatan Usaha Operating Revenues	140.626.635	85.753.499	97.782.679	121.801.630	106.950.314
Realisasi Laba Usaha Realized Operating Profit	60.723.392	23.519.584	28.134.482	46.773.432	37.158.755
Laba Bersih Net profit	46.660.504	20.076.295	24.633.065	33.137.571	26.719.753

#### Manajemen Kunci PT Perta-Samtan Gas per 31 Desember 2021 Key Management of PT Perta-Samtan Gas as of December 31, 2021

##### Dewan Komisaris Board of Commissioners

Komisaris Utama  
President Commissioner : Oh Jae Won

Wakil Direktur Utama  
Vice President Director : Indra Setyawati

Komisaris Independen  
Independent Commissioner : Jugi Prajugio

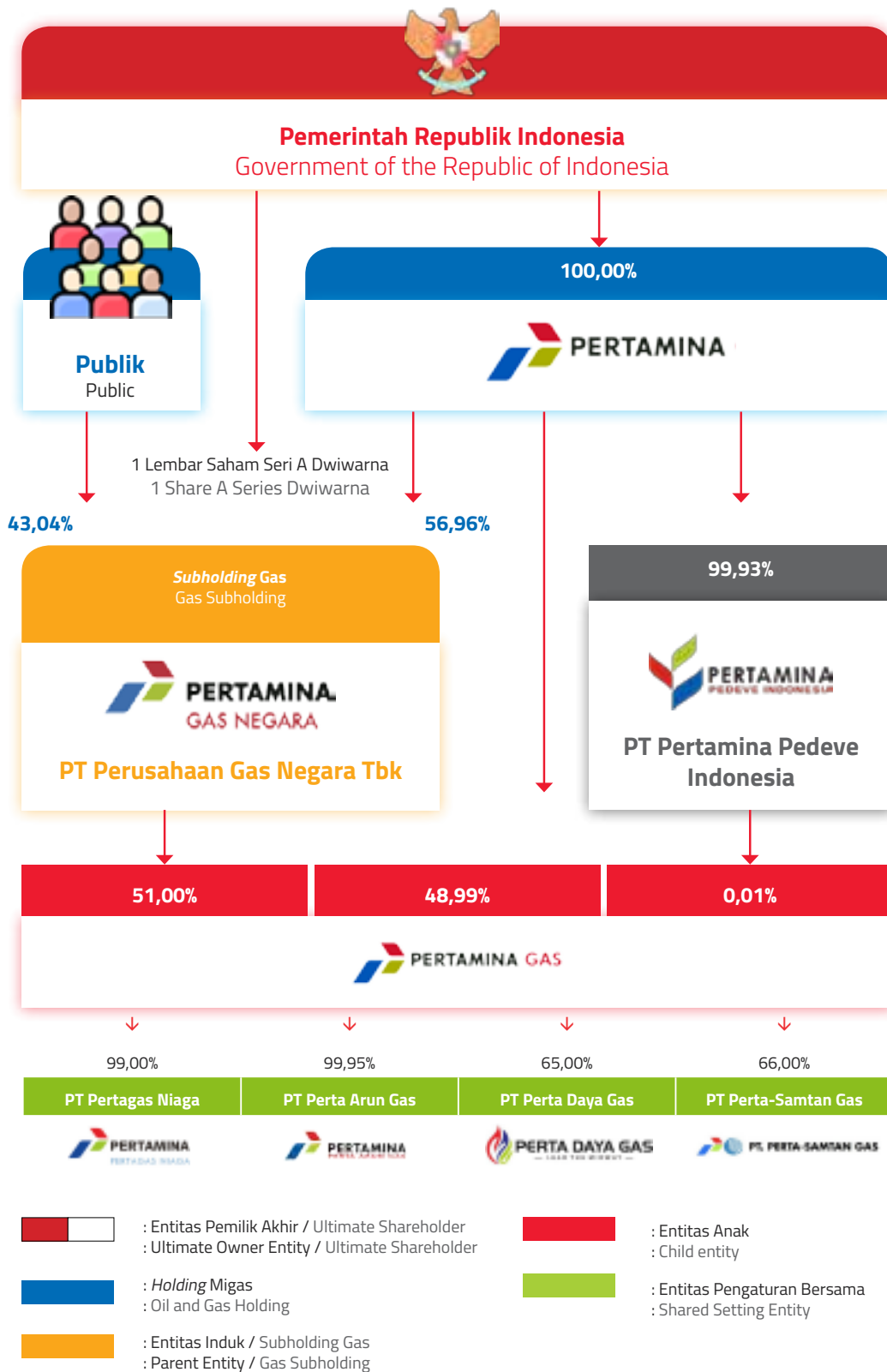
##### Direksi Board of Directors

Direktur Utama  
President Director : Waluyo

Wakil Direktur Utama  
Vice President Director : Lee Chang Ho

# Struktur Grup Perusahaan

## Company Group Structure



Di sepanjang tahun 2021, Pertamina Gas tidak memiliki entitas asosiasi maupun *special purpose vehicle* (SPV).

Throughout 2021, Pertamina Gas does not have any associated entities or special purpose vehicles (SPV).





## Kronologis Penerbitan dan/atau Pencatatan Saham

### Chronology of Issuance and/or Listing of Share

Hingga tanggal 31 Desember 2021 maupun tanggal disampaikannya data/informasi ini, Perusahaan tidak menerbitkan saham kepada publik, tidak melakukan Penawaran Umum Perdana Saham dan tidak memperdagangkan sahamnya di bursa saham manapun. Dengan demikian tidak terdapat informasi terkait tahun penerbitan saham, jumlah saham, nilai nominal saham, harga penawaran saham untuk masing-masing tindakan korporasi (*corporate action*), jumlah saham tercatat setelah masing-masing tindakan korporasi (*corporate action*), dan nama bursa di mana saham Perusahaan dicatitkan.

As of December 31, 2021 as well as the date of submission of this data/information, the Company has not issued shares to the public, has not conducted an Initial Public Offering and has not traded its shares on any stock exchange. Thus, there is no information regarding the year of share issuance, number of shares, nominal value of shares, share offering price for each corporate action (*corporate action*), number of shares listed after each corporate action, and the name of the stock exchange where the shares are registered. The company is listed.

## kronologi Penerbitan dan/atau Pencatatan Obligasi dan/atau Efek Lainnya

### Chronology of Issuance and/or Listing of Bond and/or Other Securities

### Chronology of Issuance and/or Listing of Bond and/or Other Securities

Hingga tanggal 31 Desember 2021 maupun tanggal disampaikannya data/informasi ini, Perusahaan tidak menerbitkan efek lainnya dalam bentuk apapun. Dengan demikian tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa dimana efek lainnya dicatitkan; dan peringkat efek.

As of December 31, 2021 or the date of submission of this data/information, the Company has not issued any other securities in any form. Therefore, there is no information regarding the names of other securities, the year of issuance of other securities, interest rates/returns on other securities, and the maturity date of other securities; value of other securities offerings; the name of the exchange where other securities are listed; and effect rating.

# Lembaga Profesi Penunjang Perusahaan

## Company Supporting Professional Institutions

### KANTOR AKUNTAN PUBLIK

### PUBLIC ACCOUNTING FIRM

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Tanudiredja, Wibisana, Rintis & Rekan ("PWC")
<b>Alamat</b> Address	WTC 3 Building Jl. Jenderal Sudirman Kav. 29-31, Jakarta (12920 Indonesia) Telp: 021-50992901/31192901 Fax: 021-52905555/52905050 www.pwc.com/id
<b>Jasa yang Diberikan</b> Services Provided	Audit atas Laporan Keuangan Audit of Financial Statements
<b>Periode Penugasan</b> Assignment Period	1 September 2021 s.d. 22 Februari 2022 September 1, 2021 s.d. February 22, 2022

### KONSULTAN HUKUM

### LAW CONSULTANT

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Kenny Winston Law Offices
<b>Alamat</b> Address	Intermark, The Associate Tower 2nd Floor, Suite A-D Jl. Lingkar Timur, BSD City 15310. Telp: 0812-293-318-069
<b>Jasa yang Diberikan</b> Services Provided	Layanan hukum kepada Direktorat Teknik & Operasi Legal services to the Directorate of Engineering & Operations

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	ARA & Associate Law Office
<b>Alamat</b> Address	Gedung PKMI lantai 1, Unit 2, Jl. Kramat Sentiong nomor 49A, Senen, Jakarta Pusat www.ara-lawoffice.com PKMI Building 1st floor, Unit 2, Jl. Kramat Sentiong number 49A, Monday, Central Jakarta www.ara-lawoffice.com
<b>Jasa yang Diberikan</b> Services Provided	Penyelesaian tagihan <i>ship or pay</i> sebagai tindak lanjut temuan BPK RI Settlement of ship or pay bills as a follow-up to the findings of BPK RI

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Hanafiah Ponggawa & Partners
<b>Alamat</b> Address	Wisma BNI 46 – Kota BNI, Lt 41 Jl. Jend. Sudirman Kav. 1, Jakarta 10220 Telp: 021-215-701837 www.dentons.hpplawyers.com
<b>Jasa yang Diberikan</b> Services Provided	Penyelesaian perselisihan perdata wanprestasi utang-piutang dengan PT Mutiara Energy Settlement of debt default civil disputes with PT Mutiara Energy

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Almir & Sam Lawfirm
<b>Alamat</b> Address	The "H" Tower Lantai 15 Jl. HR. Rasuna Said Kav.20 Kuningan, Jakarta 12940 Telp : 021-29516875   F: 021-29516874
<b>Jasa yang Diberikan</b> Services Provided	Penanganan permasalahan hukum atas tindak pidana gangguan OBVITNAS yang dikelola Pertamina Gas di KM 53 Bontang Handling legal issues for criminal acts of interference with OBVITNAS managed by Pertamina Gas at KM 53 Bontang



<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Sam & Co Advocates
<b>Alamat</b> Address	Epicentrum Walk Office (Epiwalk), Suites 31B, Jl. H.R Rasuna Said Kav , Jakarta Selatan Epicentrum Walk Office (Epiwalk), Suites 31B, Jl. H.R Rasuna Said Kav, South Jakarta
<b>Jasa yang Diberikan</b> Services Provided	Upaya intervensi atas gugatan PTUN yang diajukan warga terkait SK Gubernur Kalimantan Timur tahun 1974 yang menjadi dasar penguasaan lahan KM 53, Bontang oleh Pertagas Efforts to intervene in the PTUN lawsuits filed by residents related to the 1974 East Kalimantan Governor's Decree which became the basis for Pertagas' control of KM 53, Bontang land

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	SSEK Indonesian Legal Consultants
<b>Alamat</b> Address	Mayapada Tower lantai 14, Jl. Jendral Sudirman Kav. 28, Kelurahan Karet, Kecamatan Setiabudi, Jakarta 12920 <a href="http://www.ssek.com">www.ssek.com</a> Mayapada Tower 14th floor, Jl. General Sudirman Kav. 28, Karet Village, Setiabudi District, Jakarta 12920 <a href="http://www.ssek.com">www.ssek.com</a>
<b>Jasa yang Diberikan</b> Services Provided	Layanan hukum korporat ( <i>retainer lawyer</i> ) Corporate legal services ( <i>retainer lawyer</i> )

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Bahari Sianturi & Partners
<b>Alamat</b> Address	Jl. Pangkalan Jati VI nomor 3, Jatiwaringin, Jakarta Timur Jl. Pangkalan Jati VI number 3, Jatiwaringin, East Jakarta
<b>Jasa yang Diberikan</b> Services Provided	Penanganan perkara di wilayah Sumatera Selatan Handling cases in the South Sumatra region

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Siregar Setiawan Manalu Partnership
<b>Alamat</b> Address	Sahid Sudirman Center lantai 17, Jl. Jenderal Sudirman No 86, Jakarta Pusat 10220 <a href="http://www.ssmp.co">www.ssmp.co</a> Sahid Sudirman Center 17th floor, Jl. Jenderal Sudirman No. 86, Central Jakarta 10220 <a href="http://www.ssmp.co">www.ssmp.co</a>
<b>Jasa yang Diberikan</b> Services Provided	Penanganan hukum gugatan perbuatan melawan hukum dari PT Gasindo Pratama Sejati Legal handling of lawsuits against the law from PT Gasindo Pratama Sejati

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Hakim dan Rekan Lawfirm
<b>Alamat</b> Address	Menara Kuningan lantai 30, Unit B-C (Suite 2). Jl. H.R Rasuna Said Kav 5, Blok X-7, Karet Kuningan, Setiabudi, Jakarta Selatan <a href="http://www.hdrlawfirm.com">www.hdrlawfirm.com</a> Kuningan Tower 30th floor, Unit B-C (Suite 2). Jl. H.R Rasuna Said Kav 5, Blok X-7, Karet Kuningan, Setiabudi, South Jakarta <a href="http://www.hdrlawfirm.com">www.hdrlawfirm.com</a>
<b>Jasa yang Diberikan</b> Services Provided	Pendampingan atas Putusan PN Cibinong tahun 2017, terkait eksekusi pipa Pertamina Gas yang berlokasi di area operasi Java Area Assistance on the Cibinong District Court Decision in 2017, related to the execution of the Pertamina Gas pipeline located in the Java Area operation area

## NOTARIS

## NOTARY

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Lenny Janis Ishak, SH
<b>Alamat</b> Address	Jl. Hang Lekir IX No. 1, Jakarta 12120
<b>Jasa yang Diberikan</b> Services Provided	Pembuatan Akta Pernyataan Keputusan Pemegang Saham PT Pertamina Gas Preparation of the Deed of Statement of Decision of the Shareholders of PT Pertamina Gas

## PEJABAT PEMBUAT AKTA TANAH (PPAT)

## ACTING LAND DEED MAKER (PPAT)

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Elizabeth Estiningsih, SH
<b>Alamat</b> Address	Jl. Nusantara nomor 18, Blora, Jawa Tengah. Telp : 0296-533786, 5100789 Jl. Nusantara number 18, Blora, Central Java. Tel : 0296-533786, 5100789
<b>Jasa yang Diberikan</b> Services Provided	Pembuatan Akta Sewa Lahan Making Land Lease Deed
<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Yelvita, SH
<b>Alamat</b> Address	Jl. Sudirman No. 86 B Dumai, Riau Telp : 0813 7431 4636
<b>Jasa yang Diberikan</b> Services Provided	Verifikasi Alas Hak Right Base Verification
<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Ratnawati, SH, MKn
<b>Alamat</b> Address	Jl. Jenderal Sudirman, Bengkalis, Riau Telp: 0813 9830 3262
<b>Jasa yang Diberikan</b> Services Provided	Pembuatan Akta Sewa Lahan Making Land Lease Deed
<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Yustikawati
<b>Alamat</b> Address	Jl. Veteran , No. 118, Bojonegoro. Telp : 0353-3412961
<b>Jasa yang Diberikan</b> Services Provided	Pembuatan Akta Sewa Lahan Making Land Lease Deed
<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	Raditya Eko Hartanto, SH, MKn
<b>Alamat</b> Address	Jl. Veteran No. 155, Gresik, Jawa Timur. Telp : 031-3989016
<b>Jasa yang Diberikan</b> Services Provided	Pembuatan Sertifikat Certificate Creation

## KONSULTAN IJIN PINJAM PAKAI KAWASAN HUTAN

## BORROW-TO-USE FOREST AREA PERMIT CONSULTANT

<b>Nama Lembaga/Profesi</b> Name of Institution/Profession	PT Tera Widyagama
<b>Alamat</b> Address	Jl. Sembakung D6 No.5, Jatiwaringin Asri – Pondok Gede Telp : 021-84998871
<b>Jasa yang Diberikan</b> Services Provided	Pengurusan Perijinan Ijin Pinjam Pakai Kawasan Hutan Management of Borrowing-to-Use Forest Area Permits



## Keanggotaan Perusahaan Dalam Asosiasi Atau Organisasi

Company Membership in Association or Organization

Nama Organisasi/Asosiasi Name of Organization/Association	Ruang Lingkup Scope	Posisi Keikutsertaan Participation Position
Indonesia Gas Society	Nasional National	Executive Corporate Member

## Nama dan Alamat Entitas Anak, Entitas Pengaturan Bersama, Kantor Cabang atau Kantor Perwakilan

Name and Address of Subsidiaries, Joint Regulating  
Entities, Branch Offices or Representative Offices

### Nama dan Alamat Kantor Entitas Anak dan Entitas Pengaturan Bersama Name and Office Address of Subsidiary and Joint Arrangement Entity

Nama Name	Alamat Address
PT Pertagas Niaga	Gedung Patra Jasa Lantai 16, Jl. Jend. Gatot Subroto Kav 32-34 Jakarta Selatan Telp. +62-21 5203088, Fax. +62-21 5201622 / 5201682
PT Perta Arun Gas	Gedung Patra Jasa Lantai 1 Jl. Jend. Gatot Subroto Kav 32-34 Jakarta Selatan Telp. +62-21 5251005, Fax. +62-21 52900007
PT Perta Daya Gas	Gedung The East It. 11 Unit 02 Jl. Dr. Ide Anak Agung Gde Agung Kav. E3. 2 No. 1 Jakarta Selatan
PT Perta-Samtan Gas	Jl. No 8 Komplek Pertamina RU III Desa Sungai Gerong, Kec. Banyuasin I, Kab. Banyuasin, Sumatera Selatan 30962 Telp. : (0711) 574 0701, Fax. : (0711) 574 0706

**Nama dan Alamat Kantor Area**  
Area Office Name and Address

Area	Alamat
Operation North Sumatera Area	Jl. Dr. Wahidin No. 1 Pangkalan Brandan Sumatera Utara – 20857 Telp. +62-620 323442, Fax. +62-620 322933
Operation Central Sumatera Area	Jl. AKBP cek Agus No. 10, Kenten, Palembang - 30114 Sumatera Selatan Telp. +62-711 5648507, Fax. +62-711 5648508
Operation South Sumatera Area	Jl. AKBP cek Agus No. 10, Kenten, Palembang - 30114 Sumatera Selatan Telp. +62-711 5648511, Fax. +62-711 5648512
Operation Dumai Area	Komplek Perumahan Pertamina RU II Jl. Cilacap III, Block B, No AA59P. Bukit Datuk, Dumai Selatan, Kota Dumai (28825)
Operation Rokan Area	Jl. Melur No. 131, Kedungsari, Sukajadi, Pekanbaru, Riau
Operation West Java Area	Komplek Perumahan Dinas Distrik TGD Jl. Raya Industri Tegalgede Cikarang Selatan Bekasi - 17550, Jawa Barat Telp. +62-21 89833854, Fax. +62-21 89833904
Operation East Java Area	Jl. Darmo Kali No. 40-42 Surabaya 60241 Jawa Timur Telp. +62-31 5689901, 5689903, Fax. +62-31 5689905
Operation Kalimantan Area	KNE Building, Jl. Pupuk Raya No.55, Bontang Barat, Bontang, East Kalimantan Timur 75313 Telp. +62-548 – 41641, Fax. +62-548 – 41736





## Penghargaan Dan Sertifikasi

### Awards and Certification



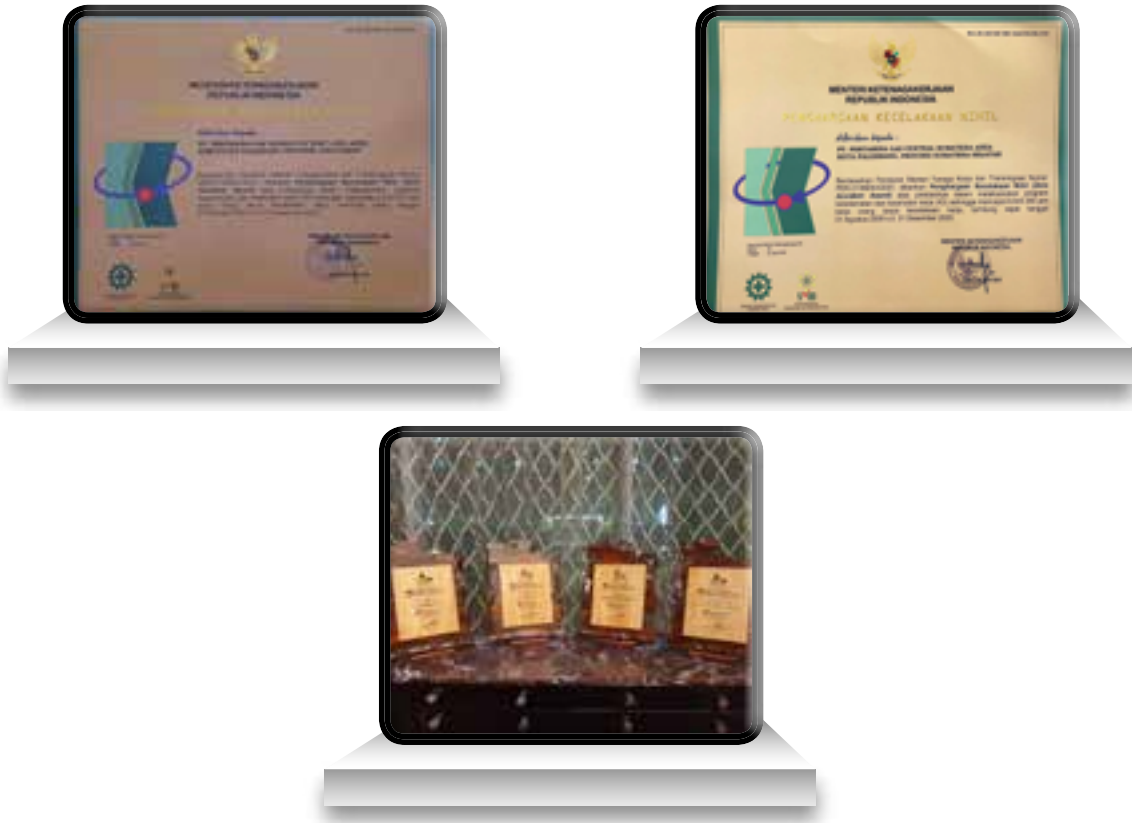
Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
22 Februari 2021	Indonesia Young Business Leaders Awards 2021: Top 10 Special Awards – Direktur Teknik & Operasi	SWA Magazine
February 22, 2021	Indonesia Young Business Leaders Awards 2021: Top 10 Special Awards – Director of Technical & Operations	



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
31 Maret 2022 March 31, 2022	Public Relations Indonesia Awards 2021 : 1. Gold Winner - Sub Kategori Tata Kelola Kehumasan 2. Silver Winner - Sub Kategori Sustainability Report 3. Bronze Winner - Sub Kategori Corporate PR Program Sosialisasi Protokol COVID-19	PR Indonesia
	Public Relations Indonesia Awards 2021: 1. Gold Winner - Public Relations Governance Sub-Category 2. Silver Winner - Sustainability Report Sub Category 3. Bronze Winner - Corporate PR Sub-Category for the COVID-19 Protocol Socialization Program	
8 April 2021 April 8, 2021	APQ Awards: 1. Gold Category: 2 Gugus 2. Silver Category: 1 Gugus	PT Pertamina (Persero)



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
<p>9 April 2021 April 9, 2021</p>	<p>Indonesian Green Awards 2021 :</p> <ol style="list-style-type: none"> <li>1. Berdaya di Pesisir Laut Jawa dari Operation West Java Area (OWJA)</li> <li>2. Program Desa Wisata Lembah Dewi Sri Sidomulyo Berbasis Edukasi di Operation South Sumatera Area (OSSA)</li> <li>3. Kategori Penyelamatan Sumber Daya air diraih Pertamina melalui program Kampung Batik Ecoprint dari Operation Kalimantan Area (OKAL)</li> <li>4. Kategori Mempelopori Pencegahan Polusi diraih Pertamina untuk program Pengelolaan Sampah Organik dan Olahan Maggot dari Operation Central Sumatera Area (OCSA)</li> <li>5. Kategori Mengembangkan Pengolahan Sampah Terpadu untuk program Daya Dari Hati Masyarakat Penatarsewu dari Operation East Java Area (OEJA)</li> <li>6. Pengelolaan Sampah Organik dan Olahan Maggot dari Operation Central Sumatera Area (OCSA)</li> </ol> <p>Indonesian Green Awards 2021 :</p> <ol style="list-style-type: none"> <li>1. Empowered on the Java Sea Coast from Operation West Java Area (OWJA)</li> <li>2. Dewi Sri Sidomulyo Valley Tourism Village Program Based on Education in Operation South Sumatra Area (OSSA)</li> <li>3. The Water Resources Rescue category was achieved by Pertamina through the Kampung Batik Ecoprint program from Operation Kalimantan Area (OKAL)</li> <li>4. The category of Pioneering Pollution Prevention was won by Pertamina for the Organic and Processed Waste Management program from Operation Central Sumatra Area (OCSA)</li> <li>5. Category Developing Integrated Waste Management for the Daya From the Hearts program of the Penatarsewu Community from Operation East Java Area (OEJA)</li> <li>6. Management of Organic Waste and Processed Maggot from Operation Central Sumatra Area (OCSA)</li> </ol>	<p>The La Tofi School of CSR</p>



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
22 April 2021 April 22, 2021	Penghargaan Kecelakaan Kerja Nihil: 1. Operation West Java Area 2. Operation Central Sumatera Area Zero Work Accident Award: 1. Operation West Java Area 2. Operation Central Sumatra Area	Kementerian Ketenagakerjaan
16 September 2021 September 16, 2021	Nusantara CSR Awards 2021: 1. Kategori Pemberdayaan Ekonomi Komunitas untuk program Kampoeng Batik Ecoprint di Kalimantan 2. Kategori Pemberdayaan Ekonomi Komunitas untuk program Kawat Cinta (Kelompok Wanita Tani Meraih Cita-Cita) di Jawa Barat 3. Kategori Pelibatan Komunitas dalam Menangani Sampah untuk program Pesona O Maggot di Sumatera Selatan 4. Kategori Integrasi Program untuk Dampak Luas untuk program Daya Dari Hati di Jawa Timur 5. Kategori Pengembangan Desa Wisata untuk program Desa Wisata Edukasi Lembah Dewi Sri dan Taman Wisata Embung Senja di Sumatera Selatan. Nusantara CSR Awards 2021: 1. Community Economic Empowerment Category for the Kampoeng Batik Ecoprint program in Kalimantan 2. Community Economic Empowerment Category for the Kawat Cinta program (Women Farmer Group Achieves Dreams) in West Java 3. Category for Community Involvement in Handling Waste for the Pesona O Maggot program in South Sumatra 4. Program Integration Category for Broad Impact for Daya From the Heart program in East Java 5. Tourism Village Development Category for the Dewi Sri Valley Educational Tourism Village program and Embung Senja Tourism Park in South Sumatra.	The La Tofi School of CSR



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
17 September 2021 September 17, 2021	Penghargaan Indonesian Sustainable Development Goals Award 2021 : 1. Peringkat Gold - Program Saung Patra (Desa Unggul Petani Berdaya) 2. Peringkat Gold - Program Daya Krida Gresik Kotugres Indonesian Sustainable Development Goals Award 2021: 1. Gold Rank - Saung Patra Program (Village of Superior Empowered Farmers) 2. Gold Rank - Daya Krida Gresik Kotugres Program	Corporate Forum for CSR Development (CFCD)
17 September 2021 September 17, 2021	Anugerah Humas Indonesia 2021 : Bronze Winner - Sub Kategori Penyajian dan Pengelolaan Informasi Publik Terinovatif Indonesia Public Relations Award 2021: Bronze Winner - Innovative Public Information Presentation and Management Sub Category	PR Indonesia
28 September 2021 September 28, 2021	Penghargaan Subroto 2021 1. Pertagas Operation East Region 2. Pertagas Technical Management Subroto Awards 2021 1. Pertagas Operation East Region 2. Pertagas Technical Management	Kementerian Energi & Sumber Daya Mineral RI Ministry of Energy & Mineral Resources RI



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
19 Oktober 2021 October 19, 2021	Penghargaan Pendukung ProKlim 2021 : Pertagas Operation South Sumatera Area (OSSA) ProKlim 2021 Supporting Award: Pertagas Operation South Sumatera Area (OSSA)	Kementerian Lingkungan Hidup & Kehutanan RI Ministry of Environment & Forestry RI
10 November 2021 November 10, 2021	BMN & Lelang Awards: Peringkat 2 - Kategori Lelang Sukarela (OCSA) BMN & Auction Awards: Rank 2 - Voluntary Auction Category (OCSA)	Kementerian Keuangan – DJKN Kanwil Sumatera Selatan, Jambi, dan Bangka Belitung Ministry of Finance - DJKN Regional Offices of South Sumatra, Jambi and Bangka Belitung
20 November 2021 November 20, 2021	Penghargaan Dharma Karya Muda 2021 1. FT Prove The Champ Champ (Pertagas Operation Kalimantan Area) 2. FT Prove Guntung Dinamik Perkasa (Pertagas Operation Kalimantan Area) 3. FT Prove ONCAK (Pertagas Operation Central Sumatera Area) 4. PC Prove Kopi 89 (Commercial, Strategic Planning & Portfolio dan Pertagas Operation West Java Area) 2021 Young Karya Dharma Award 1. FT Prove The Champ Champ (Pertagas Operation Kalimantan Area) 2. FT Prove Guntung Dinamik Perkasa (Pertagas Operation Kalimantan Area) 3. FT Prove ONCAK (Pertagas Operation Central Sumatra Area) 4. PC Prove Kopi 89 (Commercial, Strategic Planning & Portfolio and Pertagas Operation West Java Area)	Kementerian Energi & Sumber Daya Mineral RI Ministry of Energy & Mineral Resources RI



Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
24 November 2021 November 24, 2021	Penghargaan Keselamatan Migas 2021 : 1. Patra Karya: Operation East Region, Technical Management 2. Patra Nirbhaya Karya Utama Adinugraha: Operation East Region, Operation West Region, Technical Management 2021 Oil and Gas Safety Award: 1. Patra Karya: Operation East Region, Technical Management 2. Patra Nirbhaya Karya Utama Adinugraha: Operation East Region, Operation West Region, Technical Management	Kementerian Energi & Sumber Daya Mineral RI Ministry of Energy & Mineral Resources RI
8 Desember 2021 December 8, 2021	Energy & Mining Editor Society Awards 2021: Kategori Best Press Release Midstream Oil and Gas Company Energy & Mining Editor Society Awards 2021: Best Press Release Midstream Oil and Gas Company Category	Energy & Mining Editor Society
21 Desember 2021 December 21, 2021	BPH Migas Awards 2021 : 1. Badan Usaha Pengangkutan Gas Bumi melalui Pipa Volume Terbesar 2. Badan Usaha Pengangkutan Gas Bumi Melalui Pipa dengan Pembayaran Iuran Terbesar BPH Migas Awards 2021: 1. Natural Gas Transportation Business Entity through the Largest Volume Pipeline 2. Natural Gas Transportation Business Entities with the Largest Contribution Payments	BPH Migas





Tanggal Date	Penghargaan Award	Diberikan oleh Issued By
21 Desember 2021 December 21, 2021	PGN Innovation Awards 2021 : 1. Gold Category 2. Silver Category PGN Innovation Awards 2021: 1. Gold Category 2. Silver Category	Perusahaan Gas Negara National gas Company
22 Desember 2021 December 22, 2021	Top Digital Awards 2021 : 1. Top Digital Implementation 2021 Level Stars 4 2. Top CIO on Digital Implementation 2021 (Direktur Teknik & Operasi) Top Digital Awards 2021: 1. Top Digital Implementation 2021 Level Stars 4 2. Top CIO on Digital Implementation 2021 (Director of Technical & Operations)	IT Works Magazine
28 Desember 2021 December 28, 2021	Penganugerahan PROPER 2021: 1. PROPER Hijau: Operation East Java Area, Operation West Java Area, Operation South Sumatera Area, Operation Kalimantan Area PROPER Biru: Operation North Sumatera Area PROPER Award 2021: 1. Green PROPER: Operation East Java Area, Operation West Java Area, Operation South Sumatra Area, Operation Kalimantan Area 2. Blue PROPER: Operation North Sumatra Area	Kementerian Lingkungan Hidup & Kehutanan RI Ministry of Environment & Forestry RI

## Informasi Pada Situs Web Perusahaan

### Information on The Company Website

Sebagaimana yang diwajibkan oleh Negara dalam UU No. 14 tahun 2008 tentang Keterbukaan Informasi Publik dijelaskan bahwa Badan Publik memiliki kewajiban menyebarluaskan informasi publik yang disampaikan dengan cara yang mudah dijangkau oleh masyarakat, sebagaimana tercantum dalam Pasal 9, Ayat 4. Oleh karena itu, Pertamina Gas sebagai perusahaan yang melayani publik dalam hal penyaluran gas, membuat sarana informasi yang dapat dijangkau dengan mudah oleh masyarakat luas melalui media *website*, yaitu [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com).

Dalam pembangunan dan pengelolaan konten *website*, Pertamina Gas terus berupaya memberikan kemudahan akses informasi secara transparan dan akurat kepada seluruh pemegang saham dan pemangku kepentingan.

Situs resmi Pertamina Gas menyajikan informasi dalam dua Bahasa yakni Bahasa Indonesia dan Bahasa Inggris. Meski Pertamina Gas bukan merupakan perusahaan publik, namun sebagai upaya dalam penerapan prinsip-prinsip tata kelola perusahaan, khususnya prinsip keterbukaan, situs Pertamina Gas mengacu kepada standar perusahaan terbuka, yaitu Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik yang telah ditetapkan pada tanggal 25 Juni 2015, seperti :

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

Semua informasi yang disajikan dalam *website* Pertamina Gas senantiasa diperbaharui secara berkala untuk memberikan informasi terbaru bagi segenap pemangku kepentingan maupun masyarakat umum.

As required by the State in Law no. 14 of 2008 concerning Public Information Disclosure, it is explained that Public Bodies have the obligation to disseminate public information that is conveyed in a way that is easily accessible to the public, as stated in Article 9, Paragraph 4. Therefore, Pertamina Gas as a company that serves the public in terms of gas distribution, making information facilities that can be easily accessed by the wider community through the media website, namely [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com).

In the development and management of website content, Pertamina Gas continues to provide easy access to information in a transparent and accurate manner to all shareholders and stakeholders.

Pertamina Gas's official website provides information in two languages, namely Indonesian and English. Although Pertamina Gas is not a public company, as an effort to implement the principles of good corporate governance, especially the principle of transparency, the Pertamina Gas website refers to the standard of a public company, namely the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 concerning Websites of Issuers or Public Companies that have been stipulated on June 25, 2015, such as:

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

All information presented on the Pertamina Gas website is regularly updated to provide updated information for all stakeholders and the general public.

Uraian Description	Ketersediaan Availability	Keterangan Remark
Informasi pemegang saham sampai dengan pemilik akhir individu Shareholder information up to individual ultimate owners	✓	<a href="http://pertagas.pertamina.com/Portal/Page/Read/about-us#about">http://pertagas.pertamina.com/Portal/Page/Read/about-us#about</a>
Isi Kode Etik Fill in the Code of Ethics	✓	<a href="http://pertagas.pertamina.com/Portal/Page/Read/good-corporate-governance">http://pertagas.pertamina.com/Portal/Page/Read/good-corporate-governance</a>

Uraian Description	Ketersediaan Availability	Keterangan Remark
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan Information on the General Meeting of Shareholders (GMS) at least includes material on the agenda discussed in the GMS, a summary of the minutes of the GMS, and information on important dates, namely the date of the announcement of the GMS, the date of the invitation to the GMS, the date of the GMS, the date on which the summary of the minutes of the GMS is announced.	✓	<a href="http://www.pertagas.pertamina.com/Portal/Content/Read/62">http://www.pertagas.pertamina.com/Portal/Content/Read/62</a>
Laporan Keuangan Tahunan (5 tahun terakhir) Annual Financial Report (last 5 years)	✓	<a href="http://pertagas.pertamina.com/Portal/Page/Read/annual-report">http://pertagas.pertamina.com/Portal/Page/Read/annual-report</a>
Profil Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Profile	✓	<a href="http://pertagas.pertamina.com/Portal/Page/Read/board-of-commissioners">http://pertagas.pertamina.com/Portal/Page/Read/board-of-commissioners</a>  <a href="http://pertagas.pertamina.com/Portal/Page/Read/board-of-directors">http://pertagas.pertamina.com/Portal/Page/Read/board-of-directors</a>
Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal Charter/Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	✓	<a href="http://pertagas.pertamina.com/Portal/Page/Read/good-corporate-governance">http://pertagas.pertamina.com/Portal/Page/Read/good-corporate-governance</a>

v = tersedia pada situs web Perusahaan  
x = belum tersedia pada situs web Perusahaan  
v = available on Company website  
x = not yet available on Company website

Berikut peta situs Pertamina Gas, yang memuat informasi yang lebih spesifik, yaitu:

In addition to mandatory information in accordance with Financial Services Authority Regulation No. 8/POJK.4/2015, the Pertamina Gas website also contains more specific information, namely:



**TENTANG KAMI**  
**ABOUT US**

Profil Kami  
Our Profile

Dewan Komisaris  
board of Commissioners

Direksi  
Board of Directors

Tata Kelola Perusahaan  
Corporate governance

HSE

**BISNIS**  
**BUSINESS**

Transportasi Gas  
Gas Transportation

Pemrosesan Gas  
Gas Processing

Transportasi Minyak  
Oil Transportation

Regasifikasi Gas  
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Niaga Gas  
Gas Trading

**PENGADAAN**  
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Pengumuman Lelang  
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Pengadaan Online  
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**KARIER  
CAREER**

Lowongan Pekerjaan  
Job vacancy

Cara Melamar  
How to Apply

FAQ

**KONTAK KAMI  
CONTACT US**

Kantor Pusat  
Head Office

Kantor Anak Perusahaan  
Subsidiary Office

Kantor Area  
Area Office

## Pendidikan dan/atau Pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, dan Unit Audit Internal

### Education and/or Training of The Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Units

Berikut informasi tentang program peningkatan kompetensi Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, dan Unit Audit Internal di sepanjang tahun 2021.

The following is information about the competency improvement program for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit throughout 2021.

Nama dan Jabatan Name and title	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
<b>Dewan Komisaris</b> Board of Commissioners				
Wahyu Setyawan (Komisaris) (Commissioner)	Pelatihan Training	Certification in Audit Committee Practices	Jakarta ( <i>Online</i> ), 6-7 April 2021	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
	Ujian Sertifikasi Certification Exam	Certification in Audit Committee Practices	Jakarta ( <i>Online</i> ), 12 April 2021	Certification in Audit Committee Practices
<b>Direksi</b> Board of Directors				
Wiko Migantoro (Direktur Utama) (President Director)	<i>Workshop</i>	Legal Program : UU Cipta Kerja Omnibus Law dalam Perspektif Pemerintah dan Implementasinya Legal Program : Omnibus Law Job Creation in Government Perspective and Its Implementation	( <i>Online</i> ) Jakarta, 17 Februari 2021 ( <i>Online</i> ) Jakarta, February 17, 2021	Pertamina Gas
	<i>Sharing Session</i>	<i>Expert Talk: Asset Integrity Management System</i>	Jakarta, 2 September 2021 Jakarta, September 2, 2021	Pertamina Gas
	Pelatihan Training	Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	( <i>Online</i> ) Jakarta, 13 September 2021 ( <i>Online</i> ) Jakarta, September 13, 2021	PGN
	Pelatihan Training	<i>Awareness Training</i> ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Anti-Bribery Management System	( <i>Online</i> ) Jakarta, 14 September 2021 ( <i>Online</i> ) Jakarta, September 14, 2021	Pertamina Gas
Achmad Herry Syarifuddin* (Direktur Komersial) (Commercial Director)	<i>Workshop</i>	Legal Program : UU Cipta Kerja Omnibus Law dalam Perspektif Pemerintah dan Implementasinya Legal Program : Omnibus Law Job Creation in Government Perspective and Its Implementation	( <i>Online</i> ) Jakarta, 17 Februari 2021 ( <i>Online</i> ) Jakarta, February 17, 2021	Pertamina Gas
	<i>Workshop</i>	<i>Leader Forum : Mastering Compliance Challenges in Procurement</i>	( <i>Online</i> ) Jakarta, 29 April 2021 ( <i>Online</i> ) Jakarta, 29 April 2021	Pertamina Corporate University



Nama dan Jabatan Name and title	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Indra Setyawati (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	<i>Sharing Session</i>	<i>Expert Talk: Asset Integrity Management System</i>	Jakarta, 2 September 2021 Jakarta, 2 September 2021	Pertamina Gas
	Pelatihan Training	Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	<i>(Online)</i> Jakarta, 13 September 2021 <i>(Online)</i> Jakarta, September 13, 2021	PGN
	Pelatihan Training	<i>Awareness Training</i> ISO 37001 Sistem Manajemen Anti Penyuapan <i>Awareness Training</i> ISO 37001 Anti-Bribery Management System	<i>(Online)</i> Jakarta, 14 September 2021 <i>(Online)</i> Jakarta, September 14, 2021	Pertamina Gas
	<i>Workshop</i>	<i>International Conference On Enterprise Risk Management</i>	<i>(Online)</i> Jakarta, 08 - 10 Desember 2021 <i>(Online)</i> Jakarta, 08 - 10 December 2021	Enterprise Risk Management Academy
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	Pelatihan Training	<i>Certified Public Private Partnership Professional (CP3P) Foundation Program</i>	<i>(Online)</i> Jakarta, 06 - 10 September 2021 06 - 10 September 2021	PT Penjaminan Infrastruktur Indonesia (Persero)
	<i>Sharing Session</i>	<i>Expert Talk: Asset Integrity Management System</i>	Jakarta, 2 September 2021 Jakarta, September 2, 2021	Pertamina Gas
	Pelatihan Training	<i>Awareness Training</i> ISO 37001 Sistem Manajemen Anti Penyuapan <i>Awareness Training</i> ISO 37001 Anti-Bribery Management System	<i>(Online)</i> Jakarta, 14 September 2021 <i>(Online)</i> Jakarta, September 14, 2021	Pertamina Gas



Nama dan Jabatan Name and title	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	Sharing Session	Sharing Session terkait Reformasi Pengelolaan SDM Sharing Session terkait Reformasi Pengelolaan SDM	(Online) Jakarta, 12 Agustus 2021 (Online) Jakarta, August 12, 2021	Pertamina (Persero)
	Sharing Session	Expert Talk: Asset Integrity Management System	Jakarta, 2 September 2021 Jakarta, September 2, 2021	Pertamina Gas
	Pelatihan Training	Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	(Online) Jakarta, 13 September 2021 (Online) Jakarta, September 13, 2021	PGN
	Pelatihan Training	Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan	(Online) Jakarta, 14 September 2021 (Online) Jakarta, September 14, 2021	Pertamina Gas

#### Komite Audit Audit Committee

Kurnia Pinayungan (Anggota Komite Audit) (Audit Committee Member)	Pelatihan Training	Certification in Audit Committee Practices	Jakarta (Online), 6-7 April 2021 Jakarta (Online), April 6-7, 2021	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
	Ujian Sertifikasi Certification Exam	Certification in Audit Committee Practices	Jakarta (Online), 12 April 2021 Jakarta (Online), April 12, 2021	Certification in Audit Committee Practices
Hari Kuncoro (Anggota Komite Audit) (Audit Committee Member)	Pelatihan Training	Certification in Audit Committee Practices	Jakarta (Online), 6-7 April 2021 Jakarta (Online), April 6-7, 2021	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
	Ujian Sertifikasi Certification Exam	Ujian Sertifikasi Certification Exam	Jakarta (Online), 12 April 2021 Jakarta (Online), April 12, 2021	Certification in Audit Committee Practices

#### Komite Manajemen Risiko Risk Management Committee

Sepanjang tahun 2021, tidak terdapat pelatihan yang diikuti oleh Komite Manajemen Risiko.  
Throughout 2021, there was no training attended by the Risk Management Committee.



Nama dan Jabatan Name and title	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
<b>Sekretaris Perusahaan</b> Corporate Secretary				
Fitri Erika (Sekretaris Perusahaan) (Corporate Secretary)	Pelatihan Training	<i>Basic Safety Training Batch XI</i>	<i>(Online)</i> Jakarta, 18-19 November 2021 18-19 November 2021	PT Pertamina Gas
<b>Internal Audit</b> Audit Internal				
Suharti (Chief of Internal Audit)	Pelatihan Training	Pelatihan Antikorupsi PIA oleh KPK Pelatihan Antikorupsi PIA oleh KPK	Jakarta <i>(Online)</i> , 2 Februari 2021 Jakarta <i>(Online)</i> , February 2, 2021	KPK
	Webinar	<i>Webinar BPKP: Enhancing Internal Audit Capability: A Strategy to Safeguard Goals of State and Regionally Owned Corporations</i>	<i>Online</i> , 10 Maret 2021 <i>Online</i> , March 10, 2021	BPKP
	Webinar	<i>Webinar Leadership in a Post Pandemic World -DDI</i>	<i>Online</i> , 10 Maret 2021 <i>Online</i> , March 10, 2021	Pertamina Gas
	Forum	<i>Leader's Forum Managing Financial Performance</i>	<i>Online</i> , 30 Maret 2021 <i>Online</i> , March 30, 2021	PT Pertamina (Persero)
	Pelatihan Training	<i>Training Interaction Internal Audit With Audit Comitee and External Auditor In The New Normal</i>	<i>Online</i> , 29 Juli 2021 <i>Online</i> , July 29, 2021	Pertamina Corporate University
	Webinar	<i>Webinar Training CIA Course Review - IIA Indonesia</i>	<i>Online</i> , 06-09 September 2021 <i>Online</i> , September 06-09, 2021	IIA Indonesia
	Webinar	<i>Webinar Training CIA Course Review Part II - IIA Indonesia</i>	<i>Online</i> , 14-15 September 2021 <i>Online</i> , September 14-15, 2021	IIA Indonesia
	Webinar	<i>Webinar Training CIA Course Review Part III - IIA Indonesia</i>	<i>Online</i> , 21-23 September 2021 <i>Online</i> , September 21-23, 2021	IIA Indonesia
Workshop	2021 IIA Indonesia National Conference	<i>Online</i> , 27-29 Oktober 2021 <i>Online</i> , October 27-29, 2021	IIA Indonesia	

# 04.





# ANALISIS DAN PEMBAHASAN MANAJEMEN ATAS KINERJA PERUSAHAAN

Management Discussion and Analysis  
on Company Performance



**PT Pertamina Gas berhasil mencatatkan kinerja positif di awal tahun 2021. Pada April 2021 Pertamina Gas mencatatkan laba bersih senilai USD41,3 juta atau mencapai 133 persen dari target yang ditetapkan, yaitu USD31 juta. Pencapaian laba bersih tersebut melampaui target RKAP April 2021 juga lebih tinggi dibanding laba bersih pada periode yang sama tahun lalu yaitu USD37,2 juta.**

PT Pertamina Gas managed to record a positive performance in early 2021. In April 2021 Pertamina Gas recorded a net profit of USD41.3 million or reached 133 percent of the set target, which was USD31 million. The achievement of this net profit exceeded the April 2021 RKAP target, which was also higher than the net profit in the same period last year, which was USD37.2 million.

## Tinjauan Perekonomian dan Industri Economy and Industry Highlights

Gas bumi merupakan energi primer ketiga yang paling banyak digunakan di dalam negeri setelah minyak bumi dan batubara. Untuk itu gas bumi memegang peranan penting dalam kebijakan bauran energi (*energy mix policy*) di Indonesia, dimana target bauran energi pada tahun 2025 terdiri dari gas bumi 22%, minyak bumi 25%, batu bara 30% dan energi terbarukan 23% (*Neraca Gas Indonesia*, 2018). Di tahun 2020 bauran energi di Indonesia (ESDM, 2021) tertinggi masih batu bara 38%, minyak bumi 32%, gas bumi 19% dan energi terbarukan 22%. Dari realisasi bauran energi tahun 2020 dibandingkan target pada tahun 2025 dapat dilihat adanya peningkatan porsi pemakaian Gas Bumi sebagai sumber energy di Indonesia sebesar 6%.

Prakiraan permintaan gas bumi hingga tahun 2035 akan meningkat dengan CAGR 3,9% (Indonesia Gas Market Outlook-Wood Mackenzie, 2021), pertumbuhan permintaan ini di dorong oleh Pemerintah yang mana telah berkomitmen mengurangi emisi gas rumah kaca sebesar 29% pada tahun 2030, Sektor energi berkomitmen untuk menurunkan emisi gas rumah kaca sebesar 314 juta ton CO<sub>2</sub>e menjadi 398 juta ton CO<sub>2</sub>e pada tahun 2030 melalui pengembangan energi terbarukan, penerapan konservasi energi, serta penerapan teknologi energi bersih. Arah kebijakan energi nasional ke depan yaitu transisi dari energi fosil ke energi terbarukan menjadikan peran gas sebagai energi transisi menjadi lebih penting, antara lain rendahnya faktor emisi karbon dibandingkan energi fosil lainnya. Sumber energi bersih ini akan berkembang terutama di seluruh Asia Pasifik dan gas bumi masih memainkan peran penting di negara berkembang, termasuk Indonesia (ESDM, 2021).

Natural gas is the third most widely used primary energy in the country after oil and coal. For this reason, natural gas plays an important role in the energy mix policy in Indonesia, where the energy mix target in 2025 consists of 22% natural gas, 25% petroleum, 30% coal and 23% renewable energy (Balance Gas). Indonesia, 2018). In 2020, the highest energy mix in Indonesia (ESDM, 2021) will still be coal at 38%, oil at 32%, natural gas at 19% and renewable energy at 22%. From the realization of the energy mix in 2020 compared to the target in 2025, it can be seen that there is an increase in the portion of the use of Natural Gas as an energy source in Indonesia by 6%.

The forecast for natural gas demand until 2035 will increase at a CAGR of 3.9% (Indonesia Gas Market Outlook-Wood Mackenzie, 2021), this demand growth is driven by the Government which has committed to reducing greenhouse gas emissions by 29% by 2030, The energy sector is committed to reducing greenhouse gas emissions by 314 million tons of CO<sub>2</sub>e to 398 million tons of CO<sub>2</sub>e by 2030 through the development of renewable energy, the application of energy conservation, and the application of clean energy technology. The future direction of national energy policy, namely the transition from fossil energy to renewable energy, makes the role of gas as a transitional energy more important, including the low carbon emission factor compared to other fossil energies. This clean energy source will develop especially throughout the Asia Pacific and natural gas still plays an important role in developing countries, including Indonesia (ESDM, 2021).

**Permintaan Gas Bumi Indonesia**  
Indonesian Natural Gas Demand

Segmen (mmscfd) Segment (mmscfd)	2020	2025	2030	2035
Power	1045	1691	2056	2631
Non Power	1904	2185	2474	2630
Total	2950	3876	4530	5261

Sumber: Indonesia Gas Market Outlook-Wood Mackenzie, 2021  
Source: Indonesia Gas Market Outlook-Wood Mackenzie, 2021

Dilihat secara pasokan gas bumi, Indonesia saat ini bertransisi dari *net exporter* menjadi *net importer*, secara historis Indonesia adalah negara kaya gas dengan produksi jauh melebihi konsumsi, sehingga monetisasinya dilakukan melalui penjualan gas pipa dan ekspor LNG. Dalam beberapa tahun terakhir, penurunan produksi yang dikombinasikan dengan ekspektasi meningkatnya permintaan domestik telah menyebabkan perubahan dalam prospek pasar gas Indonesia. Pelaku industri secara bertahap menyadari perlunya Indonesia mengimpor LNG dalam jangka panjang (FGE Indonesia Natural Gas Outlook, 2021).

In terms of natural gas supply, Indonesia is currently transitioning from a net exporter to a net importer. Historically, Indonesia is a gas rich country with production far exceeding consumption, so its monetization is done through the sale of pipeline gas and LNG exports. In recent years, the decline in production combined with expectations of increasing domestic demand has led to a change in the outlook for the Indonesian gas market. Industry players are gradually realizing the need for Indonesia to import LNG in the long term (FGE Indonesia Natural Gas Outlook, 2021).



Hal ini juga dapat dilihat dalam neraca *Gas Balance* Indonesia tahun 2020-2030 yang menyatakan bahwa *Existing Supply* belum dapat memenuhi kebutuhan berdasarkan *Contracted Demand*, dan akan defisit mulai tahun 2023, *Total Supply* dapat memenuhi seluruh kebutuhan gas termasuk *Potential Demand* apabila seluruh *Project Supply* maupun *Potential Supply* dapat dilaksanakan tepat waktu sesuai yang direncanakan.

Untuk menyalurkan gas dari sumber hulu baik gas alam maupun LNG ke pelanggan akhir dibutuhkan Infrastruktur Indonesia sampai dengan Oktober 2021, pipa gas yang telah terbangun baru mencapai 15.782 km yang terdiri atas 5.217 km pipa transmisi (diameter pipa 8-32 Inch), pipa distribusi 6.275 km pipa distribusi, dan 4.290 km pipa jaringan gas rumah tangga (BPH Migas, 2021) selain pipa gas, Indonesia juga memiliki terminal regasifikasi (merubah fasa LNG ke gas) yang telah beroperasi seperti Arun Regas, Lampung FSRU, West Java FSRU, Benoa FSRU & Java 1 FSRU. Menurut Direktur Eksekutif Energy Watch Jika dibandingkan luas wilayah Indonesia infrastruktur yang terbangun kecil sekali, hal ini menjadi tantangan bagaimana rakyat bisa mendapatkan kemudahan atau akses sehingga bisa dinikmati masyarakat.

Secara geografis, untuk wilayah utama pulau Jawa-Sumatera yang merupakan pusat demand gas di Indonesia telah terhubung oleh jaringan pipa gas dengan adanya integrasi pipa transmisi gas di Jawa-Sumatera sehingga memudahkan dalam distribusi gas dengan biaya yang cukup kompetitif. Adapun untuk wilayah Indonesia Timur penggunaan infrastruktur dengan penggunaan *virtual pipeline*. Dengan Potensi *Supply* gas bumi berasal dari Indonesia Timur dan demand terbesar ada di Indonesia Barat maka pengembangan Infrastruktur gas bumi menjadi salah satu yang vital untuk meningkatkan penggunaan gas Bumi di Indonesia.

This can also be seen in Indonesia's Gas Balance for 2020-2030 which states that Existing Supply has not been able to meet the needs based on Contracted Demand, and there will be a deficit starting in 2023, Total Supply can meet all gas needs including Potential Demand if all Project Supply and Potential Supply can be implemented on time as planned.

In order to distribute gas from upstream sources, both natural gas and LNG to final customers, Indonesian Infrastructure is needed. Until October 2021, the gas pipelines that have been built have only reached 15,782 km, consisting of 5,217 km of transmission pipes (8-32 Inch pipe diameter), 6,275 distribution pipes. km of distribution pipelines, and 4,290 km of household gas pipelines (BPH Migas, 2021). In addition to gas pipelines, Indonesia also has regasification terminals (converting the LNG phase to gas) which have been operating such as Arun Regas, Lampung FSRU, West Java FSRU, Benoa FSRU & Java 1 FSRU. According to the Executive Director of Energy Watch, when compared to the total area of Indonesia, the infrastructure built is very small, this is a challenge how people can get facilities or access so that they can be enjoyed by the community.

Geographically, the main area of the island of Java-Sumatra which is the center of gas demand in Indonesia has been connected by a gas pipeline network with the integration of gas transmission pipelines in Java-Sumatra making it easier for gas distribution at a fairly competitive cost. As for the Eastern Indonesia region, the use of infrastructure by using a virtual pipeline. With the potential supply of natural gas coming from eastern Indonesia and the largest demand in western Indonesia, the development of natural gas infrastructure is vital to increase the use of natural gas in Indonesia.



# Inisiatif dan Kebijakan Strategis Tahun 2021

## Initiatives and Strategic Policies in 2021

Di tahun 2021, Perusahaan melakukan upaya kebijakan strategis sebagaimana terlihat di bawah ini.

In 2021, the Company will undertake strategic policy efforts as shown below.



*Corporate Stabilities Strategies* dilakukan melalui beberapa langkah inisiatif sebagai berikut:

- Cost Transformation*, diantaranya efisiensi biaya *project* dan operasi;
- Menjaga HSSE *excellence* dan kehandalan operasi dengan melakukan preventif *maintenance*;
- Restrukturisasi finansial Perusahaan dengan melakukan perhitungan depresiasi aset selama 30 tahun, amortisasi perjanjian sewa dan efisiensi biaya;
- Mempertahankan komunikasi dengan *stakeholder* dan *shareholder* terkait perijinan, regulasi, dan *business clustering*;
- Meningkatkan utilisasi pipa transmisi eksisting Pertamina Gas termasuk di wilayah Sumatera Utara, Jawa Barat dan Jawa Tengah dan meningkatkan komersialisasi aset/lahan di sepanjang ROW Pertamina Gas;
- Meningkatkan peran human capital dalam memperkuat kemampuan inovasi sumber daya manusia.

Sedangkan *Corporate Growth Strategies* dilakukan melalui beberapa langkah inisiatif sebagai berikut:

- Melakukan sinergi infrastruktur di Pertamina Grup melalui integrasi infasilitas pipa dan regasifikasi di Sumatera Utara dan integrasi fasilitas *Subholding Gas* di Sumatera Selatan dan Jawa;
- Penetrasi *market* dan percepatan perikatan komersial untuk meningkatkan utilisasi aset;
- Sinergi bisnis dengan partner strategis dalam rangka beradaptasi terhadap regulasi dan menghadapi proyek dengan risiko tinggi;
- Ekstensifikasi bisnis dan diversifikasi bisnis diantaranya melalui inisiasi bisnis pipa Bahan Bakar Minyak dan pengembangan bisnis entitas anak;
- Percepatan *project* diantaranya mempercepat penyelesaian proyek Rokan, infrastruktur jaringan pipa Gresik-Semarang ke PLN Tambak Lorok dan konsumen gas di Jawa Tengah.

*Corporate Stability Strategies* is carried out through several initiatives as follows:

- Cost Transformation*, including project and operating cost efficiency;
- Maintain HSSE excellence and operational reliability by performing preventive maintenance;
- Financial restructuring of the Company by calculating asset depreciation for 30 years, amortization of lease agreements and cost efficiency;
- Maintain communication with stakeholders and shareholders regarding licensing, regulations, and business clustering;
- Increasing the utilization of Pertamina Gas' existing transmission pipelines including in North Sumatra, West Java and Central Java and increasing the commercialization of assets/land along the Pertamina Gas ROW;
- Increase the role of human capital in strengthening the innovation capabilities of human resources.

Meanwhile, *Corporate Growth Strategies* are carried out through several initiatives as follows:

- Perform infrastructure synergies in Pertamina Group through integration of pipeline and regasification facilities in North Sumatra and integration of *Subholding Gas* facilities in South Sumatra and Java;
- Market penetration and acceleration of commercial engagements to increase asset utilization;
- Business synergy with strategic partners in order to adapt to regulations and deal with high-risk projects;
- Business expansion and business diversification, including through the initiation of the Fuel Oil pipeline business and business development of subsidiaries;
- Project acceleration includes accelerating the completion of the Rokan project, the Gresik-Semarang pipeline infrastructure to PLN Tambak Lorok and gas consumers in Central Java.





## Tinjauan Operasi Per Segmen Usaha

### Overview of Operations Per Business Segment

Sesuai dengan Anggaran Dasarnya, Perusahaan menjalankan kegiatan usaha sebagai berikut:

1. Perniagaan gas bumi;
2. Transportasi gas dan minyak bumi;
3. Pemrosesan gas bumi;
4. Distribusi gas bumi;
5. Penyimpanan dan usaha lainnya yang terkait dengan gas bumi.

Selain itu, wilayah kerja dan kegiatan operasi Perusahaan dibagi menjadi 8 (delapan) area operasi sebagai berikut:

1. Operation North Sumatera Area, yang meliputi area transmisi dan distribusi gas Aceh dan Sumatera Utara;
2. Operation Central Sumatera Area, yang meliputi area transmisi dan distribusi minyak Sumatera Selatan dan Jambi;
3. Operation South Sumatera Area, yang meliputi area transmisi dan distribusi gas Sumatera Selatan dan Jambi;
4. Operation Dumai Area, yang meliputi area transmisi dan distribusi gas Sumatera bagian Tengah;
5. Operation Rokan Area, yang meliputi area transmisi dan distribusi minyak Sumatera bagian Tengah;
6. Operation West Java Area, yang meliputi area transmisi dan distribusi gas Jawa Barat, Jakarta, dan Banten;
7. Operation East Java Area, yang meliputi area transmisi dan distribusi gas Jawa Timur dan Jawa Tengah;
8. Operation Kalimantan Area, yang meliputi area transmisi dan distribusi gas Kalimantan Timur.

Perusahaan belum menerapkan PSAK 5 tentang Segmen Operasi. Untuk dapat menggambarkan segmen usaha, Perusahaan menggunakan pendekatan pendapatan sebagai acuan dalam menjabarkan kegiatan usaha hingga dapat dicatatkan sebagai profitabilitas serta kinerja keuangan.

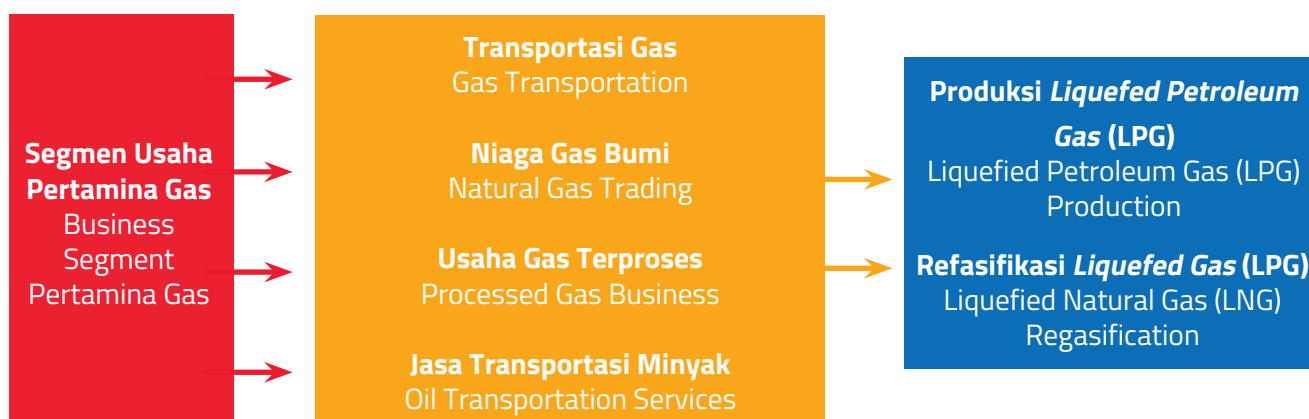
In accordance with its Articles of Association, the Company carries out the following business activities:

1. Natural gas trading;
2. Gas and oil transportation;
3. Natural gas processing;
4. Natural gas distribution;
5. Storage and other businesses related to natural gas.

In addition, the Company's work areas and operating activities are divided into 8 (eight) operating areas as follows:

1. Operation North Sumatera Area, which includes the gas transmission and distribution area of Aceh and North Sumatera;
2. Operation Central Sumatera Area, which includes the oil transmission and distribution area of South Sumatera and Jambi;
3. Operation South Sumatera Area, which includes the gas transmission and distribution area of South Sumatera and Jambi;
4. Operation Dumai Area, which includes the gas transmission and distribution area of Central Sumatera;
5. Operation Rokan Area, which includes the oil transmission and distribution area of Central Sumatera;
6. Operation West Java Area, which includes the gas transmission and distribution areas of West Java, Jakarta, and Banten;
7. Operation East Java Area, which includes the gas transmission and distribution area of East Java and Central Java;
8. Operation Kalimantan Area, which includes the east Kalimantan gas transmission and distribution area.

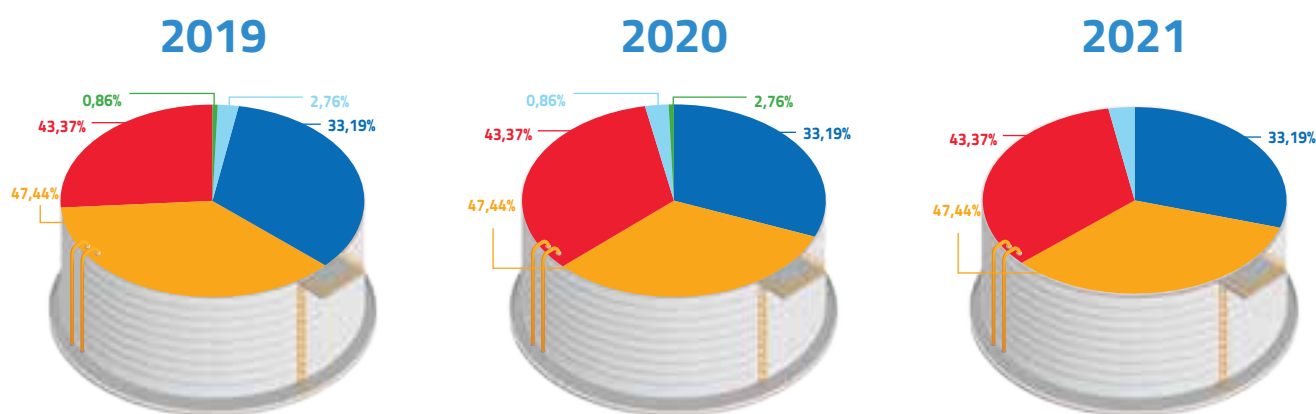
The Company has not yet implemented PSAK 5 regarding Operating Segments. To be able to describe business segments, the Company uses the revenue approach as a reference in describing business activities so that they can be listed as profitability and financial performance.



Untuk dapat memberikan gambaran awal tentang skala bisnis masing-masing segmen dan kontribusinya terhadap Perusahaan, berikut disampaikan kontribusi masing-masing segmen terhadap Total Pendapatan Usaha.

In order to provide an initial overview of the business scale of each segment and its contribution to the Company, the following is the contribution of each segment to Total Operating Revenue.

Segmen Segment	2021		2020		2019		Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah (USD-ribu) Amount (USD- thousand)	Kontribusi Contribution (%)	Jumlah (USD-ribu) Amount (USD- thousand)	Kontribusi Contribution (%)	Jumlah (USD-ribu) Amount (USD- thousand)	Kontribusi Contribution (%)	Jumlah (USD-ribu) Amount (USD- thousand)	Persentase Percentage (%)	Jumlah (USD-ribu) Amount (USD- thousand)	Persentase Percentage (%)
	(1)		(2)		(3)		(4=1-2)	(4/2)	(5=1-3)	(5/3)
Transportasi gas Gas transportation	205.279	37,92	213.393	39,59	242.347	33,19	(8.114)	(3,80)	(28.954)	(11,95)
Niaga gas bumi Natural gas trading	231.960	42,85	220.167	40,84	346.405	47,44	11.793	5,36	(126.238)	(36,44)
Usaha gas terproses Processed gas business	84.800	15,66	83.551	15,50	115.030	15,75	1.249	1,49	(31.479)	(27,37)
Jasa transportasi minyak Oil transportation service	19.347	3,57	18.017	3,34	20.185	2,76	1.330	7,38	(2.168)	(10,74)
Jasa pemasaran Marketing services	-	-	3.906	0,72	6.269	0,86	(3.906)	-	(2.363)	(37,69)
<b>Jumlah Pendapatan Usaha Total revenue</b>	<b>541.386</b>	<b>100,00</b>	<b>539.034</b>	<b>100,00</b>	<b>730.236</b>	<b>100,00</b>	<b>2.352</b>	<b>0,44</b>	<b>(191.202)</b>	<b>(26,18)</b>



■ Jasa Pemasaran Marketing services    
 ■ Jasa Transportasi Minyak Oil Transportation Service    
 ■ Usaha Gas Terproses Processed Gas Business    
 ■ Niaga Gas Bumi Natural Gas Trading    
 ■ Transportasi Gas Gas Transportation



Dari tabel dan bagan di atas, terlihat bahwa pendapatan dari niaga gas bumi memberikan kontribusi terbesar, yang diikuti dengan pendapatan dari transportasi gas. Pendapatan usaha Perusahaan di tahun 2021 sebesar USD541,39 juta, meningkat 0,44% atau setara dengan USD2,35 juta dibandingkan tahun 2020 sebesar USD539,03 juta. Sebagaimana terlihat pada tabel di atas, kenaikan ini terutama didapatkan dari peningkatan pendapatan niaga gas bumi.

Berikut disampaikan penjelasan kegiatan operasi dan bisnis masing-masing segmen.

## TRANSPORTASI GAS

### KEGIATAN OPERASI DAN USAHA TRANSPORTASI GAS

Salah satu bisnis usaha Perusahaan adalah kegiatan penyaluran gas dari hulu sampai hilir melalui pipa transmisi gas. Penyaluran gas yang dilakukan oleh Perusahaan dikarenakan adanya kebutuhan gas oleh konsumen seperti pembangkit listrik, pabrik pupuk, industri dan konsumen lain. Atas dasar perjanjian pengangkutan gas bumi antara para *Shipper* dengan *transporter* dan surat ijin usaha pengangkutan gas bumi melalui pipa dari Ditjen Migas dan Hak Khusus yang ditetapkan oleh Badan Pengatur Hilir Minyak dan Gas (BPH Migas), maka Perusahaan sebagai *transporter* dapat menjalankan bisnis ini dengan aset pipa transmisi yang dimiliki.

Hingga akhir tahun 2021, Perusahaan memiliki 60 ruas pipa transmisi gas dengan total panjang 2.710,31 kilometer yang tersebar dari Aceh, Sumatera Utara, Riau, Sumatera Selatan, Jawa Barat, Jawa Tengah, Jawa Timur dan Kalimantan Timur.

Hingga akhir periode pelaporan, Perusahaan telah memiliki beberapa jaringan pipa transmisi eksisting, yang kini digunakan untuk mengalirkan gas kepada para pelanggan.

- » **Infrastruktur Gas Operation North Sumatera Area**  
Panjang pipa transmisi gas yang terbentang dari NAD sampai Sumatera Utara adalah 616.475 km, yang terdiri dari 10 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk dan pembangkit listrik.

From the table and chart above, it can be seen that revenue from natural gas trading provides the largest contribution, followed by revenue from gas transportation. The Company's operating revenues in 2021 amounted to USD541.39 million, an increase of 0.44% or equivalent to USD2.35 million compared to 2020 of USD539.03 million. As shown in the table above, this increase was mainly derived from an increase in natural gas trading revenues.

The following is an explanation of the operating and business activities of each segment.

## GAS TRANSPORT

### GAS TRANSPORTATION OPERATIONS AND BUSINESS ACTIVITIES

One of the Company's businesses is the distribution of gas from upstream to downstream through gas transmission pipelines. The distribution of gas carried out by the Company is due to the need for gas by consumers such as power plants, fertilizer factories, industry and other consumers. Based on the agreement for the transportation of natural gas between the Shippers and the transporter and the business license for transporting natural gas through the pipeline from the Directorate General of Oil and Gas and Special Rights stipulated by the Downstream Oil and Gas Regulatory Agency (BPH Migas), the Company as a transporter can run this business with assets owned transmission pipeline.

By the end of 2021, the Company has 60 gas transmission pipelines with a total length of 2,710.31 kilometers spread from Aceh, North Sumatra, Riau, South Sumatra, West Java, Central Java, East Java and East Kalimantan.

As of the end of the reporting period, the Company has several existing transmission pipelines, which are now used to deliver gas to customers.

- » **Operation North Sumatera Area Gas Infrastructure**  
The length of the gas transmission pipeline that stretches from NAD to North Sumatra is 616,475 km, consisting of 10 pipeline segments. The largest gas user sectors are fertilizer factories and power plants.

### Infrastruktur Gas Operation North Sumatera Area Operation North Sumatera Area Gas Infrastructure

Keterangan Information	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	10
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	340
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	51,6

**Infrastruktur Gas Operation North Sumatera Area**  
Operation North Sumatera Area Gas Infrastructure

Keterangan Information	Unit Unit
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	12,275
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	14,5
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	178,1
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	20
Lintasan Pipa Pipeline	Aceh Utara, Lhokseumawe, Langsa, Aceh Timur, Aceh Tamiang, Langkat, Medan, Deli Serdang, Simalungun, Serdang Bedagai, Binjai Aceh Utara, Lhokseumawe, Langsa, Aceh Timur, Aceh Tamiang, Langkat, Medan, Deli Serdang, Simalungun, Serdang Bedagai, Binjai
Pasokan Gas Gas Supply	PHE NSO, PGE NSB, Pertamina EP Asset 2, PAG (Regasifikasi Gas), MEDCO Blok A, <i>Triangle Phase</i> PHE NSO, PGE NSB, Pertamina EP Asset 2, PAG (Regasifikasi Gas), MEDCO Blok A, Triangle Phase
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pupuk Iskandar Muda</li> <li>▪ PT Pertamina EP</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Pupuk Iskandar Muda</li> <li>▪ PT Pertamina EP</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ PT Pertagas Niaga</li> </ul>
» Infrastruktur Gas <i>Operation Dumai Area</i> Panjang pipa transmisi gas di Duri-Dumai adalah 67 km, dengan 1 ruas pipa berdiameter 24 Inch. Sektor pengguna gas terbesar adalah kilang minyak dan industri.	» Operation Dumai Area Gas Infrastructure The length of the gas transmission pipeline in Duri-Dumai is 67 km, with 1 pipe section with a diameter of 24 inches. The largest gas user sectors are oil refineries and industry.

**Infrastruktur Gas Operation Dumai Area**  
Operation Dumai Area Gas Infrastructure

Keterangan Information	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	1
Panjang Pipa 24" Duri-Dumai (kilometer) Pipe Length 24" Duri-Dumai (kilometers)	67
Lintasan Pipa Pipeline	Duri hingga Dumai Duri to Dumai
Shipper	<ul style="list-style-type: none"> <li>▪ PT Kilang Pertamina Internasional</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ PT Pertagas Niaga</li> </ul>



» **Infrastruktur Gas Operation South Sumatera Area**  
Panjang pipa transmisi gas di Sumatera Selatan adalah 657,99 km, yang terdiri dari 19 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk dan pembangkit listrik.

» **Operation South Sumatera Area Gas Infrastructure**  
The length of the gas transmission pipeline in South Sumatra is 657.99 km, consisting of 19 pipeline segments. The largest gas user sectors are fertilizer factories and power plants.

**Infrastruktur Gas Operation South Sumatera Area**  
Gas Operation Infrastructure South Sumatera Area

Keterangan Information	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	19
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	28,71
Panjang Pipa 22" (kilometer) Pipe Length 22" (kilometers)	17,05
Panjang Pipa 20" (kilometer) Pipe Length 20" (kilometers)	370,92
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	20,2
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	170,91
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	47
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	3,2
Lintasan Pipa Pipeline	Muara Enim, Prabumulih, Ogan Ilir, Palembang, Musi Banyuasin, Banyuasin Muara Enim, Prabumulih, Ogan Ilir, Palembang, Musi Banyuasin, Banyuasin
Sumber Gas Gas Source	Pertamina EP Asset 2, Medco EP Indonesia, ConocoPhillips (Grissik) Ltd, PHE Ogan Komering, Tropik Energi Pandan, Sele Raya Belida Pertamina EP Asset 2, Medco EP Indonesia, ConocoPhillips (Grissik) Ltd, PHE Ogan Komering, Tropik Energi Pandan, Sele Raya Belida
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pertamina EP</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Medco E&amp;P Indonesia</li> <li>▪ PT Puradaya Prima</li> <li>▪ PT Multidaya Prima Elektrindo</li> <li>▪ PT Pupuk Sriwijaya</li> <li>▪ PT Mitra Energi Buana</li> <li>▪ PT Sarana Pembangunan Palembang Jaya</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Sumsel Energi Gemilang (Perseroda)</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> </ul>

» **Infrastruktur Gas Operation West Java Area**  
Panjang pipa transmisi gas di Jawa bagian Barat adalah 524,23 km, yang terdiri dari 16 ruas pipa dengan variasi diameter pipa antara 6 inch sampai dengan 32 inch yang melintasi wilayah Mundu sampai dengan Cilegon. Sektor pengguna gas terbesar di wilayah ini adalah pabrik pupuk, kilang minyak, industri dan pembangkit listrik.

» **Operation West Java Area Gas Infrastructure**  
The length of the gas transmission pipeline in West Java is 524.23 km, consisting of 16 pipeline segments with pipe diameter variations ranging from 6 inches to 32 inches that cross the Mundu to Cilegon area. The largest gas user sectors in this region are fertilizer factories, oil refineries, industry and power plants.

**Infrastruktur Gas Operation West Java Area**  
Operation West Java Area Gas Infrastructure

Keterangan Information	Unit
Ruas Pipa (Ruas) Pipe Section (Section)	16
Panjang Pipa 32" (kilometer) Pipe Length 32" (kilometers)	45
Panjang Pipa 24" (kilometer) Pipe Length 24" (kilometers)	248
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	87
Panjang Pipa 14" (kilometer) Pipe Length 14" (kilometers)	93
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	18
Panjang Pipa 10" (kilometer) Pipe Length 10" (kilometers)	0,75
Panjang Pipa 8" (kilometer) Pipe Length 8" (kilometers)	32
Panjang Pipa 6" (kilometer) Pipe Length 6" (kilometers)	0,48
Lintasan Pipa Pipeline	Indramayu, Cirebon, Subang, Karawang, Kab. Bekasi, Kab. Bogor, Kab. Tangerang, Cilegon, Jakarta Utara
Sumber Gas Gas Source	Pertamina EP Asset 3, PHE ONWJ, Nusantara Regas (Regasifikasi Gas), PGN SSWJ Pertamina EP Asset 3, PHE ONWJ, Nusantara Regas (Gas Regasification), PGN SSWJ
Shipper	<ul style="list-style-type: none"> <li>▪ PT Pertamina EP</li> <li>▪ PT Bayu Buana Gemilang</li> <li>▪ PT Pupuk Kujang</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Igas Utama</li> <li>▪ PT Persada Agung Energi</li> <li>▪ PT Surya Energi Parahita</li> <li>▪ PT Energasindo Heksa Karya</li> </ul>

» **Infrastruktur Gas Operation East Java Area**  
Panjang pipa transmisi gas di Jawa Timur adalah 773,215 km, yang terdiri dari 9 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk, pembangkit listrik, dan industri.

» **Operation East Java Area Gas Infrastructure**  
The length of the gas transmission pipeline in East Java is 773,215 km, which consists of 9 pipeline segments. The largest gas user sectors are fertilizer factories, power plants, and industry.



**Infrastruktur Gas Operation East Java Area**  
Operation East Java Area Gas Infrastructure

Keterangan Information	Unit
Ruas Pipa (Ruas) Pipe Section (Section)	9
Panjang Pipa 28" Offshore (kilometer) Pipe Length 28" Offshore (kilometers)	369,7
Panjang Pipa 28" Onshore (kilometer) Pipe Length 28" Onshore (kilometers)	327,64
Panjang Pipa 24" (kilometer) Pipe Length 28" Onshore (kilometers)	3,42
Panjang Pipa 18" (kilometer) Pipe Length 18" (kilometers)	56
Panjang Pipa 16" (kilometer) Pipe Length 16" (kilometers)	8,1
Panjang Pipa 12" (kilometer) Pipe Length 12" (kilometers)	3,705
Panjang Pipa 10" (kilometer) Pipe Length 10" (kilometers)	4,65
Lintasan Pipa Pipeline	Kab. Sumenep (Kangean), Kab. Sidoarjo, Kab. Pasuruan, Surabaya, Gresik, Kab. Lamongan, Kab. Bojonegoro, Kab. Blora, Kab. Grobogan, Kab. Demak, Semarang
Sumber Gas Gas Source	KEIL, OPHIR Energy, Minarak Brantas Gas Inc, HCML-BD
Shipper	<ul style="list-style-type: none"> <li>▪ PT Perusahaan Gas Negara Tbk</li> <li>▪ Kangean Energy Indonesia Ltd</li> <li>▪ PT Pertamina (Persero)</li> <li>▪ PT Pertagas Niaga</li> <li>▪ PT Perusahaan Listrik Negara (Persero)</li> <li>▪ PT Inti Alasindo Energi</li> <li>▪ PT Pupuk Petrokimia Gresik</li> <li>▪ PT Sarana Cepu Energy</li> <li>▪ PT Bayu Buana Gemilang</li> <li>▪ PT Sadikun Niagamas Raya</li> </ul>

» **Infrastruktur Gas Operation Kalimantan Area**  
Panjang pipa transmisi gas di Kalimantan Timur adalah 71,4 km, yang terdiri dari 5 ruas pipa. Sektor pengguna gas terbesar adalah pabrik pupuk, industri dan pembangkit listrik.

» **Operation Kalimantan Area Gas Infrastructure**  
The length of the gas transmission pipeline in East Kalimantan is 71.4 km, which consists of 5 pipeline segments. The largest gas user sectors are fertilizer factories, industry and power plants.



**Infrastruktur Gas Operation Kalimantan Area**  
Operation Kalimantan Area Gas Infrastructure

Keterangan Information	Unit Unit
Ruas Pipa (Ruas) Pipe Section (Section)	5
Panjang Pipa 20" KM.53 - SKG Bontang (kilometer) Pipe Length 20" KM.53 - SKG Bontang (kilometers)	13
Panjang Pipa 16" KM.53 - SKG Bontang (kilometer) Pipe Length 16" KM.53 - SKG Bontang (kilometers)	13
Panjang Pipa 16" Tj. Santan - SKG Bontang (kilometer) Pipe Length 16" Tj. Santan - SKG Bontang (kilometers)	39,7
Panjang Pipa 16" Tj. Santan - KM. 29 (kilometer) Pipe Length 16" Tj. Santan - KM. 29 (kilometers)	3,2
KM. 4 - PLN Kanaan (kilometer) KM. 4 - PLN Canaan (kilometers)	2,5
Lintasan Pipa Pipeline	Kutai Kertanegara dan Kota Bontang Kutai Kertanegara and Bontang City
Sumber Gas Gas Source	PHM, PHSS, PHKT, ENI, Mubadala Petroleum PHM, PHSS, PHKT, ENI, Mubadala Petroleum
Shipper	<ul style="list-style-type: none"> <li>PT Pupuk Kalimantan Timur</li> <li>PT Kaltim Methanol Industri</li> <li>PT Kaltim Parna Industri</li> <li>PT Kaltim Daya Mandiri</li> <li>PT Bontang Migas &amp; Energi</li> <li>PT Perusahaan Listrik Negara (Persero)</li> <li>PT Perusahaan Gas Negara Tbk</li> </ul>

Sebagai *transporter*, Perusahaan memiliki *Access Arrangement* (AA) terkait pemakaian bersama ruas-ruas pipa transmisi gas oleh para *Shipper*, di mana AA ini diketahui dan disetujui oleh BPH Migas. *Access Arrangement* ini meliputi filosofi operasi, sistem manajemen gas, aturan yang terkait aspek teknis & aspek *legal*, dimana semua ini harus dipahami dan dipenuhi oleh setiap *Shipper* agar bisa memanfaatkan jaringan pipa transmisi tersebut.

**STRATEGI PENGEMBANGAN TRANSPORTASI GAS TAHUN 2021**

Sebagai *transporter*, di sepanjang tahun 2021 Perusahaan selalu menjaga *reliability & availability* dari seluruh aset utama dan aset penunjang, dan juga selalu menjaga *customer satisfaction* dengan melakukan sebagai berikut:

- Melakukan *preventive & predictive maintenance* untuk menjaga kehandalan aset utama dan aset penunjang;
- Melakukan perawatan dan inspeksi berbasis risiko dengan metode *Risk Based Inspection & Risk Assessment*;
- Melakukan investasi penggantian aset dan/atau pengadaan baru terhadap aset-aset yang sudah *obsolete* atau habis masa/waktu pakainya.

As a *transporter*, the Company has an *Access Arrangement* (AA) regarding the sharing of gas transmission pipelines by *Shippers*, where this AA is known and approved by BPH Migas. This *Access Arrangement* includes operating philosophy, gas management system, rules related to technical aspects & legal aspects, all of which must be understood and fulfilled by every *Shipper* in order to take advantage of the transmission pipeline network.

**GAS TRANSPORTATION DEVELOPMENT STRATEGY IN 2021**

As a *transporter*, throughout 2021 the Company always maintains the *reliability & availability* of all main assets and supporting assets, and also always maintains *customer satisfaction* by doing the following:

- Perform *preventive & predictive maintenance* to maintain the *reliability* of main assets and supporting assets;
- Carry out *risk-based maintenance and inspection* using the *Risk Based Inspection & Risk Assessment* method;
- Invest in *asset replacement and/or new procurement* of *obsolete* or expired assets.



## PENGEMBANGAN INFRASTRUKTUR GAS BARU

Untuk mendukung dan meningkatkan bisnis gas, Perusahaan telah mengembangkan beberapa ruas pipa transmisi maupun distribusi baru di seluruh Indonesia.

### » Pipa Transmisi Ruas Semarang-Gresik

Pipa transmisi Semarang, Jawa Tengah-Gresik, Jawa Timur, memiliki bentang sepanjang 275 km dengan diameter 28". Proyek pembangunan pipa transmisi Semarang-Gresik menjadi bagian dari Rencana induk Jaringan Transmisi dan distribusi Gas umum Nasional Tahun 2005-2025. Pipa transmisi Semarang-Gresik diharapkan menjadi infrastruktur gas utama di wilayah Jawa Tengah dan Jawa Timur yang nantinya akan terkoneksi dengan jaringan pipa eksisting Pertamina Gas, termasuk rencana pembangunan jaringan pipa di kota Semarang, Kendal, Demak, Kudus, dan Pati.

Peletakan batu pertama pembangunan proyek pipa gas 28" ini dilaksanakan pada 8 Oktober 2014 dan telah dilakukan proses commissioning pada Juli 2020. Pasokan gas tahap awal yang dialirkan dapat berasal dari lapangan gas di Jawa Timur, misalnya wilayah kerja Brantas yang dikelola oleh Lapindo Brantas Inc., lapangan gas yang dikelola oleh Husky-CNOOC Madura Limited, atau lainnya. Selanjutnya pada tahun 2021 mendapatkan pasokan gas dari PT PEP Cepu Lapangan Tiung Biru dan Cendana sebesar 100 MMSCFD dan potensi gas lainnya dari PT PEP Cepu Lapangan Alas Tua sebesar 110 MMSCFD mulai tahun 2022 dan lapangan gas Lengo sebesar 60 MMSCFD mulai tahun 2021.

### » Pipa Distribusi Aroma Kopi

Pipa Distribusi Aroma Kopi memiliki panjang 9.800 m yang terdiri pipa existing SPBG Kaligawe dan pembangunan pipa baru yang berlokasi di Jalan Raya Demak. Pipa ini diharapkan menjadi infrastruktur utama menuju daerah Industri di kawasan Demak dan sekitarnya. Pembangunan pipa ini telah dimulai pada 17 Januari 2020 dan telah dilakukan Commissioning pada tanggal 20 Desember 2020. Pipa ini disewakan secara eksklusif kepada PT Pertagas Niaga (PTGN) dan telah mengalirkan gas pada 22 Januari 2021.

### » Infrastruktur LNG Filling station di Cargo Dock PT Badak LNG Bontang

Infrastruktur LNG Filling Station dibangun dengan kapasitas maksimum 3.600 MMBTUD. Pembangunan ini merupakan sinergi antara Pertamina Gas dengan Badak LNG sehingga mampu memenuhi dan melayani kebutuhan konsumen LNG isotank khususnya di Indonesia bagian timur. Pengapalan pertama dilakukan pada 23 Desember 2021 untuk konsumen Pertagas Niaga (PTGN) sebanyak 18 Isotank.

### » Infrastruktur gas PLTMG Sorong

Pembangunan infrastruktur gas untuk PLTMG Sorong dibangun oleh anak usaha patungan PT Pertamina Gas dan PT Indonesia Power yaitu PT Perta Daya Gas (PDG). Uji coba

## NEW GAS INFRASTRUCTURE DEVELOPMENT

To support and improve the gas business, the Company has developed several new transmission and distribution pipelines throughout Indonesia.

### » Semarang-Gresik Transmission Pipeline

The transmission pipe of Semarang, Central Java-Gresik, East Java, has a span of 275 km with a diameter of 28". The Semarang-Gresik transmission pipeline construction project is part of the 2005-2025 National General Gas Transmission and Distribution Network Master Plan. The Semarang-Gresik transmission pipeline is expected to become the main gas infrastructure in Central Java and East Java which will later be connected to the existing Pertamina Gas pipeline network, including the planned construction of pipelines in the cities of Semarang, Kendal, Demak, Kudus, and Pati.

The laying of the first stone for the construction of the 28" gas pipeline project was carried out on October 8, 2014 and the commissioning process was carried out in July 2020. The initial gas supply that can be supplied can come from gas fields in East Java, for example the Brantas work area managed by Lapindo Brantas Inc. , gas field managed by Husky-CNOOC Madura Limited, or others. Furthermore, in 2021 it will get gas supplies from PT PEP Cepu Tiung Biru and Cendana fields of 100 MMSCFD and other gas potential from PT PEP Cepu Alas Tua Field of 110 MMSCFD starting in 2022 and Lengo gas field of 60 MMSCFD starting in 2021.

### » Coffee Aroma Distribution Pipe

The Aroma Kopi Distribution Pipe has a length of 9,800 m consisting of the existing SPBG Kaligawe pipe and the construction of a new pipe located on Jalan Raya Demak. This pipeline is expected to be the main infrastructure for industrial areas in the Demak area and its surroundings. The construction of this pipeline has started on January 17, 2020 and has been commissioned on December 20, 2020. This pipeline is leased exclusively to PT Pertagas Niaga (PTGN) and has flown gas on January 22, 2021.

### » LNG Filling station infrastructure at PT Badak LNG Bontang Cargo Dock

The LNG Filling Station infrastructure is built with a maximum capacity of 3,600 MMBTUD. This development is a synergy between Pertamina Gas and Badak LNG so that it is able to meet and serve the needs of LNG isotank consumers, especially in eastern Indonesia. The first shipment was made on December 23, 2021 for 18 Isotank consumers of Pertagas Niaga (PTGN).

### » PLTMG Sorong gas infrastructure

The gas infrastructure development for PLTMG Sorong was built by a joint venture subsidiary of PT Pertamina Gas and PT Indonesia Power, namely PT Perta Daya Gas (PDG). The

pengaliran gas perdana ke PLTMG Sorong dilaksanakan pada 20 Januari 2021. Pengaliran perdana tersebut dapat terlaksana melalui infrastruktur pipa gas sepanjang 3,7 Km dari lokasi *Metering & Regulating Station* (MRS) milik PT Malamoi Olom Wobok (MOW) di area KEK Sorong hingga ke titik *tie-in* PLTMG Sorong.

Infrastruktur gas baru ini merupakan bagian dari proyek gasifikasi untuk PLTMG Sorong yang memiliki kapasitas 50 MW. Kebutuhan gas di PLTMG Sorong saat ini sebesar kurang lebih 3,2 BBTUD ramp up ke 8 BBTUD. Pembangunan infrastruktur gas untuk PLTMG Sorong adalah penugasan dari PT Perusahaan Gas Negara Tbk selaku Sub *Holding* Gas sesuai yang diamanatkan oleh Kepmen ESDM No.13 Tahun 2020 dalam pemanfaatan gas bumi sebagai pengganti *High Speed Diesel* (HSD) di 52 Pembangkit yang tersebar di seluruh Indonesia.

- » Fasilitas Distribusi Gas Sumatera dan Jawa Perusahaan melakukan pengembangan bisnis niaga untuk Sumatera dan Jawa dengan pembangunan fasilitas distribusi gas di beberapa wilayah yakni Sumatera Utara, Riau, Sumatera Selatan dan Jawa Tengah untuk mendukung pengembangan kawasan industri. Melalui fasilitas distribusi gas Perusahaan menjamin pasokan energi untuk kawasan industri di Sumatera dan Jawa. Pengembangan usaha ini dilakukan sejalan dengan Rencana Induk Jaringan Transmisi dan Distribusi Gas Bumi Nasional (RIJTDGBN) dan Neraca Gas Bumi Indonesia.

first test flow of gas to PLTMG Sorong will be carried out on January 20, 2021. The initial flow can be carried out through a 3.7 Km gas pipeline infrastructure from the Metering & Regulating Station (MRS) location owned by PT Malamoi Olom Wobok (MOW) in the SEZ Sorong area until to the PLTMG Sorong tie-in point.

This new gas infrastructure is part of the gasification project for the PLTMG Sorong which has a capacity of 50 MW. The current demand for gas at PLTMG Sorong is approximately 3.2 BBTUD and ramps up to 8 BBTUD. Gas infrastructure development for PLTMG Sorong is an assignment from PT Perusahaan Gas Negara Tbk as Sub Holding Gas as mandated by Minister of Energy and Mineral Resources Decree No. 13 of 2020 in the use of natural gas as a substitute for High Speed Diesel (HSD) in 52 power plants spread throughout Indonesia.

- » Sumatera and Java Gas Distribution Facilities The company develops commercial business for Sumatera and Java by constructing gas distribution facilities in several areas, namely North Sumatera, Riau, South Sumatera and Central Java to support the development of industrial estates. Through gas distribution facilities, the Company guarantees energy supply for industrial estates in Sumatera and Java. This business development is carried out in line with the National Natural Gas Transmission and Distribution Network Master Plan (RIJTDGBN) and the Indonesian Natural Gas Balance.

## PRODUKTIVITAS TRANSPORTASI GAS

Berikut ini disampaikan realisasi pencapaian volume transportasi gas dari tahun 2019 sampai tahun 2021 dari masing-masing area operasi.

## GAS TRANSPORTATION PRODUCTIVITY

The following conveys the realization of the achievement of gas transportation volumes from 2019 to 2021 from each operating area.

**Realisasi Volume Transportasi Gas 2019-2021**  
Realization of Gas Transportation Volume 2019-2021

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Persentase Percentage (%)	Jumlah Amount (MMSCF)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Operation North Sumatera Area	37.040	40.277	60.960	(3.237)	(8,04)	(20.683)	(33,93)
Operation South Sumatera Area	94.877	91.470	104.216	3.407	3,72	(12.746)	(12,23)
Operation West Java Area	95.820	87.758	105.681	8.062	9,19	(17.923)	(16,96)
Operation East Java Area	88.762	98.274	94.629	(9.512)	(9,68)	3.645	3,85



**Realisasi Volume Transportasi Gas 2019-2021**  
Realization of Gas Transportation Volume 2019-2021

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Jumlah Amount (MMSCF)	Persentase Percentage (%)	Jumlah Amount (MMSCF)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Operation Kalimantan Area	154.804	149.036	145.715	5.768	3,87	3.321	2,28
Operation Dumai Area	14.737	12.784	8.281	1.953	15,28	4.503	54,38
<b>Total Volume Transportasi Gas</b>	<b>486.040</b>	<b>479.599</b>	<b>519.483</b>	<b>6.441</b>	<b>1,34</b>	<b>(39.884)</b>	<b>(7,68)</b>

Pada segmen usaha transportasi gas, Perusahaan berhasil menyalurkan gas pada tahun 2021 sebesar 486.040 MMSCF, realisasi ini meningkat 1,34% dari tahun 2020 yaitu 479.599 MMSCF. Kenaikan usaha transportasi gas ini disebabkan oleh beberapa hal, sebagai berikut:

- Peningkatan volume pengaliran gas ke konsumen PT Pupuk Sriwijaya Palembang disebabkan adanya tambahan pasokan gas eks Medco;
- Kenaikan penyaluran gas OWJA sehubungan adanya tambahan pengaliran gas ke RU VI Balongan, serta adanya windfall PLN Muara Tawar karena isu keterbatasan pasokan batubara;
- Kenaikan penyaluran gas OKAL karena pergeseran rencana *Turn Around* konsumen PKT dan KPI ke periode 2022;
- Peningkatan pengaliran gas di ruas Duri-Dumai karena kenaikan serapan RU II Dumai.

Namun demikian, terdapat penurunan pada ruas transmisi berikut:

- Menurunnya volume pengaliran ke pembangkit Belawan di Sumatera Utara karena merit *order* PLN;
- Penurunan penyaluran gas di Jawa Timur karena *natural decline* sumber gas KEI-TSB.

In the gas transportation business segment, the Company succeeded in distributing gas in 2021 amounting to 486,040 MMSCF, this realization increased by 1.34% from 2020, which was 479,599 MMSCF. The increase in gas transportation business was caused by several things, as follows:

- The increase in the volume of gas delivery to PT Pupuk Sriwijaya Palembang consumers was due to additional gas supplies from ex Medco;
- Increase in OWJA gas distribution due to additional gas supply to RU VI Balongan, as well as the PLN Muara Tawar windfall due to the issue of limited coal supply;
- The increase in OKAL gas distribution due to the shift in *Turn Around* plans for PKT and KPI consumers to the 2022 period;
- Increased gas flow in the Duri-Dumai section due to increased absorption of RU II Dumai.

However, there is a decrease in the following transmission lines:

- The reduced volume of flow to the Belawan power plant in North Sumatra due to a PLN merit order;
- The decline in gas distribution in East Java was due to the natural decline of the KEI-TSB gas source.

## PROFITABILITAS DAN KINERJA KEUANGAN TRANSPORTASI GAS

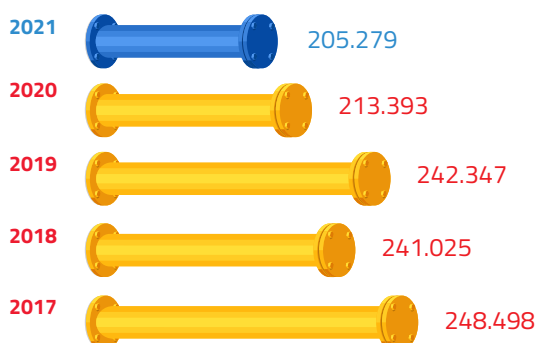
## GAS TRANSPORTATION PROFITABILITY AND FINANCIAL PERFORMANCE

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Persentase Percentage (%)	Jumlah Amount (USD-ribu) (USD- thousand)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Pendapatan Transportasi Gas Gas Transportation Revenue	205.279	213.393	242.347	(8.114)	(3,80)	(28.954)	(11,95)

Pendapatan dari transportasi gas mengalami penurunan sebesar 3,80% jika dibandingkan dengan pendapatan tahun 2020. Hal ini disebabkan adanya penurunan volume transportasi gas di *Operation North Sumatera Area*.

Revenue from gas transportation decreased by 3.80% when compared to revenue in 2020. This was due to a decrease in gas transportation volume in *Operation North Sumatera Area*.

**Pendapatan Transportasi Gas 2017-2021 (USD-ribu)**  
Gas Transportation Revenue 2017-2021 (USD-thousand)



## NIAGA GAS BUMI

### Kegiatan Operasi dan Usaha Niaga Gas Bumi

Kegiatan utama dalam segmen usaha niaga gas adalah penjualan gas (gas pipa, LNG & CNG) yang diperuntukkan kepada industri, rumah tangga dan komersial lainnya. Dari segmen usaha niaga gas Perusahaan mendapatkan pendapatan berupa margin penjualan.

Dalam mengembangkan bisnis niaga gas, Perusahaan juga menugaskan anak perusahaan, PT Pertagas Niaga sebagai perusahaan yang bergerak dalam kegiatan niaga gas. Hal ini dilakukan sebagai pelaksanaan Peraturan Menteri ESDM No. 19 Tahun 2009 tentang Kegiatan Gas Bumi Melalui Pipa, yang mengatur pemisahan bisnis usaha transportasi gas dan bisnis usaha niaga gas.

## NATURAL GAS TRADE

### Natural Gas Operations and Trading Business Activities

The main activity in the gas trading business segment is the sale of gas (pipeline gas, LNG & CNG) which is intended for industry, households and other commercial sectors. From the gas trading business segment, the Company earns revenue in the form of sales margin.

In developing the gas trading business, the Company also assigned a subsidiary, PT Pertagas Niaga, as a company engaged in gas trading activities. This is done as the implementation of the Minister of Energy and Mineral Resources Regulation No. 19 of 2009 concerning Natural Gas Activities Through Pipelines, which regulates the separation of the gas transportation business and the gas trading business.



- » **Fasilitas Pengisian LNG Bontang**  
Pembangunan fasilitas pengisian LNG ke isotank yang berlokasi di Bontang (area PT Badak NGL) dilakukan untuk memenuhi peningkatan permintaan LNG di wilayah Kalimantan Timur khususnya kebutuhan pembangkit listrik Sambera milik PT PLN (Persero) di Kabupaten Kutai Kartanegara. Kapasitas fasilitas sebesar 36 isotank per hari atau setara 14,4 MMSCFD. Fasilitas pengisian LNG tersebut sangat mendukung Perusahaan sebagai pioneer dalam pengembangan pasar LNG retail di Indonesia setelah sebelumnya juga telah dibangun fasilitas pengisian LNG di Arun. Pasar LNG retail dari Perusahaan telah masuk ke beberapa lokasi yakni, Bontang, Balikpapan, Samarinda, Kuala Tanjung, Dumai, Bandung dan Bali.
- » **Fasilitas Distribusi Gas Sumatera dan Jawa**  
Perusahaan melakukan pengembangan bisnis niaga untuk Sumatera dan Jawa dengan pembangunan fasilitas distribusi gas di beberapa wilayah yakni Sumatera Utara, Riau, Sumatera Selatan dan Jawa Tengah untuk mendukung pengembangan kawasan industri. Melalui fasilitas distribusi gas Perusahaan menjamin pasokan energi untuk kawasan industri di Sumatera dan Jawa. Pengembangan usaha ini dilakukan sejalan dengan Rencana Induk Jaringan Transmisi & Distribusi Gas Bumi Nasional (RIJTDGBN) dan Neraca Gas Bumi Indonesia.
- » **Jaringan Gas Rumah Tangga**  
Mendukung program pemerintah untuk menjamin pasokan energi hingga ke seluruh Indonesia, Perusahaan bersama dengan Direktorat Minyak dan Gas Bumi Kementerian Energi dan Sumber Daya Mineral membangun jaringan gas rumah tangga untuk menyalurkan gas. Hingga akhir tahun 2021 Perusahaan telah membangun dan mengoperasikan lebih dari 262.303 sambungan rumah tangga dan 52 industri aktif. Pengoperasian jaringan gas rumah tangga dikelola oleh anak perusahaan yaitu PT Pertamina Niaga.

- » **Bontang LNG Filling Facility**  
The construction of an LNG filling facility to an isotank located in Bontang (PT Badak NGL area) is carried out to meet the increasing demand for LNG in the East Kalimantan region, especially the need for the Sambera power plant owned by PT PLN (Persero) in Kutai Kartanegara Regency. The facility capacity is 36 isotanks per day or the equivalent of 14.4 MMSCFD. The LNG filling facility greatly supports the Company as a pioneer in the development of the retail LNG market in Indonesia after previously having also built an LNG filling facility in Arun. The Company's retail LNG market has entered several locations, namely, Bontang, Balikpapan, Samarinda, Kuala Tanjung, Dumai, Bandung and Bali.
- » **Sumatra and Java Gas Distribution Facilities**  
The company develops commercial business for Sumatra and Java by constructing gas distribution facilities in several areas, namely North Sumatra, Riau, South Sumatra and Central Java to support the development of industrial estates. Through gas distribution facilities, the Company guarantees energy supply for industrial estates in Sumatra and Java. This business development is carried out in line with the National Natural Gas Transmission & Distribution Network Master Plan (RIJTDGBN) and the Indonesian Natural Gas Balance.
- » **Household Gas Network**  
Supporting the government's program to ensure energy supply throughout Indonesia, the Company together with the Directorate of Oil and Gas of the Ministry of Energy and Mineral Resources built a household gas network to distribute gas. By the end of 2021 the Company has built and operated more than 262,303 household connections and 52 active industries. The operation of the household gas network is managed by a subsidiary, namely PT Pertamina Niaga.

**Lokasi Jaringan Gas Rumah Tangga**  
Household Gas Network Location

<b>Sumatera</b>	Lhokseumawe, Lhoksukon, Pekanbaru, Jambi, Muara Enim, Musi Rawas, Ogan Ilir, PALI, Palembang, Prabumulih.
<b>Jawa Java</b>	Cilegon, Kota Bekasi, Kabupaten Bekasi, Depok, Subang, Cikarang, Sidoarjo, Mojokerto
<b>Kalimantan</b>	Penajam Paser, Balikpapan, Banyu, Bontang, Samarinda, Kutai Kartanegara
<b>Sulawesi</b>	Sengkang

**STRATEGI PENGEMBANGAN NIAGA GAS BUMI TAHUN 2021**

Beberapa strategi yang telah dilakukan Perusahaan selama tahun 2021, dalam upaya mengembangkan usaha niaga, meliputi:

**NATURAL GAS TRADING DEVELOPMENT STRATEGY IN 2021**

Several strategies that have been carried out by the Company during 2021, in an effort to develop the commercial business, include:



1. Pemetaan potensi pengembangan pasar untuk bisnis niaga gas;
2. Melakukan PJBG dengan beberapa konsumen baru termasuk dengan upaya pemenuhan kebutuhan gas melalui moda CNG atau LNG *retail*;
3. Mencari alokasi gas dan potensi sumber-sumber gas baru yang berasal dari KKKS, sinergi anak perusahaan Pertamina (Persero) dan PGN untuk memenuhi permintaan gas domestik, misalnya lapangan gas Jambi Merang;
4. Investasi infrastruktur distribusi langsung ke *end user*;
5. Melakukan *bundling* kegiatan niaga dengan pengangkutan gas guna mendapatkan harga yang lebih menarik untuk konsumen.

### PENGEMBANGAN INFRASTRUKTUR NIAGA GAS BUMI BARU

Untuk mendukung dan meningkatkan bisnis niaga gas, secara berkelanjutan Perusahaan mengembangkan infrastruktur pipa distribusi gas di berbagai wilayah di Indonesia yang terintegrasi dengan infrastruktur pipa transmisi gas yang telah disampaikan sebelumnya pada Tinjauan Segmen Usaha Transportasi Gas.

### PRODUKTIVITAS NIAGA GAS BUMI

Berikut ini disampaikan realisasi pencapaian volume niaga gas dari tahun 2019 sampai tahun 2021 dari masing-masing area operasi.

1. Mapping of market development potential for gas trading business;
2. Conducting PJBG with several new consumers, including efforts to fulfill gas needs through CNG or retail LNG modes;
3. Looking for gas allocations and potential new gas sources from KKKS, the synergy of Pertamina (Persero) and PGN subsidiaries to meet domestic gas demand, for example the Jambi Merang gas field;
4. Investment in distribution infrastructure directly to end users;
5. Bundling of commercial activities with gas transportation in order to get more attractive prices for consumers.

### NEW NATURAL GAS TRADING INFRASTRUCTURE DEVELOPMENT

To support and improve the gas trading business, the Company continuously develops gas distribution pipeline infrastructure in various regions in Indonesia which is integrated with the gas transmission pipeline infrastructure which was previously presented in the Overview of the Gas Transportation Business Segment.

### NATURAL GAS TRADING PRODUCTIVITY

The following conveys the realization of the achievement of gas trading volume from 2019 to 2021 from each operating area.

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Persentase Percentage (%)	Jumlah Amount (BBTU)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
<b>Pertamina Gas</b>							
Niaga Gas Jawa Barat - Pondok Tengah West Java Gas Trading - Pondok Tengah	3.624	2.370	1.631	1.254	52,91	739	45,31
Niaga Gas BOB Siak* BOB Siak Gas Trading	2.286	871	-	1.415	162,46	-	-
Total Niaga Pertamina Gas Total Pertamina Gas Commerce	5.910	3.241	1.631	2.669	82,35	1.610	198,7
<b>Pertagas Niaga Commerce Pertagas</b>							
Gas CNG Industri dan MRU East Java Gas Trading	1.361	1.791	2.482	(430)	(24,01)	(691)	(27,84)
Niaga Gas Jawa Timur West Java Gas Trading	1.301	3.371	9.540	(2.070)	(61,41)	(6.169)	(64,66)
Niaga Gas Jawa Barat North Sumatra Gas Trading	244	827	1.218	(583)	(70,50)	(391)	(32,10)





Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Persentase Percentage (%)	Jumlah Amount (BBTU)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Niaga Gas Sumatera Utara North Sumatra Gas Trading	15.617	14.203	17.143	1.414	9,96	(2.940)	(17,15)
Niaga Gas Sumatera Selatan dan Sumatera Tengah South Sumatra and Central Sumatra Gas Trading	674	695	636	(21)	(3,02)	59	9,28
Jaringan Gas Rumah Tangga Household Gas Network	855	703	642	152	21,62	61	9,50
LNG	2.943	3.631	6.586	(688)	(18,95)	(2.955)	(44,87)
Total Niaga Pertagas Niaga Total Commerce Pertagas Commerce	22.995	25.221	38.248	(2.226)	(8,83)	(13.027)	(34,06)
Total Niaga Gas Total Gas Trading	28.905	28.462	39.879	443	1,56	(11.417)	(28,63)

\*) Niaga Gas BOB Siak baru dimulai per Agustus 2020

\*) BOB Siak Gas Trading has just started as of August 2020

Total realisasi penyerapan gas untuk Perusahaan dan PTGN di tahun 2021 adalah sebesar 28.905 BBTU, meningkat 1,56% atau setara dengan 443 BBTU dibandingkan total realisasi penyerapan gas di tahun 2020 sebesar 28.462 BBTU. Realisasi Niaga Gas Perusahaan di tahun 2021 sebesar 5.910 BBTU, meningkat hingga 82,35% dibandingkan realisasi tahun 2020 sebesar 3.241 BBTU, terutama disebabkan realisasi penyerapan yang stabil dari beberapa konsumen seperti PT Polytama Propindo, Refinery Unit VI Balongan, BOB Siak dan adanya konsumen baru yaitu Reethau Cipta Energi (RCE). Sedangkan realisasi niaga oleh Pertagas Niaga di tahun 2021 sebesar 22.995 BBTU, mengalami penurunan 8,83%, terutama disebabkan adanya *shortage* gas di wilayah Jawa Timur dan penurunan suplai ke PIM.

Dalam melakukan usaha niaga gas, Perusahaan melayani beberapa tipe pelanggan yaitu:

#### 1. Industri

Pelanggan industri mencakup sektor listrik dan manufaktur, dimana sektor manufaktur terdiri dari industri pupuk, keramik, logam, kertas, kayu, semen, makanan, tekstil dan industri manufaktur lainnya.

#### 2. Komersial

Pelanggan komersial mencakup pusat perkantoran, SPBG, MRU, CNG, pusat perbelanjaan dan badan usaha komersial lainnya (*trader*).

#### 3. Rumah Tangga

Mencakup lingkungan perumahan yang tersebar di beberapa kota di Indonesia.

The total realization of gas absorption for the Company and PTGN in 2021 is 28,905 BBTU, an increase of 1.56% or equivalent to 443 BBTU compared to the total realized gas absorption in 2020 of 28,462 BBTU. Realization of the Company's Gas Trading in 2021 was 5,910 BBTU, an increase of 82.35% compared to the realization in 2020 of 3,241 BBTU, mainly due to the realization of stable absorption from several consumers such as PT Polytama Propindo, Refinery Unit VI Balongan, BOB Siak and the presence of new consumers, namely Reethau Cipta Energi (RCE). Meanwhile, the realization of commerce by Pertagas Niaga in 2021 was 22,995 BBTU, a decrease of 8.83%, mainly due to a shortage of gas in the East Java area and a decrease in supply to PIM.

In conducting gas trading business, the Company serves several types of customers, namely:

#### 1. Industry

Industrial customers include the electricity and manufacturing sectors, where the manufacturing sector consists of the fertilizer, ceramics, metal, paper, wood, cement, food, textile and other manufacturing industries.

#### 2. Commercial

Commercial customers include office centers, gas stations, MRU, CNG, shopping centers and other commercial business entities (*traders*).

#### 3. Household

Covers residential neighborhoods spread across several cities in Indonesia.

**Realisasi Volume Niaga Gas Berdasarkan Kategori Pelanggan 2019-2021**  
Realization of Gas Trading Volume by Customer Category 2019-2021

Kategori Pelanggan Customer Category	2021		2020		2019		Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Volume (BBTU)	Kontribusi Contribution (%)	Volume (BBTU)	Kontribusi Contribution (%)	Volume (BBTU)	Kontribusi Contribution (%)	Volume (BBTU)	Persentase Persentase (%)	Volume (BBTU)	Persentase Persentase (%)
	(1)		(2)		(3)		(4=1-2)	(4/2)	(5=1-3)	(5/3)
Industri Industry	26.603	92,31	25.968	91,24	38.005	95,30	635	2,44	(12.037)	(31,67)
Komersial Commercial	1.361	4,72	1.790	6,29	1.396	3,50	(429)	(23,97)	394	28,22
Rumah Tangga Household	855	2,97	703	2,47	478	1,20	152	21,62	225	47,07
Jumlah Amount	28.905	100,00%	28.462	100,00	39.879	100,00	443	1,56	(11.417)	(28,63)

**PROFITABILITAS DAN KINERJA KEUANGAN NIAGA GAS BUMI**

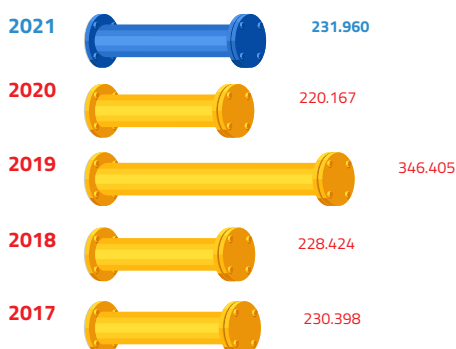
**PROFITABILITY AND FINANCIAL PERFORMANCE OF NATURAL GAS TRADING**

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (USD-ribu) (USD thousand)	Jumlah Amount (USD-ribu) (USD thousand)	Jumlah Amount (USD-ribu) (USD thousand)	Jumlah Amount (USD-ribu) (USD thousand)	Persentase Percentage (%)	Jumlah Amount (USD-ribu) (USD thousand)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Pendapatan Niaga Gas Bumi Natural Gas Trading Revenue	231.960	220.167	346.405	11.793	5,36	(126.238)	(36,44)

Kenaikan volume niaga gas tahun 2021 berperan pada meningkatnya pendapatan segmen usaha niaga gas tahun 2021 sebesar 5,36% jika dibandingkan dengan pendapatan tahun 2020.

The increase in gas trading volume in 2021 will play a role in increasing revenue for the gas trading business segment in 2021 by 5.36% when compared to revenue in 2020.

**Pendapatan Niaga Gas 2017-2021 (USD-ribu)**  
Gas Trading Revenue 2017-2021 (USD-thousand)





## USAHA GAS TERPROSES

Usaha Gas Terproses merupakan bisnis Perusahaan yang dikembangkan melalui 2 (dua) jenis kegiatan, yaitu produksi *Liquefied Petroleum Gas* (LPG), dan regasifikasi *Liquefied Natural Gas* (LNG). Berikut disampaikan penjelasan masing-masing kegiatan.

### Produksi LPG

#### Kegiatan Operasi dan Usaha Produksi LPG

Kegiatan pemrosesan gas dalam hal memproduksi produk LPG berlangsung di beberapa fasilitas kilang pihak ketiga yang bekerjasama dengan Perusahaan dan entitas anak.

1. *Plant* LPG Pondok Tengah yang berada di Jawa Barat yang dioperasikan oleh PT Yudistira Energy untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero). Per April 2021, kontrak dengan PT Yudistira Energy telah selesai dikarenakan kondisi pasokan gas yang mengalami *natural decline*.
2. *Plant* LPG Perta-Samtan Gas yang berada di Prabumulih dan Palembang, Sumatera Selatan yang dioperasikan oleh PT Perta-Samtan Gas untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero).
3. *Plant* LPG milik PT Media Karya Sentosa yang berada di Gresik, Jawa Timur dioperasikan untuk memenuhi kebutuhan produk LPG di PT Pertamina (Persero).

## PROCESSED GAS BUSINESS

Processed Gas Business is the Company's business developed through 2 (two) types of activities, namely the production of *Liquefied Petroleum Gas* (LPG), and *Liquefied Natural Gas* (LNG) regasification. The following is an explanation of each activity.

### LPG Production

#### LPG Production Operations and Business Activities

Gas processing activities in terms of producing LPG products take place in several third party refinery facilities in collaboration with the Company and its subsidiaries.

1. Pondok Tengah LPG Plant located in West Java which is operated by PT Yudistira Energy to meet the needs of LPG products at PT Pertamina (Persero). As of April 2021, the contract with PT Yudistira Energy has been completed due to the condition of gas supply experiencing a natural decline.
2. Perta-Samtan Gas LPG Plants located in Prabumulih and Palembang, South Sumatra which are operated by PT Perta-Samtan Gas to meet the needs of LPG products at PT Pertamina (Persero).
3. PT Media Karya Sentosa's LPG plant located in Gresik, East Java is operated to meet the needs of LPG products at PT Pertamina (Persero).

### Plant LPG

Plant Plant	Lokasi/Area Kerja Location/Work Area	Produk Product	Desain Kapasitas Capacity Design
Perta Samtan NGL	Prabumulih dan Palembang, Sumatra Selatan Prabumulih and Palembang, South Sumatra	Feed Gas Feed Gas	250 MMSCFD
		LPG Mix LPG Mix	710 Ton/hari I days
		Kondensat Kondensat	2.024 BBL/hari I days
LPG Plant Pondok Tengah	Bekasi, Jawa Barat	Feed Gas Feed Gas	15 MMSCFD
		LPG Mix LPG Mix	123 Ton/hari I days
		Kondensat Kondensat	185 BBL/hari I days
LPG Plant MKS	Gresik, Jawa Timur	Feed Gas Feed Gas	100 MMSCFD
		LPG Mix LPG Mix	350 Ton/hari I days
		Kondensat Kondensat	880 BBL/hari I days

### Produktivitas Produksi LPG

Berikut ini disampaikan realisasi pencapaian volume produksi LPG dari tahun 2019 sampai tahun 2021 dari masing-masing area operasi.

### LPG Production Productivity

The following conveys the realization of the achievement of LPG production volume from 2019 to 2021 from each operating area.

**Realisasi Volume Produksi LPG 2019-2021**  
2019-2021 LPG Production Volume Realization

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (Ton)	Jumlah Amount (Ton)	Jumlah Amount (Ton)	Jumlah Amount (Ton)	Persentase Percentage (%)	Jumlah Amount (Ton)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
LPG Plant Pondok Tengah*	27	632	2.312	(605)	(95,73)	(1.680)	(72,66)
LPG Plant Perta-Samtan Gas**	135.331	125.093	130.221	10.238	8,18	(5.128)	(3,94)
LPG Plant MKS	33.786	45.810	60.066	(12.024)	(26,25)	(14.256)	(23,73)
Jumlah Volume Total Volume	169.143	171.535	192.599	(2.392)	(1,39)	(21.064)	(10,94)

\* ) dihitung berdasarkan porsi kepemilikan Pertamina Gas sebesar 60% di LPG Plant Pondok Tengah

\*\* ) dihitung berdasarkan porsi kepemilikan Pertamina Gas sebesar 66% di LPG Plant PT Perta-Samtan Gas

\* ) calculated based on Pertamina Gas ownership portion of 60% in Pondok Tengah LPG Plant

\*\* ) calculated based on Pertamina Gas's share of 66% ownership in the LPG Plant PT Perta-Samtan Gas

Secara umum realisasi kegiatan produksi LPG di tahun 2021 mencapai 169.143 ton, mengalami penurunan 1,39% dari realisasi produksi LPG di tahun 2020 sebesar 171.535 ton. Penurunan realisasi produksi LPG tersebut disebabkan adanya penurunan pasokan gas akibat *natural decline upstream* dan berakhirnya kontrak LPG Pondok Tengah.

In general, the realization of LPG production activities in 2021 reached 169,143 tons, a decrease of 1.39% from the realization of LPG production in 2020 of 171,535 tons. The decline in the realization of LPG production was due to a decrease in gas supply due to natural decline upstream and the expiration of the Pondok Tengah LPG contract.

### Regasifikasi LNG

#### Kegiatan Operasi dan Usaha Regasifikasi LNG

Melalui anak perusahaannya yakni PT Perta Arun Gas, Pertamina Gas melakukan kegiatan regasifikasi dengan memanfaatkan Kilang Penerimaan dan Regasifikasi LNG di Arun Lhokseumawe, Aceh. Alokasi LNG untuk kilang tersebut diperoleh dari produksi dalam negeri yakni dari Lapangan Tangguh dan Lapangan Donggi Senoro. Kilang tersebut meregasifikasi LNG menjadi gas bumi untuk kemudian disalurkan ke pipa ruas Arun-Belawan guna memenuhi kebutuhan gas untuk pembangkit listrik milik PLN di Belawan, PLN di Lhokseumawe, dan kebutuhan industri di sepanjang Pipa Transmisi gas Arun-Belawan-KIM-KEK.

### LNG Regasification

#### LNG Regasification Operations and Business Activities

Through its subsidiary, PT Perta Arun Gas, Pertamina Gas carries out regasification activities by utilizing the LNG Reception and Regasification Refinery in Arun Lhokseumawe, Aceh. The LNG allocation for the refinery is obtained from domestic production, namely from the Tangguh Field and the Donggi Senoro Field. The refinery regasifies LNG into natural gas and then distributes it to the Arun-Belawan pipeline to meet gas needs for PLN's power plants in Belawan, PLN in Lhokseumawe, and industrial needs along the Arun-Belawan-KIM-KEK gas transmission pipeline.



### Infrastruktur Regasifikasi LNG LNG Regasification Infrastructure

<b>Pabrik</b> Factory	Kilang Penerimaan dan Regasifikasi Arun Arun Reception and Regasification Refinery
<b>Lokasi dan Area Kerja</b> Location and Work Area	Arun, Lhokseumawe, Aceh
<b>Refinery Capacity</b>	405 MMSCFD

#### Produktivitas Regasifikasi LNG

Berikut ini disampaikan realisasi pencapaian volume Regasifikasi LNG dari tahun 2019 sampai tahun 2021 dari masing-masing area operasi.

#### LNG Regasification Productivity

The following conveys the realization of the LNG Regasification volume achievement from 2019 to 2021 from each operating area.

### Realisasi Volume Regasifikasi LNG 2019-2021 LNG Regasification Volume Realization 2019-2021

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Jumlah Amount (BBTU)	Persentase Percentage (%)	Jumlah Amount (BBTU)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Regasifikasi LNG LNG regasification	32.293	34.301	43.884	(2.008)	(5,85)	(9.583)	(21,84)

Realisasi regasifikasi LNG di tahun 2021 sebesar 32.293 BBTU, mengalami penurunan 5,85% dibandingkan realisasi tahun 2020 sebesar 34.301 BBTU. Penurunan ini disebabkan tidak terealisasinya tambahan volume regasifikasi oleh pelanggan.

The realization of LNG regasification in 2021 is 32,293 BBTU, a decrease of 5.85% compared to the realization in 2020 of 34,301 BBTU. This decrease was due to the unrealized additional volume of regasification by customers.

### PROFITABILITAS DAN KINERJA KEUANGAN USAHA GAS TERPROSES

### PROFITABILITY AND FINANCIAL PERFORMANCE OF PROCESSED GAS BUSINESS

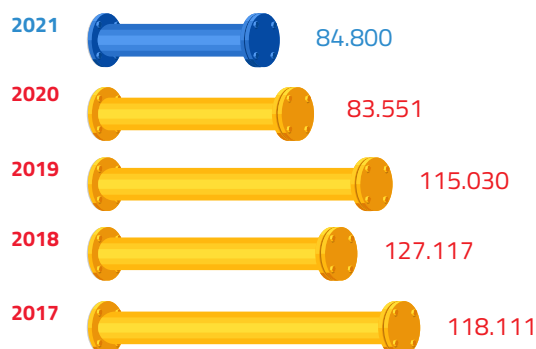
Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (USD-ribu) (USD-thousand)	Jumlah Amount (USD-ribu) (USD-thousand)	Jumlah Amount (USD-ribu) (USD-thousand)	Jumlah Amount (USD-ribu) (USD-thousand)	Persentase Percentage (%)	Jumlah Amount (USD-ribu) (USD-thousand)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Pendapatan Usaha Gas Terproses Processed Gas Revenue	84.800	83.551	115.030	1.249	1,49	(31.479)	(27,37)

Pendapatan dari usaha gas terproses mengalami kenaikan sebesar 1,49% dari USD83,55 juta pada tahun 2020 menjadi USD84,80 juta pada tahun 2021. Meskipun produksi LPG dan regasifikasi di tahun 2021 mengalami penurunan sebagaimana telah dijelaskan di atas, pendapatan dari usaha gas terproses mengalami kenaikan yang disebabkan tingginya harga LPG pada tahun 2021.

Revenue from the processed gas business increased by 1.49% from USD83.55 million in 2020 to USD84.80 million in 2021. Although LPG production and regasification in 2021 experienced a decline as described above, revenue from the processed gas business experienced an increase due to the high price of LPG in 2021.

### Pendapatan Usaha Gas Terproses 2017-2021 (USD-ribu)

Processed Gas Business Revenue 2017-2021 (USD-thousand)



## JASA TRANSPORTASI MINYAK

### Kegiatan Operasi dan Usaha Jasa Transportasi Minyak

Pertamina Gas juga menjalankan usaha transportasi minyak mentah di Sumatra bagian selatan, melalui ruas pipa minyak Tempino-Plaju yang menggantikan pipa eksisting yang telah berumur lebih dari 70 tahun. Ruas pipa baru ini mengamankan pasokan minyak ke Kilang Refinery unit III Plaju yang dioperasikan PT Kilang Pertamina Internasional.

## OIL TRANSPORTATION SERVICES

### Oil Transportation Operations and Services Business Activities

Pertamina Gas also operates a crude oil transportation business in southern Sumatra, through the Tempino-Plaju oil pipeline which replaces the existing pipeline which is more than 70 years old. This new pipeline secures oil supply to the Plaju Refinery Unit III operated by PT Pertamina International Refinery.

### Infrastruktur Minyak Ruas Tempino - Plaju

Oil Infrastructure of the Tempino - Plaju Section

Keterangan Information	Unit Unit
Ruas Pipa (ruas) Pipe Section (section)	1
Diameter Pipa (inci) Pipe Diameter (inch)	8
Panjang Pipa (kilometer) Pipe Length (kilometers)	262
Lintasan Pipa Pipeline	Kab. Muaro Jambi, Kab. Musi Banyu Asin, Kab. Banyu Asin & Kota Palembang



### Infrastruktur Minyak Ruas Tempino - Plaju Oil Infrastructure of the Tempino - Plaju Section

Keterangan Information	Unit Unit
Shipper dan Sumber Minyak Shipper and Oil Source	<ul style="list-style-type: none"> <li>PT Pertamina EP Asset 1 Field Jambi (Kenali Asam, Bajubang, dan Tempino)</li> <li>PT Pertamina EP Asset 1 Field Ramba (Bentayan, Central Ramba 102)</li> <li>TAC P-EMP BWP Meruap (Bajubang)</li> <li>TAC P-Prakarsa Betung M.S Jambi (Betung Muaro Senami)</li> <li>PSC MontD'Or Oil Tungkal Ltd. (Mengoepoh &amp; Pematang Lantik)</li> <li>PSC Tately N.V (Budi)</li> <li>PSC Odira Energy Karang Agung (Ridho)</li> <li>PSC Sele Raya Merangin Dua</li> <li>PSC Jindi South Jambi B Co., Ltd</li> </ul>

#### Pengembangan Infrastruktur Pipa Minyak Baru

Untuk mendukung dan meningkatkan bisnis pengangkutan minyak, sejalan dengan Alih Kelola Blok Rokan yang dilaksanakan oleh PT Pertamina (Persero), Perusahaan turut mengembangkan proyek penggantian Pipa Minyak Ruas Rokan.

##### » Pipa Minyak Rokan

PT Pertamina (Persero) telah menugaskan kepada PT Perusahaan Gas Negara Tbk dan Perusahaan untuk dapat membangun dan mengoperasikan pipa minyak untuk menyalurkan produksi blok rokan melalui surat No. 073/C00000/2019-S0 tanggal 26 Februari 2019. Merujuk pada penugasan tersebut, Perusahaan membangun Pipa Minyak Rokan untuk mendukung program Pemerintah dalam meningkatkan *lifting* dari Blok Rokan yang merupakan *backbone* (sepertiga) produksi minyak bumi nasional. Lingkup pembangunan antara lain penggantian Pipa Penyalur Minyak, relokasi *Tie-in* dari pipa *existing* ke pipa Baru, pembangunan stasiun pompa, pembangunan fasilitas meter. Panjang Total pembangunan jalur pipa adalah 360 km dengan variasi diameter 4 inci sampai dengan 24 inci.

Pekerjaan pembangunan pipa dimulai pada 1 Agustus 2020 dan ditargetkan akan selesai keseluruhan dalam 17 bulan, di mana pada 27 Januari 2022 telah dilakukan uji coba penyaluran minyak pertama dari Duri CGS 10 ke Stasiun Meter Dumai.

#### Produktivitas Jasa Transportasi Minyak

Berikut ini disampaikan realisasi pencapaian volume transportasi minyak dari tahun 2019 sampai tahun 2021.

#### New Oil Pipeline Infrastructure Development

To support and improve the oil transportation business, in line with the Transfer of Management of the Rokan Block, carried out by PT Pertamina (Persero), the Company also developed the Rokan Oil Pipeline replacement project.

##### » Rokan Oil Pipe

PT Pertamina (Persero) has assigned PT Perusahaan Gas Negara Tbk and the Company to be able to build and operate an oil pipeline to distribute the production of the Rokan block through letter No. 073/C00000/2019-S0 dated February 26, 2019. Referring to the assignment, the Company built the Rokan Oil Pipeline to support the Government's program to increase lifting from the Rokan Block which is the backbone (one-third) of national oil production. The scope of development includes replacement of the Oil Distribution Pipe, relocation of Tie-in from existing pipes to new pipes, construction of pumping stations, construction of meter facilities. The total length of the pipeline construction is 360 km with a diameter variation of 4 inches to 24 inches.

The pipeline construction work began on August 1, 2020 and is targeted to be completed in full in 17 months, where on January 27, 2022, the first test of oil distribution from Duri CGS 10 to the Dumai Meter Station was carried out.

#### Productivity of Oil Transportation Services

The following conveys the realization of the achievement of oil transportation volume from 2019 to 2021.



**Realisasi Volume Pengangkutan Minyak 2019-2021**  
Realized Oil Freight Volume 2019-2021

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (Barel)	Jumlah Amount (Barel)	Jumlah Amount (Barel)	Jumlah Amount (Barel)	Persentase Percentage (%)	Jumlah Amount (Barel)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
PT PEP Aset 1 - Field Jambi	1.139.822	1.176.149	1.013.866	(36.327)	(3,09)	162.283	16,01
PT PEP Aset 1 - Field Ramba Lap. Bentayan	585.041	675.295	654.019	(90.254)	(13,37)	21.276	3,25
TAC P - EMP BWP Meruap	421.274	409.398	464.613	11.876	2,90	(55.215)	(11,88)
TAC P - Prakarsa Betung MSJ	217.972	346.021	317.084	(128.049)	(37,01)	28.937	9,13
PSC MontD'Or Oil Tungkal Ltd PSC MontD'Or Oil Tungkal Ltd	34.423	96.588	204.257	(62.165)	(64,36)	(107.669)	(52,71)
PSC Tatety N.V PSC Tatety N.V	24.704	45.717	40.799	(21.013)	(45,96)	4.918	12,05
PSC Odira Energy Karang Agung	131.387	70.140	74.127	61.247	87,32	(3.987)	(5,38)
PSC Hexindo Gemilang Jaya Mandala Energy Lemang (per Juni 2017) PSC Hexindo Gemilang Jaya Mandala Energy Lemang (per June 2017)	-	56	200.875	(56)	-	(200.819)	(99,97)
PEP Central Ramba	899.957	858.193	776.624	41.764	4,87	81.569	10,50
PSC Sele Raya Merangin Dua	70.225	-	-	70.225	-	-	-
PSC Jindi South Jambi B Co., Ltd	18.040	-	-	18.040	-	-	-
Jumlah Volume Transportasi Minyak Total Oil Transport Volume	3.542.846	3.677.557	3.746.265	(134.711)	(3,66)	(68.708)	(1,83)

Realisasi volume transportasi minyak oleh Perusahaan pada tahun 2021 mencapai 3.542.846 barrel. Volume tersebut mengalami penurunan sebesar 3,66% dibandingkan realisasi tahun 2020 sebesar 3.667.557 barrel. Hal ini disebabkan beberapa hal, diantaranya adalah:

- MontD'Or Oil Tungkal mengalihkan sebagian penyaluran minyak ke fasilitas *shipping*;
- TAC PMBS Jambi stop produksi minyak selama ±1 bulan karena permasalahan internal;
- SRMD mengalami problem emulsi pada sumur Belato-2.

The realization of oil transportation volume by the Company in 2021 reached 3,542,846 barrels. The volume decreased by 3.66% compared to the realization in 2020 of 3,667,557 barrels. This is due to several things, including:

- MontD'Or Oil Tungkal diverts part of its oil distribution to shipping facilities;
- TAC PMBS Jambi stopped oil production for ±1 month due to internal problems;
- SRMD experienced emulsion problems at Belato-2 well.



**Profitabilitas dan Kinerja Keuangan Jasa Transportasi Minyak**  
**Profitability and Financial Performance of Oil Transportation Services**

Keterangan Information	2021	2020	2019	Kenaikan (Penurunan) Increase (Decrease) 2021-2020		Kenaikan (Penurunan) Increase (Decrease) 2019-2020	
	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Jumlah Amount (USD-ribu) (USD- thousand)	Persentase Percentage (%)	Jumlah Amount (USD-ribu) (USD- thousand)	Persentase Percentage (%)
	(1)	(2)	(3)	(4=1-2)	(4/2)	(6=2-3)	(6/3)
Pendapatan Jasa Transportasi Minyak Oil Transportation Service Revenue	19.347	18.017	20.185	1.330	7,38	(2.168)	(10,74)

Pendapatan transportasi minyak mengalami kenaikan sebesar 7,38% dari USD18,02 juta pada tahun 2020 menjadi USD19,35 juta pada tahun 2021. Hal ini disebabkan oleh meningkatnya tarif penyaluran minyak akibat kenaikan harga minyak pada tahun 2021.

Oil transportation revenues increased by 7.38% from USD18.02 million in 2020 to USD19.35 million in 2021. This was due to the increase in oil distribution rates due to the increase in oil prices in 2021.

**Pendapatan Pengangkutan Minyak 2017-2021 (USD-ribu)**

Oil Freight Revenue 2017-2021 (USD-thousand)



# Aspek Pemasaran

## Marketing Aspect

### STRATEGI PEMASARAN

Disepanjang tahun 2021 di mana perekonomian masih terdampak pandemi COVID-19, terlihat dari laju ekonomi yang masih belum pulih sepenuhnya apabila dibandingkan dengan kondisi sebelum pandemi. Hingga saat ini, berbagai industri masih terdampak atas adanya pandemi, dan para *anchor buyer* Pertamina Gas yang bergerak pada lini bisnis krusial seperti energi listrik atau pupuk yang melakukan merit order atas kebutuhan gas. Adapun strategi pemasaran yang dijalankan oleh Pertamina Gas untuk tetap menjaga pencapaian target pendapatan laba Perusahaan adalah:

1. Pembangunan infrastruktur gas baru seperti Pipa Minyak Rokan dan Pipa Gas Gresem;
2. Melakukan sinergi dan kolaborasi dengan *Subholding Gas*, baik oleh Pertamina Gas maupun entitas anak, dalam segi segmen bisnis, SDM, layanan pelanggan melalui *contact center*, dan integrasi infrastruktur untuk penyaluran gas;
3. Menjalankan *Operation, Asset, dan HSSE Excellence* dalam penyaluran gas kepada konsumen, melalui utilisasi serta pengembangan *Asset Integrity Management System* dan SIPGas, termasuk menjaga seluruh parameter pada kegiatan penyaluran gas terpenuhi sesuai ketentuan perundangan juga ekspektasi pelanggan;
4. Implementasi program *Stakeholder Management Key Account Management*;
5. *Cost Optimization* baik dari sisi CAPEX ataupun OPEX.

### PANGSA PASAR

Perusahaan menjalankan bisnis utamanya dalam bidang transportasi minyak dan gas bumi, bidang niaga gas, pemrosesan gas serta komersialisasi aset yang beragam. Segmentasi pasar untuk bisnis transportasi minyak dan gas bumi, industri dapat dikategorikan berdasarkan pemanfaatannya yaitu sebagai bahan baku/bahan bakar/utilitas, meliputi industri migas, pembangkit listrik, pupuk, petrokimia, baja, keramik, dan *city gas*.

Sementara itu, pelanggan Pertamina Gas pada segmen niaga gas terdiri dari Industri Gas, Listrik, Petrokimia, dan Logam serta pemrosesan gas yang meliputi produksi LPG dan regasifikasi LNG. Adapun untuk pelanggan Pertamina Gas yang melakukan pemanfaatan aset di luar pipa gas dan minyak (seperti lahan, kompresor, jasa O&M) bergerak di bidang Industri Migas, Properti, Telematika, Tekstil, dan Keramik.

Pada tahun 2021, berdasarkan hasil *survey* kepuasan pelanggan yang dilakukan pada kategori konsumen niaga, transportasi gas dan minyak, dan komersial aset, Perusahaan mendapatkan hasil survei berupa skor kepuasan pelanggan sebesar 4,48 (dari skala likert 1-5).

### MARKETING STRATEGY

Throughout 2021, where the economy is still affected by the COVID-19 pandemic, it can be seen from the pace of the economy which has not fully recovered when compared to conditions before the pandemic. Until now, various industries are still affected by the pandemic, and Pertamina Gas anchor buyers who are engaged in crucial business lines such as electrical energy or fertilizers carry out merit orders for gas needs. The marketing strategies implemented by Pertamina Gas to maintain the achievement of the Company's profit revenue target are:

1. Development of new gas infrastructure such as the Rokan Oil Pipeline and the Gresem Gas Pipeline;
2. Synergize and collaborate with Subholding Gas, both by Pertamina Gas and its subsidiaries, in terms of business segments, HR, customer service through contact centers, and infrastructure integration for gas distribution;
3. Running Operations, Assets, and HSSE Excellence in gas distribution to consumers, through the utilization and development of the Asset Integrity Management System and SIPGas, including maintaining that all parameters in gas distribution activities are met in accordance with statutory provisions as well as customer expectations;
4. Implementation of the Stakeholder Management Key Account Management program;
5. Cost Optimization in terms of CAPEX or OPEX.

### MARKET SHARE

The company carries out its main business in the fields of oil and gas transportation, gas trading, gas processing and the commercialization of various assets. Market segmentation for the oil and gas transportation business, industries can be categorized based on their use, namely as raw materials/fuel/utilities, including oil and gas, power generation, fertilizer, petrochemical, steel, ceramics, and *city gas* industries.

Meanwhile, Pertamina Gas' customers in the gas trading segment consist of the Gas, Electricity, Petrochemical, and Metal Industries as well as gas processing which includes LPG production and LNG regasification. As for Pertamina Gas customers who utilize assets other than gas and oil pipelines (such as land, compressors, O&M services) they are engaged in the Oil and Gas Industry, Property, Telematics, Textiles, and Ceramics.

In 2021, based on the results of a customer satisfaction survey conducted in the categories of commercial consumers, gas and oil transportation, and commercial assets, the Company obtained survey results in the form of a customer satisfaction score of 4.48 (from a Likert scale of 1-5).



# Tinjauan Kinerja Keuangan

## Financial Performance Highlights

### STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Kinerja keuangan yang akan diuraikan dalam bagian ini mengacu pada Laporan Keuangan Konsolidasian untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 yang disajikan dalam buku Laporan Tahunan ini. Laporan Keuangan Konsolidasian telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan ("PWC") dan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK").

### KINERJA KEUANGAN

#### KINERJA POSISI KEUANGAN KONSOLIDASIAN

### STANDARDS FOR THE PRESENTATION OF INFORMATION AND COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARDS

The financial performance that will be described in this section refers to the Consolidated Financial Statements for the years ended December 31, 2021 and 2020 which are presented in this Annual Report. The Consolidated Financial Statements have been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan ("PWC") and are prepared in accordance with Indonesian Financial Accounting Standards, which include Statement of Financial Accounting Standards ("PSAK") and Interpretation of Financial Accounting Standards ("ISAK").

### FINANCIAL PERFORMANCE

#### CONSOLIDATED FINANCIAL POSITION PERFORMANCE

**Peningkatan Aset yang diiringi dengan penurunan liabilitas dan pertumbuhan ekuitas menunjukkan komitmen Perusahaan untuk terus memperkuat posisinya.**  
**The increase in assets accompanied by a decrease in liabilities and growth in equity shows the Company's commitment to continue to strengthen its financial position.**

#### Kinerja Posisi Keuangan Konsolidasian Consolidated Financial Position Performance

Posisi Keuangan Konsolidasian Consolidated Financial Position	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Aset Asset	2.147.234	2.129.508	17.726	0,83	●
Liabilitas Liability	520.095	581.700	(61.605)	(10,59)	●
Ekuitas Equity	1.627.139	1.547.808	79.331	5,13	●
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	2.147.234	2.129.508	17.726	0,83	●

Pada tahun 2021, Perusahaan berhasil membukukan aset sebesar USD2,15 miliar, mengalami kenaikan sebesar 0,83%. Sedangkan jumlah liabilitas selama tahun berjalan mencapai USD520,09 juta, mengalami penurunan 10,59% dan ekuitas di tahun 2021 mencapai sebesar USD1,63 miliar atau mengalami kenaikan 5,13%. Rincian kinerja posisi keuangan Perusahaan akan dijelaskan di bawah ini.

In 2021, the Company managed to record assets of USD2.15 billion, an increase of 0.83%. Meanwhile, total liabilities during the year reached USD520.09 million, decreased by 10.59% and equity in 2021 reached USD1.63 billion or an increase of 5.13%. Details of the performance of the Company's financial position will be explained below.

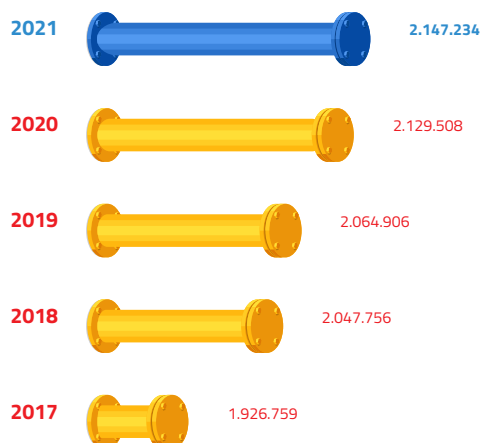
## ASET

Total Aset tahun 2021 mencapai USD2,15 miliar, mengalami peningkatan 0,83% dibandingkan Total Aset tahun 2020 sebesar USD2,13 miliar. Pada Laju Pertumbuhan Majemuk Tahunan atau *Compound Annual Growth Rate (CAGR) 2017-2021*, Total Aset Perusahaan mengalami pertumbuhan 2,75%.

Aset Perusahaan mengalami pertumbuhan 2,75%. Total Assets in 2021 reached USD2.15 billion, an increase of 0.83% compared to Total Assets in 2020 of USD2.13 billion. At the Compound Annual Growth Rate (CAGR) 2017-2021, the Company's Total Assets grew by 2.75%.

### Perkembangan Jumlah Aset 2017-2021 (USD-ribu)

Total Asset Development 2017-2021 (USD-thousand)



### Kinerja Aset 2020-2021

Asset Performance 2020-2021

Aset Asset	2021		2020		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah Amount (USD-ribu) (USD-thousand)	Kontribusi Contribution (%)	Jumlah Amount (USD-ribu) (USD-thousand)	Kontribusi Contribution (%)	Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Aset Lancar Current assets	462.828	21,55%	475.525	22,33%	(12.697)	(2,67)	●
Aset Tidak Lancar Non-Current Assets	1.684.406	78,45%	1.653.983	77,67%	30.423	1,84	●
Total Aset Total Assets	2.147.234	100,00%	2.129.508	100,00%	17.726	0,83	●

Aset Perusahaan pada akhir tahun 2021 mencapai sebesar USD2,15 miliar. Jumlah aset yang terdiri dari 21,55% aset lancar dan 78,45% aset tidak lancar mengalami peningkatan USD17,73 juta atau 0,83% dibandingkan jumlah aset Perusahaan tahun 2020 sebesar USD2,13 miliar.

The Company's assets at the end of 2021 reached USD2.15 billion. Total assets consisting of 21.55% current assets and 78.45% non-current assets experienced an increase of USD17.73 million or 0.83% compared to the Company's total assets in 2020 of USD2.13 billion.



## ASET LANCAR

Aset lancar Perusahaan terdiri dari kas dan setara kas, piutang usaha, piutang lain-lain, persediaan, uang muka dan biaya dibayar di muka, serta pajak dibayar di muka. Aset lancar pada akhir tahun 2021 sebesar USD462,83 juta, menurun USD12,70 juta atau 2,67% dibandingkan aset lancar tahun 2020 sebesar USD475,52 juta. Penurunan ini terutama disebabkan oleh berkurangnya nilai piutang usaha dan piutang lain-lain.

## CURRENT ASSETS

The Company's current assets consist of cash and cash equivalents, trade receivables, other receivables, inventories, advances and prepaid expenses, and prepaid taxes. Current assets at the end of 2021 amounted to USD462.83 million, decreased by USD12.70 million or 2.67% compared to current assets in 2020 of USD475.52 million. This decrease was mainly due to a decrease in the value of trade receivables and other receivables.

**Kinerja Aset Lancar 2020-2021**  
Current Asset Performance 2020-2021

Aset Lancar Current assets	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Kas dan Setara Kas Cash and cash equivalents	234.924	197.115	37.809	19,18	●
Piutang usaha, neto Accounts receivable, net	173.179	227.048	(53.869)	(23,73)	●
Piutang lain-lain Other receivables	11.950	17.090	(5.140)	(30,08)	●
Persediaan Stock	4.519	4.311	208	4,82	●
Uang muka dan biaya dibayar di muka Advances and prepaid fees	8.874	3.310	5.564	168,10	●
Pajak dibayar di muka Prepaid taxes	29.382	26.651	2.731	10,25	●
<b>Total Aset Lancar Total Current Assets</b>	<b>462.828</b>	<b>475.525</b>	<b>(12.697)</b>	<b>(2,67)</b>	●

**Perkembangan Jumlah Aset Lancar 2017-2021 (USD-ribu)**  
Development of Total Current Assets 2017-2021 (USD-thousand)



### **Kas dan Setara Kas**

Kas dan setara kas adalah investasi yang sifatnya sangat likuid, berjangka pendek, dan yang dengan cepat dapat dijadikan kas dalam jumlah tertentu tanpa menghadapi risiko perubahan nilai yang signifikan.

Kas dan setara kas Perusahaan tahun 2021 sebesar USD234,92 juta, meningkat USD37,81 juta atau 19,18% dibandingkan kas dan setara kas tahun 2020 sebesar USD197,11 juta. Kenaikan ini terutama disebabkan oleh penerimaan dan operasional, penerimaan dana dari *partnership project* Rokan serta penerimaan pinjaman eksternal *loan*.

### **Piutang Usaha**

Piutang usaha adalah klaim terhadap sejumlah uang yang diharapkan akan diperoleh pada masa yang akan datang.

Piutang usaha tahun 2021 sebesar USD173,18 juta, turun USD53,87 juta atau 23,73% dibandingkan tahun 2020 sebesar USD227,05 juta. Penurunan ini terutama disebabkan oleh turunnya *aging* piutang karena pelunasan dari pelanggan.

### **Piutang Lain-Lain**

Piutang lain-lain adalah jenis piutang non usaha yang belum dibayar oleh pihak ketiga secara khusus untuk hal-hal yang berhubungan dengan kegiatan operasional seperti gaji karyawan, kelebihan pembayaran pajak dan lainnya. Biasanya piutang ini juga disebut *other receivable*.

Piutang lain-lain tahun 2021 sebesar USD11,95 juta, turun USD5,14 juta atau 30,08% dibandingkan piutang lain-lain tahun 2020 sebesar USD17,09 juta. Penurunan terutama disebabkan oleh adanya pelunasan utang jangka panjang dari entitas asosiasi, PT Perta Daya Gas.

### **Persediaan**

Persediaan adalah sejumlah produk yang dimiliki oleh Perusahaan yang tersedia untuk dibeli.

Persediaan Perusahaan tahun 2021 sebesar USD4,52 juta, meningkat USD208 ribu atau 4,82% dibandingkan persediaan Perusahaan tahun 2020 sebesar USD4,31 juta. Kenaikan ini terutama disebabkan oleh pembelian LNG di Pertamina Niaga.

### **Uang Muka dan Biaya Dibayar di Muka**

Uang muka dan biaya dibayar di muka adalah biaya yang menjadi kewajiban Perusahaan untuk dibayar pada periode tertentu, dengan pembayaran telah lebih dulu dilakukan namun barang/jasa atas biaya tersebut tidak langsung diterima saat itu juga.

### **Cash and cash equivalents**

Cash and cash equivalents are investments that are highly liquid, short term, and can be converted into cash in a certain amount quickly without facing the risk of significant changes in value.

The Company's cash and cash equivalents in 2021 amounted to USD234.92 million, an increase of USD37.81 million or 19.18% compared to cash and cash equivalents in 2020 of USD197.11 million. This increase was mainly due to revenue and operations, receipts of funds from the Rokan partnership project and receipts of external loans.

### **Accounts receivable**

Accounts receivable is a claim against a sum of money that is expected to be obtained in the future.

Accounts receivable in 2021 amounted to USD173.18 million, decreased by USD53.87 million or 23.73% compared to 2020 of USD227.05 million. This decrease was mainly due to a decrease in aging of receivables due to settlements from customers.

### **Other receivables**

Other receivables are non-trade receivables that have not been paid by third parties specifically for matters related to operational activities such as employee salaries, tax overpayments and others. Usually these receivables are also called other receivables.

Other receivables in 2021 amounted to USD11.95 million, decreased by USD5.14 million or 30.08% compared to other receivables in 2020 of USD17.09 million. The decrease was mainly due to the repayment of long-term debt from the associate, PT Perta Daya Gas.

### **Inventory**

Inventory is the number of products owned by the Company that are available for purchase.

The Company's inventories in 2021 amounted to USD4.52 million, an increase of USD208 thousand or 4.82% compared to the Company's 2020 inventories of USD4.31 million. This increase was mainly due to the purchase of LNG at Pertamina Niaga.

### **Advances and Prepaid Fees**

Advances and prepaid expenses are expenses that are the Company's obligation to be paid in a certain period, with advance payments made but the goods/services for these costs are not immediately received at that time.





Uang muka dan biaya dibayar di muka tahun 2020 sebesar USD8,87 juta, meningkat USD5,56 juta atau 168,10% dibandingkan uang muka dan biaya dibayar di muka tahun 2020 sebesar USD3,31 juta. Kenaikan ini terutama disebabkan oleh implementasi penerapan *Work Breakdown Structure* Anggaran Biaya Operasi khusus di mana biaya-biaya yang memiliki masa manfaat lebih dari 1 (satu) tahun dilakukan reklasifikasi ke akun biaya dibayar di muka dan pembebanannya akan dilakukan sesuai dengan periodenya.

#### Pajak Dibayar di Muka - Pajak Lain-lain

Pajak dibayar di muka-pajak lain-lain adalah pembayaran di muka atas pajar penghasilan Perusahaan yang akan diperhitungkan dengan pajak penghasilan badan pada akhir tahun.

Pajak dibayar di muka-pajak lain-lain tahun 2021 sebesar USD29,38 juta, meningkat USD2,73 juta atau 10,25% dibandingkan pajak dibayar di muka tahun 2020 sebesar USD26,65 juta. Kenaikan ini terutama disebabkan oleh kenaikan pembayaran PPN sejalan dengan meningkatnya saldo utang pihak berelasi dan pihak ketiga.

#### ASET TIDAK LANCAR

Aset tidak lancar Perusahaan terdiri dari piutang usaha, aset pajak tangguhan, investasi, aset tetap, pajak dibayar di muka, dan aset tidak lancar lainnya. Aset tidak lancar Perusahaan tahun 2021 sebesar USD1,68 miliar, meningkat USD30,42 juta atau 1,84% dibandingkan aset tidak lancar Perusahaan tahun 2020 sebesar USD1,65 miliar. Kenaikan ini terutama disebabkan oleh peningkatan pada nilai investasi, aset tetap dan pajak dibayar di muka.

Advances and prepaid expenses in 2020 amounted to USD8.87 million, an increase of USD5.56 million or 168.10% compared to advances and prepaid expenses in 2020 of USD3.31 million. This increase was mainly due to the implementation of the implementation of the Work Breakdown Structure of a special Operating Cost Budget in which costs with a useful life of more than 1 (one) year were reclassified to a prepaid expense account and the charges would be made according to the period.

#### Prepaid Taxes - Other Taxes

Prepaid taxes-other taxes are prepayments of the Company's income tax which will be calculated with corporate income tax at the end of the year.

Prepaid taxes-other taxes in 2021 amounted to USD29.38 million, an increase of USD2.73 million or 10.25% compared to prepaid taxes in 2020 of USD26.65 million. This increase was mainly due to an increase in VAT payments in line with the increase in the balance of payables to related parties and third parties.

#### NON-CURRENT ASSETS

The Company's non-current assets consist of trade receivables, deferred tax assets, investments, property, plant and equipment, prepaid taxes and other non-current assets. The Company's non-current assets in 2021 amounted to USD1.68 billion, an increase of USD30.42 million or 1.84% compared to the Company's non-current assets in 2020 of USD1.65 billion. This increase was mainly due to an increase in the value of investments, fixed assets and prepaid taxes.

#### Kinerja Aset Tidak Lancar 2020-2021 Non-Current Asset Performance 2020-2021

Aset Tidak Lancar Non-Current Assets	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Piutang usaha Accounts receivable	9.075	10.153	(1.078)	(10,62)	●
Aset pajak tangguhan Deferred tax assets	30.285	31.178	(893)	(2,86)	●
Investasi Investment	81.497	78.660	2.837	3,61	●

**Kinerja Aset Tidak Lancar 2020-2021**  
Non-Current Asset Performance 2020-2021

Aset Tidak Lancar Non-Current Assets	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Aset tetap Fixed assets	1.375.132	1.339.048	36.084	2,69	●
Aset hak-guna Right-of-use assets	100.318	110.160	(9.842)	(8,93)	●
Pajak dibayar di muka Prepaid taxes	31.935	21.272	10.663	50,13	●
Aset tidak lancar lainnya Other non-current assets	56.164	63.512	(7.348)	(11,57)	●
<b>Total Aset Tidak Lancar Total Non-Current Assets</b>	<b>1.684.406</b>	<b>1.653.983</b>	<b>30.423</b>	<b>1,84</b>	<b>●</b>

**Perkembangan Jumlah Aset Tidak Lancar 2017-2021 (USD-ribu)**  
Development of Total Non-Current Assets 2017-2021 (USD-thousand)



**Piutang Usaha-Pihak Ketiga**

Piutang usaha-pihak ketiga adalah piutang dari pihak berelasi dan pihak ketiga.

Piutang usaha-pihak ketiga tahun 2021 sebesar USD9,07 juta, turun USD1,08 juta atau 10,62% dibandingkan piutang usaha-pihak ketiga tahun 2020 sebesar USD10,15 juta. Penurunan ini terutama disebabkan oleh penerimaan yang berasal dari pembayaran pelanggan atas *outstanding* piutang.

**Aset Pajak Tangguhan**

Aset pajak tangguhan adalah jumlah pajak penghasilan yang dapat dipulihkan pada periode masa depan.

**Accounts Receivable-Third Parties**

Trade receivables from third parties are receivables from related parties and third parties.

Trade receivables from third parties in 2021 amounted to USD9.07 million, decreased by USD1.08 million or 10.62% compared to trade receivables from third parties in 2020 of USD10.15 million. This decrease was mainly due to receipts from customer payments for outstanding receivables.

**Deferred tax assets**

Deferred tax assets are the amount of income tax that can be recovered in future periods.



Aset pajak tangguhan tahun 2021 sebesar USD30,28 juta, turun USD893 ribu atau 2,86% dibandingkan aset pajak tangguhan tahun 2020 sebesar USD31,18 juta. Penurunan ini terutama disebabkan oleh perbedaan umur penyusutan antara visual dan komersial.

### Investasi

Investasi adalah bentuk penyertaan jangka panjang atau yang dimaksudkan untuk memiliki perusahaan lain.

Investasi tahun 2021 sebesar USD81,50 juta, meningkat USD2,84 juta atau 3,61% dibandingkan investasi tahun 2020 sebesar USD78,66 juta. Kenaikan ini terutama disebabkan oleh naiknya laba bersih dari pendapatan *joint venture* yang di atas target.

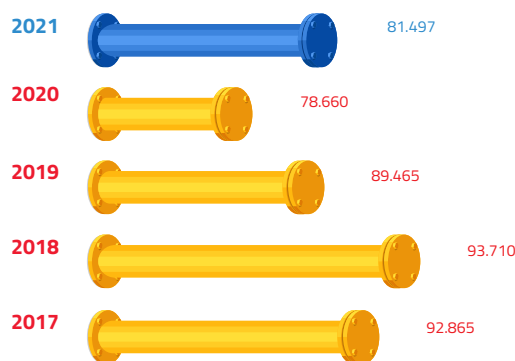
Deferred tax assets in 2021 amounted to USD30.28 million, decreased by USD893 thousand or 2.86% compared to 2020 deferred tax assets of USD31.18 million. This decrease was mainly due to the difference between the visual and commercial depreciation life.

### Investment

Investment is a form of long-term participation or which is intended to own another company.

Investment in 2021 is USD81.50 million, an increase of USD2.84 million or 3.61% compared to investment in 2020 of USD78.66 million. This increase was mainly due to the increase in net profit from joint venture income which was above the target.

**Perkembangan Investasi 2017-2021 (USD-ribu)**  
Investment Development 2017-2021 (USD-thousand))



### Aset Tetap

Aset tetap adalah aset berwujud yang dimiliki untuk digunakan dalam produksi atau penyediaan barang/jasa, untuk direntalkan kepada pihak lain, atau untuk tujuan administratif, dan diharapkan digunakan selama lebih dari satu periode.

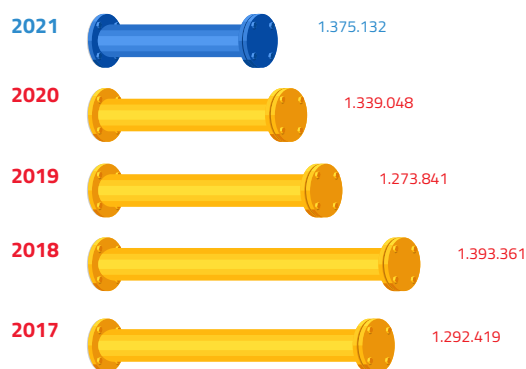
Aset tetap Perusahaan tahun 2021 sebesar USD1,37 miliar, meningkat USD36,08 juta atau 2,69% dibandingkan aset tetap Perusahaan tahun 2020 sebesar USD1,34 miliar. Kenaikan ini terutama disebabkan oleh kapitalisasi aset baru seperti Badan Operasi Bersama (BOB) Siak, Kuala Tanjung, Aroma Kopi serta bertambahnya *progress project* Rokan.

### Fixed assets

Fixed assets are tangible assets that are held for use in the production or supply of goods/services, for rental to other parties, or for administrative purposes, and are expected to be used for more than one period.

The Company's fixed assets in 2021 amounted to USD1.37 billion, an increase of USD36.08 million or 2.69% compared to the Company's fixed assets in 2020 of USD1.34 billion. This increase was mainly due to the capitalization of new assets such as the Joint Operational Body (BOB) Siak, Kuala Tanjung, Aroma Kopi and the increase in the progress of the Rokan project.

**Perkembangan Aset Tetap 2017-2021(USD-ribu)**  
Fixed Asset Development 2017-2021 (USD-thousand)



**Aset Hak Guna**

Aset hak guna adalah aset-aset Perusahaan yang berasal dari liabilitas sewa.

Aset hak guna tahun 2021 sebesar USD100,32 juta, turun USD9,84 juta atau 8,93% dibandingkan aset hak guna tahun 2020 sebesar USD110,16 juta. Penurunan ini terutama disebabkan oleh bertambahnya akumulasi depresiasi atas aset hak guna.

**Pajak Dibayar di Muka-Tidak Lancar**

Pajak dibayar di muka adalah pembayaran pajak yang dilakukan pemotongan atau pemungutan oleh pihak lain serta pembayaran pajak yang dilakukan sendiri oleh Wajib Pajak yang dapat diperhitungkan dengan pajar terhutang PPh badan atau PPh keluaran wajib pajak.

Pajak dibayar di muka tahun 2021 sebesar USD31,93 juta, meningkat USD10,66 juta atau 50,13% dibandingkan pajak dibayar di muka tahun 2020 sebesar USD21,27 juta. Kenaikan ini terutama disebabkan oleh belum cairnya restitusi pajak.

**Aset Tidak Lancar Lainnya**

Aset tidak lancar lainnya adalah aset yang memberikan manfaat secara ekonomi kepada Perusahaan dalam jangka panjang.

Aset tidak lancar lainnya tahun 2020 sebesar USD56,16 juta, turun USD7,35 juta atau 11,57% dibandingkan aset tidak lancar lainnya tahun 2020 sebesar USD63,51 juta. Penurunan ini seiring dengan turunnya sewa dibayar di muka dan penerimaan lain jangka panjang.

**Right of Use Assets**

Right-of-use assets are the Company's assets derived from lease liabilities.

Right to use assets in 2021 amounted to USD100.32 million, decreased by USD9.84 million or 8.93% compared to rights-of-use assets in 2020 of USD110.16 million. This decrease was mainly due to the increase in accumulated depreciation on right-of-use assets.

**Prepaid Taxes-Non-Current**

Prepaid taxes are tax payments that are withheld or collected by other parties as well as tax payments made by the taxpayer himself which can be calculated with the tax payable of corporate income tax or the taxpayer's output VAT.

Prepaid taxes in 2021 amounted to USD31.93 million, an increase of USD10.66 million or 50.13% compared to prepaid taxes in 2020 of USD21.27 million. This increase was mainly due to the non-disbursement of tax refunds.

**Other Non-Current Assets**

Other non-current assets are assets that provide economic benefits to the Company in the long term.

Other non-current assets in 2020 amounted to USD56.16 million, decreased by USD7.35 million or 11.57% compared to other non-current assets in 2020 of USD63.51 million. This decrease was in line with the decrease in prepaid rent and other long-term receipts.



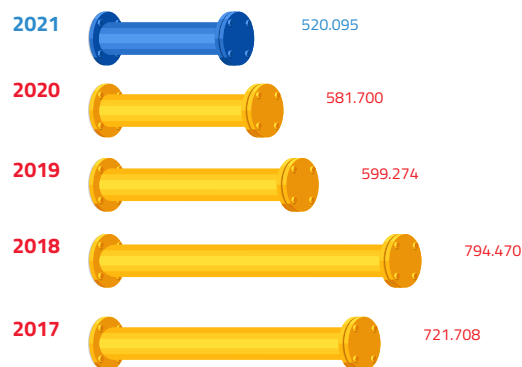
## LIABILITAS

## LIABILITY

**Total Liabilitas tahun 2021 mencapai USD520,09 juta, mengalami penurunan 10,59% dibandingkan Total Liabilitas tahun 2020 sebesar USD581,70 juta.**

Total Liabilities in 2021 reached USD520.09 million, a decrease of 10.59% compared to Total Liabilities in 2020 of USD581.70 million.

**Perkembangan Jumlah Liabilitas 2017-2021(USD-ribu)**  
Development of Total Liabilities 2017-2021 (USD-thousand)



**Kinerja Liabilitas 2020-2021**  
Performance Liabilities 2020-2021

Liabilitas Liability	2021		2020		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah Amount (USD-ribu) (USD- thousand)	Kontribusi Contribution (%)	Jumlah Amount (USD-ribu) (USD- thousand)	Kontribusi Contribution (%)	Nominal (USD-ribu) (USD- thousand)	Persentase Percentage (%)	
Liabilitas Jangka Pendek Short-term liabilities	237.194	45,61	324.982	55,87	(87.788)	(27,01)	●
Liabilitas Jangka Panjang Long-Term Liabilities	282.901	54,39	256.718	44,13	26.183	10,20	●
<b>Total Liabilitas Total Liability</b>	<b>520.095</b>	<b>100,00</b>	<b>581.700</b>	<b>100,00</b>	<b>(61.605)</b>	<b>(10,59)</b>	●

Pada akhir tahun 2021 jumlah liabilitas Perusahaan tercatat sebesar USD520,09 juta. Jumlah liabilitas yang terdiri dari 45,61% liabilitas jangka pendek dan 54,39% liabilitas jangka panjang mengalami penurunan USD61,60 juta atau 10,59% dibandingkan jumlah liabilitas pada akhir tahun 2020 sebesar USD581,70 juta. Penurunan ini terutama disebabkan oleh turunnya liabilitas jangka pendek.

At the end of 2021, the Company's total liabilities were recorded at USD520.09 million. Total liabilities consisting of 45.61% current liabilities and 54.39% long-term liabilities decreased by USD61.60 million or 10.59% compared to total liabilities at the end of 2020 which was USD581.70 million. This decrease was mainly due to a decrease in current liabilities.

### Liabilitas jangka pendek

Liabilitas jangka pendek Perusahaan terdiri dari utang usaha, utang lain-lain, utang pajak, beban yang masih harus dibayar, bagian lancar atas pendapatan yang ditangguhkan, bagian lancar atas pinjaman jangka panjang, liabilitas sewa jangka pendek, dan liabilitas jangka pendek lainnya. Di akhir tahun 2021, liabilitas jangka pendek Perusahaan sebesar USD237,19 juta, mengalami penurunan USD87,79 juta atau 27,01% dibandingkan liabilitas jangka pendek di akhir tahun 2020 sebesar USD324,98 juta. Penurunan ini terutama disebabkan oleh turunnya utang lain-lain, beban yang masih harus dibayar, dan liabilitas sewa jangka pendek.

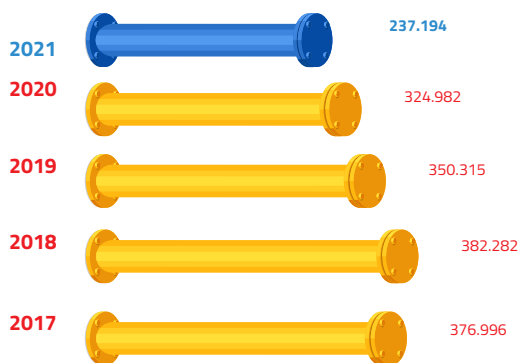
### Short-Term Liabilities

The Company's current liabilities consist of trade payables, other payables, taxes payable, accrued expenses, current portion of deferred income, current portion of long-term borrowings, short-term lease liabilities and other current liabilities. At the end of 2021, the Company's current liabilities amounted to USD237.19 million, decreased by USD87.79 million or 27.01% compared to current liabilities at the end of 2020 of USD324.98 million. This decrease was mainly due to a decrease in other payables, accrued expenses, and short-term rental liabilities.

Liabilitas Jangka Pendek Short-term liabilities	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Utang usaha Accounts payable					
Pihak berelasi Related parties	86.199	51.710	34.489	66,70	●
Pihak ketiga Third party	20.859	11.407	9.452	82,86	●
Utang lain-lain Other Debt	25.515	16.214	9.301	57,36	●
Utang pajak Tax debt	4.836	2.151	2.685	124,83	●
Beban yang masih harus dibayar Expenses still to be paid	62.988	129.702	(66.714)	(51,44)	●
Bagian lancar atas pendapatan yang ditangguhkan Current share of deferred income	32.785	34.150	(1.365)	(4,00)	●
Bagian lancar atas pinjaman jangka panjang Current share of long-term loans	-	71.261	(71.261)	-	●
Liabilitas sewa jangka pendek Short-term rental liabilities	4.012	8.387	(4.375)	(52,16)	●
<b>Total Liabilitas Jangka Pendek Total Short-Term Liabilities</b>	<b>237.194</b>	<b>324.982</b>	<b>(87.788)</b>	<b>(27,01)</b>	



**Perkembangan Liabilitas Jangka Pendek 2017-2021 (USD-ribu)**  
 Development of Short-Term Liabilities 2017-2021 (USD-thousand)



**Utang Usaha**

Utang usaha adalah kewajiban Perusahaan akibat adanya transaksi pembelian barang atau jasa yang berhubungan dengan operasional Perusahaan dan dibayar secara angsuran dalam jangka waktu singkat.

Utang usaha pihak berelasi tahun 2021 sebesar USD86,20 juta, meningkat USD34,49 juta atau 66,70% dibandingkan utang usaha tahun 2020 sebesar USD51,71 juta. Sedangkan utang usaha pihak ketiga di tahun 2021 sebesar USD20,86 juta, meningkat USD9,45 juta atau 82,86% dibandingkan tahun 2020 sebesar USD11,41 juta. Kenaikan ini terutama disebabkan oleh bertambahnya retensi atas tagihan-tagihan *project* berjalan.

**Utang Lain-lain**

Utang lain-lain adalah utang selain utang yang timbul dari kegiatan operasional.

Utang lain-lain tahun 2021 sebesar USD25,52 juta, meningkat USD9,30 juta atau 57,36% dibandingkan utang lain-lain tahun 2020 sebesar USD16,21 juta. Kenaikan ini terutama disebabkan oleh meningkatnya pembayaran uang muka dari pelanggan.

**Utang Pajak**

Utang pajak adalah pajak yang masih harus dibayar termasuk sanksi administrasi berupa bunga, denda atau kenaikan yang tercantum dalam surat ketetapan pajak atau surat sejenisnya berdasarkan peraturan perundang-undangan perpajakan.

Utang pajak tahun 2021 sebesar USD4,84 juta, meningkat USD2,68 juta atau 124,83% dibandingkan utang pajak tahun 2020 sebesar USD2,15 juta. Kenaikan ini seiring dengan naiknya arus transaksi penagihan (utang berelasi dan utang pihak ketiga) di mana memunculkan utang pajak (PPH 23, 4 (2), 21) dan juga kenaikan laba di atas target yang menyebabkan PPh badan meningkat.

**Accounts payable**

Trade payables are the Company's obligations as a result of the purchase of goods or services related to the Company's operations and are paid in installments over a short period of time.

Trade payables to related parties in 2021 amounted to USD86.20 million, an increase of USD34.49 million or 66.70% compared to trade payables in 2020 of USD51.71 million. Meanwhile, third party trade payables in 2021 amounted to USD20.86 million, an increase of USD9.45 million or 82.86% compared to 2020 of USD11.41 million. This increase was mainly due to increased retention of current project invoices.

**Other Debt**

Other payables are payables other than payables arising from operational activities.

Other payables in 2021 amounted to USD25.52 million, an increase of USD9.30 million or 57.36% compared to other payables in 2020 of USD16.21 million. This increase was mainly due to an increase in advance payments from customers.

**Tax debt**

Taxes payable are taxes that must be paid including administrative sanctions in the form of interest, fines or increases as stated in a tax assessment letter or similar letter based on tax laws and regulations.

Tax payable in 2021 amounted to USD4.84 million, an increase of USD2.68 million or 124.83% compared to tax payable in 2020 of USD2.15 million. This increase was in line with the increase in the flow of collection transactions (related debt and third party debt) which resulted in tax debt (PPH 23, 4 (2), 21) as well as an increase in profit above the target which caused corporate income tax to increase.



### **Beban yang Masih Harus Dibayar**

Beban yang masih harus dibayar adalah kewajiban yang telah dilaksanakan kepada Perusahaan, tetapi perusahaan belum memberikan bayaran.

Beban yang masih harus dibayar tahun 2021 sebesar USD62,99 juta, turun USD66,71 juta atau 51,44% dibandingkan beban yang masih harus dibayar tahun 2020 sebesar USD129,70 juta. Penurunan ini terutama disebabkan oleh telah dilakukan pembayaran atas *outstanding* utang.

### **Bagian Lancar Atas Pendapatan yang Ditangguhkan**

Bagian lancar atas pendapatan yang ditangguhkan adalah pembayaran di muka yang diterima perusahaan untuk produk atau layanan yang akan dikirim atau dilakukan di masa depan.

Bagian lancar atas pendapatan yang ditangguhkan tahun 2021 sebesar USD32,78 juta, turun USD1,36 juta atau 4,00% dibandingkan tahun 2020 sebesar USD34,15 juta. Penurunan ini terutama disebabkan oleh seiring dengan penurunan pendapatan sewa lahan yang ditangguhkan.

### **Bagian Lancar atas Pinjaman Jangka Panjang**

Bagian lancar atas pinjaman jangka panjang adalah jumlah bagian Utang Jangka Panjang yang akan jatuh tempo dan harus dibayarkan dalam waktu 12 (dua belas) bulan setelah tanggal pelaporan.

Pada tahun 2021 tidak terdapat bagian lancar atas pinjaman jangka panjang dibandingkan tahun 2020 dimana terdapat bagian lancar atas pinjaman jangka Panjang sebesar USD71,26 juta. Penurunan ini terutama disebabkan telah dilakukan pelunasan di percepat atas bagian lancar pinjaman jangka panjang.

### **Liabilitas Sewa Jangka Pendek**

Liabilitas sewa jangka pendek adalah kewajiban Perusahaan akibat transaksi sewa yang berhubungan dengan operasional Perusahaan yang dibayar dalam jangka waktu singkat.

Liabilitas sewa jangka pendek tahun 2021 sebesar USD4,01 juta, turun USD4,37 juta atau 52,16% dibandingkan liabilitas sewa jangka pendek tahun 2020 sebesar USD8,39 juta. Penurunan ini terutama disebabkan oleh turunnya liabilitas sewa jangka pendek.

### **Liabilitas jangka panjang**

Liabilitas jangka panjang terdiri dari provisi imbalan kerja karyawan, pendapatan ditangguhkan setelah dikurangi bagian lancar, pinjaman jangka panjang setelah dikurangi bagian lancar, liabilitas sewa jangka panjang, dan liabilitas jangka panjang lainnya. Liabilitas jangka panjang Perusahaan tahun 2021 sebesar USD282,90 juta, meningkat USD26,18 juta atau 10,20% dibandingkan liabilitas jangka panjang tahun 2020 sebesar USD256,72 juta.

### **Accrued Expenses**

Accrued expenses are obligations that have been carried out to the Company, but the company has not paid.

Accrued expenses in 2021 amounted to USD62.99 million, decreased by USD66.71 million or 51.44% compared to accrued expenses in 2020 of USD129.70 million. This decrease was mainly due to the payment of outstanding debt.

### **Current Share of Deferred Income**

The current portion of deferred revenue is the advance payment that the company receives for products or services to be delivered or performed in the future.

The current share of deferred revenue in 2021 is USD32.78 million, a decrease of USD1.36 million or 4.00% compared to 2020 of USD34.15 million. This decrease was mainly due to a decrease in deferred land rental income.

### **Current Share on Long-Term Loans**

The current portion of long-term loans is the total portion of Long-Term Debts that will mature and must be paid within 12 (twelve) months after the reporting date.

In 2021 there is no current share of long-term loans compared to 2020 where there is a current share of Long-term loans of USD71.26 million. This decrease was mainly due to the early repayment of the current portion of long-term loans.

### **Short-term Lease Liability**

Short-term lease liabilities are the Company's obligations as a result of lease transactions related to the Company's operations which are paid in a short period of time.

Short-term lease liabilities in 2021 amounted to USD4.01 million, decreased by USD4.37 million or 52.16% compared to short-term lease liabilities in 2020 of USD8.39 million. This decrease was mainly due to a decrease in short-term rental liabilities.

### **Long Term Liability**

Long-term liabilities consist of provision for employee benefits, deferred income after deducting the current portion, long-term loans after deducting the current portion, long-term rental liabilities and other long-term liabilities. The Company's long-term liabilities in 2021 amounted to USD282.90 million, an increase of USD26.18 million or 10.20% compared to 2020's long-term liabilities of USD256.72 million. This increase was mainly due to an increase in the provision for employee benefits and non-current long-term loans.



Kenaikan ini terutama disebabkan oleh naiknya pada provisi imbalan kerja karyawan dan pinjaman jangka panjang *non current*.

This increase was mainly due to an increase in the provision for employee benefits and non-current long-term loans.

Liabilitas Jangka Panjang Long-Term Liabilities	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Liabilitas imbalan pascakerja Post-employment benefit liability	14.473	13.733	740	5,39	●
Pendapatan ditangguhkan setelah dikurangi bagian lancar Deferred income after deducting current portion	16.998	2.287	14.711	643,24	●
Pinjaman jangka panjang setelah dikurangi bagian lancar Long-term loan after deducting current portion	153.000	139.316	13.684	9,82	●
Liabilitas sewa jangka panjang Long-term lease liability	98.430	101.371	(2.941)	(2,90)	●
Liabilitas jangka panjang lainnya Other long-term liabilities	-	11	(11)	-	-
<b>Total Liabilitas Jangka Panjang Total Long-Term Liabilities</b>	<b>282.901</b>	<b>256.718</b>	<b>26.183</b>	<b>10,20%</b>	<b>●</b>

**Perkembangan Liabilitas Jangka Panjang 2017-2021 (USD-ribu)**  
Development of Long-Term Liabilities 2017-2021 (USD-thousand)



**Liabilitas Imbalan Pascakerja**

Liabilitas imbalan pascakerja adalah imbalan yang diberikan kepada pekerja atas jasa yang telah dilakukan.

Liabilitas imbalan pascakerja tahun 2021 sebesar USD14,47 juta, meningkat USD740 ribu atau 5,39% dibandingkan tahun 2020 sebesar USD13,73 juta. Kenaikan ini terutama disebabkan oleh kenaikan *employee benefit*.

**Post-employment Benefits Liability**

Post-employment benefit liabilities are benefits given to employees for services that have been performed.

Post-employment benefits liability in 2021 is USD14.47 million, an increase of USD740 thousand or 5.39% compared to 2020 of USD13.73 million. This increase was mainly due to an increase in employee benefits.

**Pendapatan Ditangguhkan Setelah Dikurangi Bagian Lancar**

Pendapatan ditangguhkan adalah pendapatan yang ditangguhkan atas Perjanjian Jual Beli Gas dengan skema *Take or Pay*.

**Deferred Income After Deducting Current Part**

Deferred income is income that is deferred on the Gas Sale and Purchase Agreement with the Take or Pay scheme.

Pendapatan ditangguhkan setelah dikurangi bagian lancar tahun 2021 sebesar USD17,00 juta, meningkat USD14,71 juta atau 643,24% dibandingkan tahun 2020 sebesar USD2,29 juta. Kenaikan ini terutama disebabkan adanya reklasifikasi porsi tidak lancar ke pendapatan ditangguhkan.

**Pinjaman Jangka Panjang Setelah Dikurangi Bagian Lancar**

Pinjaman jangka panjang adalah jenis pinjaman yang jangka waktu pembayarannya lebih dari satu tahun.

Pinjaman jangka panjang setelah dikurangi bagian lancar tahun 2021 sebesar USD153,00 juta, meningkat USD13,68 juta atau 9,82% dibandingkan tahun 2020 sebesar USD139,32 juta. Kenaikan ini terutama disebabkan oleh penambahan hutang jangka panjang (*external loan*).

**Liabilitas Sewa Jangka Panjang**

Liabilitas sewa jangka panjang adalah kewajiban untuk pembayaran sewa atas harta tetap (dan kadang-kadang) harta gerak selama suatu periode panjang bertahun-tahun.

Liabilitas sewa jangka panjang tahun 2021 sebesar USD98,43 juta, turun USD2,94 juta atau 2,90% dibandingkan liabilitas sewa jangka panjang tahun 2020 sebesar USD101,37 juta. Penurunan ini terutama disebabkan oleh turunnya liabilitas sewa jangka panjang.

**EKUITAS**

**Total Ekuitas tahun 2021 mencapai USD1,63 miliar, mengalami peningkatan 5,13% dibandingkan Total Ekuitas tahun 2020 sebesar USD1,55 miliar. Pada Laju Pertumbuhan Majemuk Tahunan atau *Compound Annual Growth Rate (CAGR) 2017-2021*, Total Ekuitas mengalami pertumbuhan 7,80%.**

Total Equity in 2021 reaches USD1.63 billion, an increase of 5.13% compared to Total Equity in 2020 of USD 1.55 billion. At Compound Growth Rate Annual or Compound Annual Growth Rate (CAGR) 2017-2021, Total Equity experienced 7.80% growth.

Deferred revenue after deducting the current share in 2021 amounted to USD17.00 million, an increase of USD14.71 million or 643.24% compared to 2020 of USD2.29 million. This increase was mainly due to the reclassification of the non-current portion to deferred income.

**Long-Term Loans After Deducting Current Parts**

Long-term loan is a type of loan with a repayment term of more than one year.

Long-term loans after deducting the current share in 2021 amounted to USD153.00 million, an increase of USD13.68 million or 9.82% compared to 2020 of USD139.32 million. This increase was mainly due to the addition of long-term debt (external loan).

**Long-Term Lease Liability**

Long-term lease liabilities are obligations for rental payments on property, plant and equipment (and sometimes) movable property over a long period of years.

Long-term lease liabilities in 2021 amounted to USD98.43 million, decreased by USD2.94 million or 2.90% compared to long-term lease liabilities in 2020 of USD101.37 million. This decrease was mainly due to a decrease in long-term rental liabilities.

**EQUITY**

**Perkembangan Jumlah Ekuitas 2017-2021 (USD-ribu)**  
Development of Total Equity 2017-2021 (USD-thousand)





**Kinerja Ekuitas 2020-2021**  
Equity Performance 2020-2021

Ekuitas Equity	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) The increase decrease		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk Equity attributable to owners of the parent					
Modal Saham Capital stock	566.847	566.847	-	-	-
Tambahan modal disetor Additional paid-in capital	(261.515)	(261.515)	-	-	-
Komponen ekuitas lainnya Other equity components	3.273	3.131	142	4,54	●
Saldo Laba Retain earning	1.318.103	1.238.918	79.185	6,39	●
	1.626.708	1.547.381	79.327	5,13	●
Kepentingan non-pengendali Non-controlling interests	431	427	4	0,94	●
<b>Total Ekuitas Total Equity</b>	<b>1.627.139</b>	<b>1.547.808</b>	<b>79.331</b>	<b>5,13</b>	<b>●</b>

Posisi ekuitas Perusahaan per 31 Desember 2021 sebesar USD1,63 miliar, meningkat USD79,33 juta atau 5,13% terhadap posisi ekuitas per 31 Desember 2020 sebesar USD1,55 miliar. Secara komposisi, Saldo Laba menjadi komponen ekuitas terbesar mencapai 81,01% dari keseluruhan jumlah ekuitas.

**Modal saham**

Modal saham adalah modal Perusahaan yang berasal dari penjualan saham-saham yang dikeluarkan oleh perusahaan.

Pada akhir tahun 2021 dan 2020, modal saham tercatat sebesar USD566,85 juta.

**Tambahan modal disetor**

Tambahan modal disetor adalah selisih lebih setoran modal yang diterima oleh Bank sebagai akibat harga saham yang melebihi nilai nominalnya.

Sampai dengan akhir tahun 2021, tidak terdapat perubahan pada tambahan modal disetor.

**Komponen ekuitas lainnya**

Komponen ekuitas lainnya adalah klaim residual pemilik atas aset perusahaan setelah dikurangi kewajibannya.

The Company's equity position as of December 31, 2021 was USD1.63 billion, an increase of USD79.33 million or 5.13% against the equity position as of December 31, 2020 of USD1.55 billion. In composition, retained earnings became the largest equity component, reaching 81.01% of the total equity.

**Capital stock**

Share capital is the company's capital which comes from the sale of shares issued by the company.

At the end of 2021 and 2020, the share capital was recorded at USD566.85 million.

**Additional paid-in capital**

Additional paid-in capital is the excess of paid-in capital received by the Bank as a result of share price exceeding its nominal value.

Until the end of 2021, there is no change in the additional paid-in capital.

**Other equity components**

Another component of equity is the owner's residual claim on the company's assets after deducting its liabilities.

Sampai dengan akhir tahun 2021, komponen ekuitas lainnya sebesar USD3,27 juta, meningkat USD142 ribu atau 4,54% dibandingkan komponen ekuitas lainnya tahun 2020 sebesar USD3,13 juta. Kenaikan ini terutama disebabkan oleh kenaikan pendapatan komprehensif lainnya.

#### Saldo laba

Saldo laba adalah laba yang ditahan perusahaan sehingga tidak dibagikan kepada pemegang saham.

Sampai dengan akhir tahun 2021, saldo laba sebesar USD1,32 miliar, meningkat USD79,18 juta atau 6,39% dibandingkan saldo laba tahun 2020 sebesar USD1,24 miliar. Kenaikan ini terutama disebabkan oleh seiring dengan kenaikan laba bersih Perusahaan.

#### Ekuitas yang Diatribusikan Kepada Kepentingan Non Pengendali

Ekuitas yang Diatribusikan Kepada Kepentingan Non Pengendali tahun 2021 sebesar USD431 ribu, meningkat USD4 ribu atau 0,03% dibandingkan tahun 2020 sebesar USD427 ribu. Kenaikan ini terutama disebabkan oleh naiknya laba Perusahaan.

#### KINERJA LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

Until the end of 2021, other equity components amounted to USD3.27 million, an increase of USD142 thousand or 4.54% compared to other equity components in 2020 of USD3.13 million. This increase was mainly due to an increase in other comprehensive income.

#### Retain earning

Retained earnings is the retained earnings of the company so that it is not distributed to shareholders.

As of the end of 2021, retained earnings amounted to USD1.32 billion, an increase of USD79.18 million or 6.39% compared to retained earnings in 2020 of USD1.24 billion. This increase was mainly due to the increase in the Company's net profit.

#### Equity Attributable to Non-Controlling Interests

Equity Attributed to Non-Controlling Interests in 2021 amounted to USD431 thousand, an increase of USD4 thousand or 0.03% compared to 2020 which was USD427 thousand. This increase was mainly due to the increase in the Company's profit.

#### CONSOLIDATED PROFIT LOSS AND OTHER COMPREHENSIVE INCOME PERFORMANCE

Di tengah kondisi yang masih diliputi tantangan, Pertamina Gas mampu untuk tetap menjaga profitabilitasnya dengan baik.

In the midst of conditions that are still filled with challenges, Pertamina Gas is able to maintain its profitability well.

Kinerja Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian 2020-2021  
Consolidated Performance of Profit and Loss and Other Comprehensive Income 2020-2021

Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit and Loss and Other Comprehensive Income	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Pendapatan usaha Operating revenues	541.386	539.034	2.352	0,44	●
Beban pokok pendapatan Cost of revenue	(390.479)	(382.430)	(8.049)	2,10	●
Laba bruto Gross profit	150.907	156.604	(5.697)	(3,64)	●



**Kinerja Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian 2020-2021**  
Consolidated Performance of Profit and Loss and Other Comprehensive Income 2020-2021

Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit and Loss and Other Comprehensive Income	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Beban umum dan administrasi General and administrative expenses	(38.858)	(41.218)	2.360	(5,73)	●
Pendapatan (beban) lain-lain Other income (expenses)	42.740	21.707	21.033	96,90	●
Laba sebelum pajak penghasilan Profit before income tax	154.789	137.093	17.696	12,91	●
Beban pajak penghasilan Income tax expense	(27.615)	(30.460)	2.845	(9,34)	●
Laba tahun berjalan Current year profit	127.174	106.633	20.541	19,26	●
Laba/(rugi) komprehensif lain Other comprehensive profit/(loss)	142	573	(431)	(75,22)	●
Jumlah laba komprehensif tahun berjalan Total comprehensive income for the year	127.316	107.206	20.110	18,76	●
Laba tahun berjalan diatribusikan kepada: Profit for the year is attributed to:					
Pemilik entitas induk Parent entity owner	127.159	106.610	20.549	19,27	●
Kepentingan non-pengendali Non-controlling interests	15	23	(8)	(34,78)	●
	127.174	106.633	20.541	19,26	●
Laba komprehensif tahun berjalan diatribusikan kepada: Comprehensive income for the year is attributed to:					
Pemilik entitas induk Parent entity owner	127.301	107.183	20.118	18,77	●
Kepentingan non-pengendali Non-controlling interests	15	23	(8)	(34,78)	●
	127.316	107.206	20.110	18,76	●
Laba per saham (USD penuh) Basic Earnings per share (full USD)	25,03	20,98	4,05	19,30	●

## Pendapatan Usaha

## Operating revenues

### Kinerja Pendapatan Usaha 2020-2021 Operating Income Performance 2020-2021

Pendapatan Usaha Operating revenues	2021		2020		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (USD-ribu) (USD-thousand)	Kontribusi Contribution (%)	Jumlah (USD-ribu) (USD-thousand)	Kontribusi Contribution (%)	Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Transportasi gas Gas transportation	205.279	37,92	213.393	39,59	(8.114)	(3,80)	●
Niaga gas bumi Natural gas trading	231.960	42,85	220.167	40,84	11.793	5,36	●
Usaha gas terproses Processed gas business	84.800	15,66	83.551	15,50	1.249	1,49	●
Jasa transportasi minyak Oil transportation service	19.347	3,57	18.017	3,34	1.330	7,38	●
Jasa pemasaran Marketing services	-	-	3.906	0,72	(3.906)	-	●
<b>Jumlah Pendapatan Usaha Total revenue</b>	<b>541.386</b>	<b>100,00</b>	<b>539.034</b>	<b>100,00</b>	<b>2.352</b>	<b>0,44</b>	●

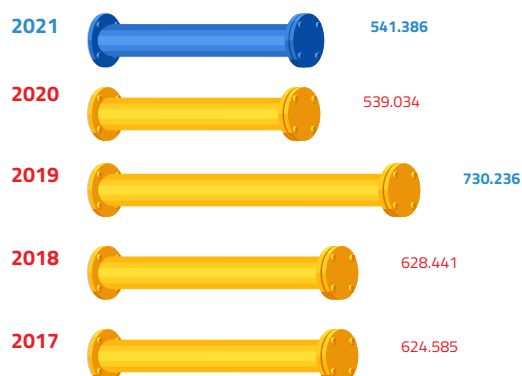
Sebagaimana telah dijelaskan pada bagian Tinjauan Operasi per Segmen Usaha dalam bab ini, pendapatan usaha Perusahaan didapatkan dari 4 (empat) segmen atau kegiatan operasi yaitu transportasi gas, niaga gas bumi, usaha gas terproses, dan jasa transportasi minyak.

Pendapatan usaha Perusahaan di tahun 2021 sebesar USD541,39 juta, meningkat 0,44% atau setara dengan USD2,35 juta dibandingkan tahun 2020 sebesar USD539,03 juta. Kenaikan ini terutama disebabkan oleh naiknya pendapatan niaga gas bumi.

As explained in the Operations Review per Business Segment section in this chapter, the Company's operating revenues are derived from 4 (four) operating segments or activities, namely gas transportation, natural gas trading, processed gas business, and oil transportation services.

The Company's operating revenues in 2021 amounted to USD541.39 million, an increase of 0.44% or equivalent to USD2.35 million compared to 2020 of USD539.03 million. This increase was mainly due to the increase in natural gas trading revenues.

### Pendapatan 2017-2021 (USD-ribu) Revenue 2017-2021 (USD-thousand)







## Beban Pokok Pendapatan

## Cost of Revenue

### Kinerja Beban Pokok Pendapatan 2020-2021 Cost of Revenue Performance 2020-2021

Beban Pokok Pendapatan Cost of Revenue	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Pembelian gas bumi Purchase of natural gas	195.264	183.993	11.271	6,13	●
Penyusutan Shrinkage	73.088	86.019	(12.931)	(15,03)	●
Transportasi Transportation	56.557	55.590	967	1,74	●
Pemrosesan gas Gas processing	22.162	23.394	(1.232)	(5,27)	●
Peralatan dan material Equipment and materials	14.036	10.696	3.340	31,23	●
Gaji karyawan dan imbalan lainnya Employee salary and other benefits	12.498	7.592	4.906	64,62	●
Jasa umum General services	9.550	7.813	1.737	22,23	●
Pajak dan retribusi Taxes and levies	6.995	7.093	(98)	(1,38)	●
Jasa teknis dan spesialis Technical and specialist services	329	240	89	37,08	●
<b>Total Beban Pokok Pendapatan Total Cost of Revenue</b>	<b>390.479</b>	<b>382.430</b>	<b>8.049</b>	<b>2,10</b>	<b>●</b>

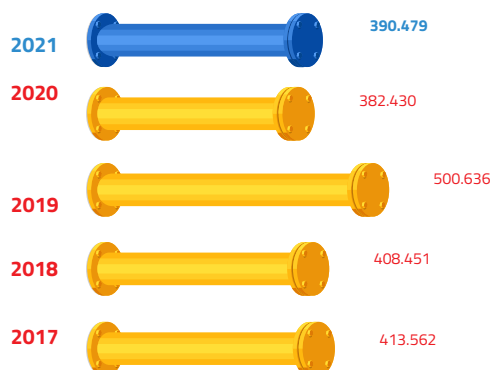
Beban pokok pendapatan timbul dari beban pembelian gas bumi, beban penyusutan, beban transportasi, beban pemrosesan gas, beban peralatan dan material, beban gaji karyawan dan imbalan lainnya, beban jasa umum, beban pajak dan retribusi, serta beban jasa teknis dan spesialis.

Beban pokok pendapatan tahun 2021 sebesar USD390,48 juta, meningkat USD8,05 juta atau 2,10% dibandingkan beban pokok pendapatan tahun 2020 sebesar USD382,43 juta. Kenaikan ini terjadi terutama disebabkan oleh naiknya pembelian gas alam, biaya peralatan dan material, gaji karyawan dan imbalan lainnya serta jasa teknis dan spesialis.

The cost of revenue arises from the purchase of natural gas, depreciation expense, transportation expenses, gas processing expenses, equipment and material expenses, employee salaries and other benefits, general service expenses, taxes and levies, as well as technical and specialist service expenses.

The cost of revenue in 2021 was USD390.48 million, an increase of USD8.05 million or 2.10% compared to the cost of revenue in 2020 of USD382.43 million. This increase was mainly due to an increase in purchases of natural gas, equipment and material costs, employee salaries and other benefits as well as technical and specialist services.

**Beban Pokok Pendapatan 2017-2021 (USD-ribu)**  
Cost of Revenue 2017-2021 (USD-thousand)



**Beban Umum dan Administrasi**

**General and Administrative Expenses**

**Kinerja Beban Umum dan Administrasi 2020-2021**  
General and Administrative Expenses Performance 2020-2021

Beban Umum dan Administrasi General and Administrative Expenses	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Gaji karyawan dan imbalan lainnya Employee salaries and other benefits	23.284	28.860	(5.576)	(19,32)	●
Sewa Rent	3.811	3.823	(12)	(0,31)	●
Jasa umum General services	3.390	3.525	(135)	(3,83)	●
Peralatan dan material Equipment and materials	2.247	296	1.951	659,12	●
Pajak dan retribusi Taxes and levies	2.215	2.212	3	0,14	●
Pemasaran Marketing	1.420	1.410	10	0,71	●
Jasa teknis dan spesialis Technical and specialist services	588	-	588	-	●
Lain-lain Etc	1.903	1.092	811	74,27	●
<b>Total Beban Umum dan Administrasi Total General and Administrative Expenses</b>	<b>38.858</b>	<b>41.218</b>	<b>(2.360)</b>	<b>(5,73)</b>	●

Beban umum dan administrasi Perusahaan terdiri dari beban gaji karyawan dan imbalan lainnya, beban sewa, beban jasa umum, beban peralatan dan material, beban pajak dan retribusi, beban pemasaran, beban jasa teknis dan spesialis, serta beban lain-lain

The Company's general and administrative expenses consist of employee salaries and other benefits, rental expenses, general service expenses, equipment and material expenses, taxes and levies, marketing expenses, technical and specialist service expenses, and other expenses.



Beban umum dan administrasi tahun 2021 sebesar USD38,86 juta, turun USD2,36 juta atau 5,73% dibandingkan tahun 2020 sebesar USD41,22 juta. Penurunan ini tak lepas dari kebijakan efisiensi yang terlihat dari penurunan pada biaya gaji karyawan dan imbalan lainnya, sewa dan jasa umum.

General and administrative expenses in 2021 amounted to USD38.86 million, decreased by USD2.36 million or 5.73% compared to 2020 of USD41.22 million. This decrease could not be separated from the efficiency policy as seen in the decrease in the cost of employee salaries and other benefits, rent and general services.

#### Pendapatan (Beban) Lain-lain

#### Other Income (Expenses)

#### Kinerja Pendapatan (Beban) Lain-lain 2020-2021 Performance of Other Income (Expenses) 2020-2021

Pendapatan (beban) lain-lain Other income (expenses)	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Pendapatan dan beban keuangan Financial income and expenses	(7.296)	(9.756)	2.460	(25,22)	●
Penurunan nilai piutang Impairment of receivables	(2.844)	(1.316)	(1.528)	116,11	●
Kerugian selisih kurs Foreign exchange loss	(1.803)	(461)	(1.674)	1.297,67	●
Bagian laba dari ventura bersama Share of profits from joint venture	32.537	12.627	20.242	164,64	●
Pendapatan lain-lain, bersih Other income, net	22.146	20.613	1.533	7,44	●
<b>Jumlah Pendapatan (Beban) Lain-lain Total Income (Expenses) Others</b>	<b>42.740</b>	<b>21.707</b>	<b>21.033</b>	<b>96,90</b>	<b>●</b>

Berikut disampaikan kinerja pendapatan (beban) lain-lain.

The following is the performance of other income (expenses).

» Pendapatan dan Beban Keuangan

» Financial Income and Exp

#### Kinerja Pendapatan dan Beban Keuangan 2020-2021 Financial Income and Expense Performance 2020-2021

Pendapatan dan Beban Keuangan Financial Income and Expenses	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
<b>Pendapatan Keuangan Financial Income</b>					
Bunga piutang lain-lain jangka panjang Interest on other long-term receivables	1.032	1.256	(224)	(17,83)	●
Bunga deposito dan jasa giro Interest on deposits and current accounts	3.450	5.925	(2.475)	(41,77)	●
<b>Jumlah pendapatan keuangan Total financial income</b>	<b>4.482</b>	<b>7.181</b>	<b>(2.699)</b>	<b>(37,59)</b>	<b>●</b>

**Kinerja Pendapatan dan Beban Keuangan 2020-2021**  
Financial Income and Expense Performance 2020-2021

Pendapatan dan Beban Keuangan Financial Income and Expenses	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
<b>Beban Keuangan</b> Financial Burden					
Bunga pinjaman dari pemegang saham Interest on loans from shareholders	(6.972)	(11.347)	4.375	(38,56)	●
Beban bunga liabilitas sewa Interest expense on lease liability	(4.806)	(5.590)	784	(14,03)	●
<b>Total Beban Keuangan</b> Total Financial Expenses	<b>(11.778)</b>	<b>(16.937)</b>	<b>5.159</b>	<b>(30,46)</b>	<b>●</b>
Jumlah pendapatan/(beban) keuangan Total financial income/(expenses)	(7.296)	(9.756)	2.460	(25,22)	●

Pendapatan keuangan tahun 2021 sebesar USD4,48 juta, turun USD2,70 juta atau 37,59% dibandingkan tahun 2020 sebesar USD7,18 juta. Penurunan ini terutama disebabkan karena turunnya pendapatan bunga piutang serta bunga deposito dan jasa giro.

Financial income in 2021 amounted to USD4.48 million, decreased by USD2.70 million or 37.59% compared to 2020 which was USD7.18 million. This decrease was mainly due to a decrease in interest income on receivables as well as interest on deposits and demand deposits.

Beban keuangan tahun 2021 sebesar USD11,78 juta, turun USD5,16 juta atau 30,46% dibandingkan tahun 2020 sebesar USD16,94 juta. Penurunan ini terutama disebabkan oleh adanya pelunasan pinjaman yang dipercepat.

Financial expenses in 2021 amounted to USD11.78 million, decreased by USD5.16 million or 30.46% compared to 2020 which was USD16.94 million. This decrease was mainly due to accelerated loan repayments.

» Penurunan Nilai Piutang  
Penurunan nilai piutang adalah suatu kondisi dimana terdapat bukti objektif terjadinya peristiwa yang merugikan sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut.

» Impairment of Accounts Receivable  
Impairment of receivables is a condition where there is objective evidence of an adverse event occurring as a result of one or more events that occurred after the initial recognition of the asset.

Penurunan nilai piutang tahun 2021 sebesar USD2,84 juta, meningkat USD1,53 juta atau 116,11% dibandingkan tahun 2020 sebesar USD1,32 juta. Kenaikan ini terutama disebabkan oleh adanya tambahan ECL atas piutang ME, dan piutang *long outstanding* PLN.

The decline in the value of receivables in 2021 was USD2.84 million, an increase of USD1.53 million or 116.11% compared to 2020 of USD1.32 million. This increase was mainly due to the additional ECL on ME's receivables, and PLN's long outstanding receivables.

» Keuntungan/(Kerugian) Selisih Kurs  
Keuntungan/(kerugian) selisih kurs adalah penghasilan atau biaya berdasarkan sistem pembukuan yang dianut dan dilakukan secara taat asas sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia.

» Gain/(Loss) Exchange Difference  
Gain/(loss) on foreign exchange is income or expense based on the bookkeeping system adopted and carried out in accordance with the principles of Financial Accounting Standards applicable in Indonesia.

Kerugian selisih kurs pada tahun 2021 sebesar USD1,80 juta, meningkat USD1,67 juta atau 1.297,67% dibandingkan tahun 2020 yang mencatat kerugian selisih kurs sebesar USD129 ribu. Kerugian yang terjadi disebabkan oleh realisasi kurs yang melemah.

Foreign exchange losses in 2021 amounted to USD 1.80 million, an increase of USD 1.67 million or 1,297.67% compared to 2020 which recorded a foreign exchange loss of USD 129 thousand. The losses incurred were caused by the realization of a weakening exchange rate.



- » **Bagian Laba dari Ventura Bersama**  
Bagian laba dari ventura bersama adalah pembagian laba perjanjian kontraktual dimana dua atau lebih pihak menjalankan aktivitas ekonomi yang tunduk pada pengendalian Bersama.

Bagian laba dari ventura bersama tahun 2021 sebesar USD32,54 juta, meningkat USD20,24 juta atau 164,64% dibandingkan tahun 2020 sebesar USD12,30 juta. Kenaikan ini terutama disebabkan oleh kenaikan harga LPG sehingga laba dari *joint venture* PSG meningkat.

- » **Pendapatan Lain-lain, Bersih**

- » **Profit Share from Joint Venture**  
The profit share of a joint venture is a profit sharing contractual agreement under which two or more parties carry out economic activities that are subject to joint control.

The profit share from joint ventures in 2021 is USD32.54 million, an increase of USD20.24 million or 164.64% compared to 2020 of USD12.30 million. This increase was mainly due to the increase in LPG prices so that the profit from the PSG joint venture increased.

- » **Other Income, Net**

#### Kinerja Pendapatan Lain-Lain, Bersih 2020-2021 Other Income Performance, Net 2020-2021

Pendapatan Lain-Lain, Bersih Other Income, Net	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Pendapatan jasa operasi dan pemeliharaan Operating and maintenance service income	12.924	5.557	7.367	132,57	●
Pendapatan sewa Rental income	5.456	5.403	53	0,98	●
Keuntungan pelepasan aset lain-lain Gain on disposal of other assets	-	8.888	(8.888)	-	●
Lain-lain Etc	3.766	765	3.001	392,29	●
<b>Total Pendapatan Lain-Lain, Bersih Total Other Income, Net</b>	<b>22.146</b>	<b>20.613</b>	<b>1.533</b>	<b>7,44</b>	<b>●</b>

Pendapatan lain-lain, bersih tahun 2021 sebesar USD22,15 juta, meningkat USD1,53 juta atau 7,44% dibandingkan tahun 2020 sebesar USD20,61 juta. Kenaikan ini terutama disebabkan oleh naiknya pada sewa, jasa operasi dan pemeliharaan.

Other income, net in 2021 amounted to USD22.15 million, an increase of USD1.53 million or 7.44% compared to 2020 which was USD20.61 million. This increase was mainly due to an increase in rental, operating and maintenance services.

#### Beban Pajak Penghasilan

Beban pajak penghasilan adalah jumlah agregat pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini merupakan rekonsiliasi antara laba konsolidasian sebelum pajak penghasilan menurut laporan laba rugi dan pendapatan komprehensif lain konsolidasian dengan laba kena pajak. Pajak tangguhan merupakan perhitungan akibat pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas.

#### Income Tax Expense

Income tax expense is the aggregate amount of current tax and deferred tax that is taken into account in determining profit or loss for a period. Current tax is a reconciliation between consolidated profit before income tax according to the statement of profit or loss and other comprehensive income with taxable income. Deferred tax is a calculation resulting from the effect of temporary differences between the carrying amount of assets and liabilities according to the financial statements and the tax bases of assets and liabilities.

Beban pajak penghasilan tahun 2021 sebesar USD27,61 juta, turun USD2,84 juta atau 9,34% dibandingkan beban pajak penghasilan tahun 2020 sebesar USD30,46 juta. Penurunan ini terutama disebabkan adanya perubahan pola perhitungan atas aset pajak tangguhan di mana untuk tahun 2020 terbit perubahan untuk tarif PPh badan pada tahun 2022 menjadi 20% (sebelumnya sebesar 22%). Sedangkan untuk tahun 2021 terbit peraturan baru yang menyatakan bahwa tarif tidak terdapat perubahan (tetap 22%).

### Laba Tahun Berjalan

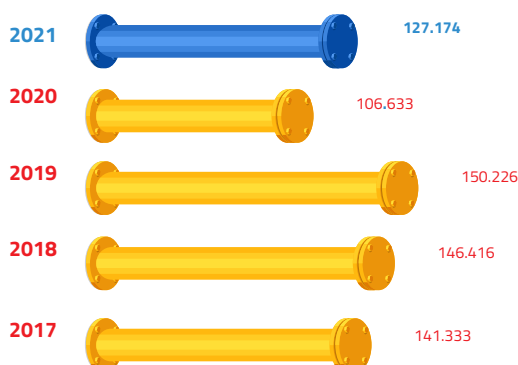
Di tahun 2021, Perusahaan mencatat laba tahun berjalan sebesar USD127,17 juta, meningkat USD20,54 juta atau 19,26% dibandingkan tahun 2020 yang mencatat laba sebesar USD106,63 juta. Kenaikan ini terutama disebabkan oleh naiknya bagian laba (rugi) dari ventura bersama dan efisiensi biaya operasi.

Income tax expense in 2021 was USD27.61 million, decreased by USD2.84 million or 9.34% compared to 2020 income tax expense of USD30.46 million. This decrease was mainly due to a change in the calculation pattern for deferred tax assets, where for 2020, a change for the corporate income tax rate in 2022 was issued to 20% (previously it was 22%). Meanwhile, for 2021, a new regulation will be issued which states that there will be no change in tariffs (still 22%).

### Profit For The Year

In 2021, the Company recorded a profit for the year of USD127.17 million, an increase of USD20.54 million or 19.26% compared to 2020 which recorded a profit of USD106.63 million. This increase was mainly due to an increase in the share of profit (loss) from joint ventures and efficiency in operating costs.

**Laba Tahun Berjalan 2017-2021 (USD-ribu)**  
Profit for the Year 2017-2021 (USD-thousand)



### Jumlah Laba Komprehensif Tahun Berjalan

Jumlah laba komprehensif tahun berjalan didapatkan dari akumulasi laba tahun berjalan dan laba komprehensif lain. Di tahun 2021, Perusahaan mencatat jumlah laba komprehensif tahun berjalan sebesar USD127,32 juta, meningkat USD20,11 juta atau 18,76% dibandingkan tahun 2020 yang mencatat laba sebesar USD107,21 juta. Kenaikan ini terutama disebabkan oleh naiknya laba bersih.

### Total Comprehensive Income for the Year

Total comprehensive income for the year is obtained from the accumulated profit for the year and other comprehensive income. In 2021, the Company recorded total comprehensive income for the year of USD127.32 million, an increase of USD20.11 million or 18.76% compared to 2020 which recorded a profit of USD107.21 million. This increase was mainly due to an increase in net profit.

### Laba per Saham

Meskipun Laporan Keuangan Perusahaan tidak menyajikan laba per saham, Perusahaan berupaya memberikan informasi tentang profitabilitas melalui informasi laba per saham dalam Laporan Tahunan. Laba bersih per saham dihitung dengan membagi laba tahun berjalan yang diatribusikan kepada entitas induk dengan jumlah lembar saham.

### Earnings per Share

Although the Company's Financial Statements do not present earnings per share, the Company strives to provide information on profitability through earnings per share information in the Annual Report. Earnings per share is calculated by dividing the profit for the year attributable to the parent company by the number of shares.



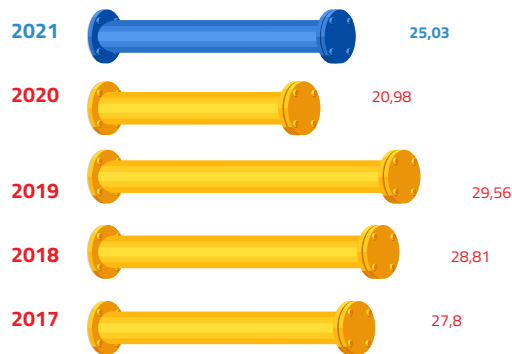
**Kinerja Laba per Saham 2020-2021**  
Earnings per Share Performance 2020-2021

Laba per Saham Earnings per Share	2021	2020	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal	Persentase Percentage (%)
Laba tahun berjalan diatribusikan kepada pemilik entitas induk (USD-ribu) Profit for the year attributable to owners of the parent entity (USD-thousand)	127.159	106.610	20.549	19,27 ●
Jumlah saham (lembar) Number of shares (sheets)	5.080.585	5.080.585	-	- -
Laba per saham (USD/lembar saham) Earnings per share (USD/share)	25,03	20,98	4,05	19,30 ●

Di tahun 2021, Perusahaan mencatat laba per saham sebesar USD25,03 per lembar saham, meningkat USD4,05 atau 19,30% dibandingkan tahun 2020 sebesar USD20,98 per lembar saham. Kenaikan ini terutama disebabkan oleh laba bersih Perusahaan.

In 2021, the Company recorded earnings per share of USD25.03 per share, an increase of USD4.05 or 19.30% compared to 2020 of USD20.98 per share. This increase was mainly due to the Company's net profit.

**Laba per Saham 2017-2021 (USD per lembar saham)**  
Earnings per Share 2017-2021 (USD per share)





## KINERJA ARUS KAS KONSOLIDASIAN

Kas dan Setara Kas di akhir tahun 2021 mencapai USD234,92 juta, mengalami peningkatan 19,18% dibandingkan Kas dan Setara Kas di akhir tahun 2020 sebesar USD197,11 juta. Pada Laju Pertumbuhan Majemuk Tahunan atau *Compound Annual Growth Rate (CAGR)* 2017-2021, Kas dan Setara Kas mengalami pertumbuhan 19,79%.

Cash and Cash Equivalents at the end of 2021 reached USD234.92 million, an increase of 19.18% compared to Cash and Cash Equivalents at the end of 2020 of USD197.11 million. At the Compound Annual Growth Rate (CAGR) 2017-2021, Cash and Cash Equivalents grew by 19.79%.

## CONSOLIDATED CASH FLOW PERFORMANCE

### Perkembangan Kas dan Setara Kas di Akhir Tahun 2017-2021 (USD-ribu)

Development of Cash and Cash Equivalents at the End of 2017-2021 (USD-thousand)



### Kinerja Arus Kas 2020-2021 Cash Flow Performance 2020-2021

Arus Kas Cash flow	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Arus Kas Dari Aktivitas Operasi Cash Flow From Operating Activities	241.842	157.499	84.343	53,55	●
Arus Kas Dari Aktivitas Investasi Cash Flow From Investing Activities	(101.785)	(116.669)	14.884	(12,76)	●
Arus Kas Dari Aktivitas Pendanaan Cash Flow From Funding Activities	(103.113)	(69.395)	(33.718)	48,59	●
Kenaikan/(Penurunan) Bersih Kas dan Setara Kas Net Increase/(Decrease) in Cash and Cash Equivalents	36.944	(28.565)	65.509	(229,33)	●
Efek Perubahan Nilai Kurs Pada Kas dan Setara Kas Effects of Exchange Rate Changes on Cash and Cash Equivalents	865	2.304	(1.439)	(62,46)	●
Kas dan Setara Kas Awal Tahun Early Year Cash and Cash Equivalents	197.115	223.376	(26.261)	(11,76)	●
Kas dan Setara Kas Akhir Tahun End of Year Cash and Cash Equivalents	234.924	197.115	37.809	19,18	●



Arus Kas memberikan gambaran tentang jumlah pemasukan dan pengeluaran Perusahaan dalam suatu periode tertentu. Kas dan Setara Kas di akhir tahun 2021 mengalami peningkatan 19,18% dibandingkan Kas dan Setara Kas di akhir tahun 2020 yang terutama disebabkan Kenaikan dari Arus Kas Operasi dan Arus Kas Investasi, sebagaimana akan dijelaskan di bawah ini.

Cash Flow provides an overview of the Company's total income and expenses in a certain period. Cash and Cash Equivalents at the end of 2021 experienced an increase of 19.18% compared to Cash and Cash Equivalents at the end of 2020 which was mainly due to the Increase in Operating Cash Flows and Investment Cash Flows, as will be explained below.

#### Arus Kas dari Aktivitas Operasi

#### Cash Flow from Operating Activities

#### Kinerja Arus Kas dari Aktivitas Operasi 2020-2021 Cash Flow Performance from Operating Activities 2020-2021

Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Penerimaan dari pelanggan Receipt from customers	591.844	519.354	72.490	13,96	●
Pembayaran kepada pemasok Payment to suppliers	(304.392)	(318.581)	14.189	(4,45)	●
Pembayaran kepada karyawan Payment to employees	(37.575)	(30.784)	(6.791)	22,06	●
Pembayaran untuk pajak penghasilan Payment for income tax	(27.558)	(26.592)	(966)	3,63	●
Penerimaan dari pengembalian pajak penghasilan Revenue from income tax returns	3.375	-	3.375	- -	
Pembayaran pajak lainnya Other tax payments	(1.733)	-	(1.733)	- -	
Penerimaan dari pengembalian pajak lainnya Receipts from other tax returns	3.378	31.352	(27.974)	(89,23)	●
Penerimaan dari penghasilan bunga Receipts from interest income	4.482	7.181	(2.699)	(37,59)	●
Pembayaran untuk beban keuangan Payment for financial expenses	(9.580)	(35.494)	25.914	(73,01)	●
Penerimaan dari aktivitas operasi lainnya Revenue from other operating activities	19.601	11.063	8.538	77,18	●
<b>Arus kas bersih yang Diperoleh dari Aktivitas Operasi Net Cash Flows Gained from Operating Activities</b>	<b>241.842</b>	<b>157.499</b>	<b>84.343</b>	<b>53,55</b>	<b>●</b>

Kas bersih yang diperoleh dari aktivitas operasi tahun 2021 sebesar USD241,84 juta, meningkat sebesar USD84,34 juta atau 53,55% dibandingkan kas bersih dari aktivitas operasi tahun 2020 sebesar USD157,50 juta. Kenaikan ini disebabkan oleh naiknya Penerimaan Pelanggan dan Penurunan Pembayaran Beban Keuangan disertai dengan Penurunan Pembayaran Pajak Lainnya.

Net cash obtained from operating activities in 2021 amounted to USD241.84 million, an increase of USD84.34 million or 53.55% compared to net cash from operating activities in 2020 of USD157.50 million. This increase was due to an increase in Customer Acceptance and a decrease in Payment of Finance Expenses accompanied by a decrease in Other Tax Payments.

## Arus Kas dari Aktivitas Investasi

## Cash Flow from Investing Activities

### Kinerja Arus Kas dari Aktivitas Investasi 2020-2021 Cash Flow Performance from Investment Activities 2020-2021

Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) The increase (decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Penambahan aset tetap Addition of fixed assets	(133.597)	(139.769)	6.172	(4,42)	●
Penerimaan piutang pinjaman dari pihak berelasi Receipt of loan receivables from related parties	2.112	-	2.112	-	-
Penerimaan dividen dan pengembalian modal dari ventura bersama Receipt of dividends and return on capital from joint ventures	29.700	23.100	6.600	28,57	●
<b>Arus kas bersih yang digunakan untuk aktivitas investasi Net cash flow used in investing activities</b>	<b>(101.785)</b>	<b>(116.669)</b>	<b>14.884</b>	<b>(12,76)</b>	<b>●</b>

Kas bersih yang digunakan untuk aktivitas investasi tahun 2021 sebesar USD101,78 juta, turun sebesar USD14,88 juta atau 12,76% dibandingkan kas bersih yang digunakan untuk aktivitas investasi tahun 2020 sebesar USD116,67 juta. Penurunan ini terutama disebabkan oleh turunnya realisasi investasi *project* berjalan dan kenaikan dari penerimaan dividen dari anak perusahaan dan *joint venture*.

Net cash used in investing activities in 2021 was USD101.78 million, decreased by USD14.88 million or 12.76% compared to net cash used for investing activities in 2020 of USD116.67 million. This decrease was mainly due to a decrease in the realization of current project investments and an increase in dividend receipts from subsidiaries and joint ventures.

## Arus Kas dari Aktivitas Pendanaan

## Cash Flow from Funding Activities

### Kinerja Arus Kas dari Aktivitas Pendanaan 2020-2021 Cash Flow Performance from Funding Activities 2020-2021

Arus Kas dari Aktivitas Pendanaan Cash Flow from Funding Activities	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Penerimaan pinjaman bank jangka panjang Acceptance of long-term bank loans	103.000	-	103.000	-	
Pembayaran pinjaman dari pemegang saham Payment of loans from shareholders	(150.812)	(35.630)	(115.182)	323,27	●
Pembayaran dividen Dividend payment	(47.985)	(25.030)	(22.955)	91,71	●
Pembayaran liabilitas sewa Payment of rental obligations	(7.316)	(8.735)	1.419	(16,24)	●
<b>Arus kas bersih yang digunakan untuk Aktivitas Pendanaan Net cash flow used for Funding Activities</b>	<b>(103.113)</b>	<b>(69.395)</b>	<b>(33.718)</b>	<b>48,59%</b>	<b>●</b>



Kas bersih yang digunakan untuk aktivitas pendanaan pada tahun 2021 sebesar USD103,11 juta, meningkat sebesar USD33,72 juta atau 48,59% dibandingkan kas bersih yang digunakan untuk aktivitas pendanaan pada 2020 sebesar USD69,39 juta. Kenaikan ini terutama disebabkan naiknya Pinjaman Bank Jangka Panjang dan Kenaikan Pembayaran Pinjaman dari Pemegang Saham.

## KEMAMPUAN PROFITABILITAS

Perusahaan memiliki beberapa rasio yang dapat memberikan gambaran tentang kemampuan menghasilkan laba atau keuntungan serta efisiensi yang dilakukan, sebagaimana akan dijelaskan di bawah ini.

Net cash used for financing activities in 2021 was USD103.11 million, an increase of USD33.72 million or 48.59% compared to net cash used for financing activities in 2020 of USD69.39 million. This increase was mainly due to an increase in Long-Term Bank Loans and an Increase in Payment of Loans from Shareholders.

## PROFITABILITY CAPABILITIES

The company has several ratios that can provide an overview of the ability to generate profits or profits as well as the efficiency carried out, as will be explained below.

**Kinerja Rasio Operasi dan Profitabilitas 2020-2021**  
Operational Ratio Performance and Profitability 2020-2021

Rasio Operasi dan Profitabilitas Operating Ratio and Profitability	2021	2020	Kenaikan (Penurunan) (Basis Poin) Increase (Decrease) (Point Base)	
Rasio Imbalan atas Aset, atau <i>Return On Asset (ROA) (%)</i> Return on Assets Ratio, or Return On Assets (ROA) (%)	5,92	5,01	0,92	●
Rasio Imbalan kepada Pemegang Saham, atau <i>Return On Equity (ROE) (%)</i> Ratio of Returns to Shareholders, or Return On Equity (ROE) (%)	8,48	7,40	1,08	●
Rasio Imbalan Investasi, atau <i>Return On Investment (ROI) (%)</i> Return on Investment Ratio, or Return On Investment (ROI) (%)	6,05	4,72	1,33	●
Marjin Laba Operasi, atau <i>Operating Profit Margin (OPM) (%)</i> Operating Profit Margin (OPM) (%)	20,17	21,41	(1,24)	●
Marjin Laba Bersih, atau <i>Net Profit Margin (NPM) (%)</i> Net Profit Margin, or Net Profit Margin (NPM) (%)	23,49	19,78	3,71	●
Perputaran Total Aset, atau <i>Total Asset Turn Over (TATO) (%)</i> Total Asset Turnover, or Total Asset Turn Over (TATO) (%)	25,32	25,70	(0,38)	●
Perputaran Persediaan, atau <i>Inventory Turn Over (%)</i> Inventory Turnover, or Inventory Turnover (%)	3,05	2,93	0,12	●

Dari rasio-rasio profitabilitas di atas, dapat terlihat bahwa terdapat kenaikan pada rasio ROA, ROE, NPM dan *Inventory Turn Over*.

## KEMAMPUAN MEMBAYAR UTANG

Kemampuan Perusahaan dalam membayar kewajibannya terlihat dari rasio likuiditas dan rasio solvabilitas.

### Likuiditas

Rasio likuiditas memberikan gambaran tentang kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya. Berikut disampaikan kinerja likuiditas Perusahaan.

From the profitability ratios above, it can be seen that there is an increase in the ratio of ROA, ROE, NPM and Inventory Turn Over.

## KEMAMPUAN MEMBAYAR UTANG

The Company's ability to pay its obligations can be seen from the liquidity ratio and solvency ratio.

### Liquidity

The liquidity ratio provides an overview of the Company's ability to meet its short-term obligations. The following is the presentation of the Company's liquidity performance.

**Kinerja Rasio Likuiditas 2020-2021**  
Liquidity Ratio Performance 2020-2021

Rasio Likuiditas Liquidity Ratio	2021	2020	Kenaikan (Penurunan) (Basis Poin) Increase (Decrease) (Point Base)	
Rasio Kas (%) Cash Ratio (%)	99,04	60,65	38,39	●
Rasio Lancar (%) Current Ratio (%)	195,13	146,32	48,81	●
Rasio Cakupan Bunga, atau <i>Time Interest Earned Ratio</i> (%) Interest Coverage Ratio, or Time Interest Earned Ratio (%)	15,48	12,17	3,31	●

Dari rasio-rasio likuiditas di atas, dapat terlihat bahwa terdapat peningkatan *cash ratio*, *current ratio* dan juga *time interest earned ratio*. Hal ini menunjukkan Perusahaan memiliki kemampuan untuk menutupi semua utang lancar dan kewajiban jangka pendek dengan menggunakan kas dan aset lancar yang dimiliki.

From the liquidity ratios above, it can be seen that there is an increase in the cash ratio, current ratio and time interest earned ratio. This shows that the Company has the ability to cover all current liabilities and short-term liabilities using its cash and current assets.

**Solvabilitas**

Rasio solvabilitas memberikan gambaran tentang kemampuan Perusahaan dalam memenuhi seluruh kewajibannya, baik kewajiban jangka pendek maupun jangka panjang. Berikut disampaikan kinerja solvabilitas Perusahaan.

**Solvency**

The solvency ratio provides an overview of the Company's ability to meet all of its obligations, both short-term and long-term. The following is the solvency performance of the Company.

**Kinerja Rasio Solvabilitas 2020-2021**  
Solvency Ratio Performance 2020-2021

Rasio Solvabilitas Solvency Ratio	2021	2020	Kenaikan (Penurunan) (Basis Poin) Increase (Decrease) (Point Base)	
Rasio Liabilitas terhadap Ekuitas atau <i>Debt to Equity Ratio</i> (DER) (%) Debt to Equity Ratio (DER) (%)	31,96	37,58	(5,62)	●
Rasio Liabilitas terhadap Aset atau <i>Debt to Asset Ratio</i> (DAR) (%) Liabilities to Assets Ratio or Debt to Asset Ratio (DAR) (%)	24,22	27,32	(3,10)	●

Dari rasio-rasio solvabilitas di atas, dapat terlihat bahwa pada tahun 2021 terdapat penurunan pada rasio DER dan DAR, hal ini disebabkan turunnya total hutang jangka panjang Perusahaan seiring dengan pelunasan utang jangka panjang Perusahaan yang telah jatuh dan tempo dan atau percepatan pelunasan pinjaman.

From the solvency ratios above, it can be seen that in 2021 there will be a decrease in the DER and DAR ratios, this is due to the decrease in the Company's total long-term debt in line with the settlement of the Company's long-term debts that have matured and are due and/or accelerated loan repayments.



## TINGKAT KOLEKTIBILITAS PIUTANG

## COLLECTIBILITY LEVEL OF RECEIVABLES

**Tingkat Kolektibilitas Piutang 2020-2021**  
Accounts Receivable Collectability Rate 2020-2021

Tingkat Kolektibilitas Piutang Accounts Receivable Collectability	2021	2020	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal	Persentase Percentage (%)	
Piutang usaha bagian lancar – pihak ketiga (USD-ribu) Current accounts receivable – third party (USD-thousand)	37.319	35.866	1.453	4,05	●
Pendapatan usaha (USD-ribu) Operating income (USD-thousand)	541.386	539.034	2.352	0,44	●
Lama Penagihan Rata-rata (hari) Average Billing Time (days)	25,16	24,29	0,87	3,58	●

Tingkat kolektibilitas merupakan tingkat kemungkinan diterimanya kembali dana yang ditanamkan dalam surat-surat berharga atau penanaman lainnya, atau dengan kata lain adalah kemampuan Perusahaan dalam menagih piutang (*collecting period*). Rasio yang digunakan adalah *Average Collection Period (ACP)*.

Semakin kecil nilai ACP, maka kemampuan Perusahaan dalam menagih piutang adalah semakin baik. ACP tahun 2021 adalah selama 25,16 hari, turun 0,87 hari dibandingkan tahun 2020 yaitu selama 24,29 hari. Kenaikan ACP terutama disebabkan adanya kenaikan pada piutang usaha bagian lancar untuk pihak ketiga.

Untuk menggambarkan kolektibilitas piutang jangka panjang Perusahaan, berikut disampaikan piutang usaha berdasarkan umurnya.

The collectibility level is the probability that the funds invested in securities or other investments will be received back, or in other words, the Company's ability to collect receivables (collecting period). The ratio used is the Average Collection Period (ACP).

The smaller the ACP value, the better the Company's ability to collect receivables. ACP in 2021 is for 25.16 days, down 0.87 days compared to 2020, which is 24.29 days. The increase in ACP was mainly due to an increase in current account receivables for third parties.

To describe the collectibility of the Company's long-term receivables, the following is a description of the trade receivables based on their age.

	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Piutang usaha berdasarkan umur Accounts receivable by age					
Belum jatuh tempo Not yet due	121.859	132.451	(10.592)	(8,00)	●
0 - 3 bulan 0 - 3 months	7.652	37.675	(30.023)	(79,69)	●
3 - 6 bulan 3 - 6 months	8.811	25.515	(16.704)	(65,47)	●
6 - 12 bulan 6 - 12 months	20.196	32.556	(12.360)	(37,97)	●

	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)		
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)	
Piutang usaha berdasarkan umur Accounts receivable by age					
> 12 bulan > 12 months	34.861	17.596	17.265	98,12	●
Jumlah piutang usaha Amount of accounts receivable	193.379	245.793	(52.414)	(21,32)	●
Provisi penurunan nilai Impairment Provision	(11.125)	(8.592)	2.533	29,48	●
Jumlah piutang usaha - bersih Total accounts receivable - net	182.254	237.201	(54.947)	23,16	●

Manajemen berkeyakinan bahwa provisi penurunan nilai cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha tersebut. Manajemen juga berkeyakinan bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang usaha.

Management believes that the provision for impairment is adequate to cover possible losses from uncollectible trade receivables. Management also believes that there is no significant concentration of credit risk on trade receivables.

## STRUKTUR MODAL DAN KEBIJAKANNYA

### Kebijakan Struktur Modal

Kebijakan Direksi adalah untuk mempertahankan basis modal yang kuat untuk menjaga keyakinan pemegang saham, kreditor, dan pasar, dan untuk mempertahankan perkembangan bisnis di masa yang akan datang. Modal terdiri dari modal saham biasa, saldo laba, dan kepentingan non-pengendali. Direksi memonitor tingkat pengembalian modal dan tingkat dividen yang dibagikan.

Manajemen memantau modal dengan menggunakan beberapa ukuran leverage keuangan, terutama untuk rasio utang terhadap ekuitas.

## CAPITAL STRUCTURE AND POLICY

### Capital Structure Policy

The policy of the Board of Directors is to maintain a strong capital base to maintain the confidence of shareholders, creditors and the market, and to sustain future business developments. Capital consists of ordinary share capital, retained earnings, and non-controlling interests. The Board of Directors monitors the rate of return on capital and the level of dividends distributed.

Management monitors capital using several measures of financial leverage, particularly the debt-to-equity ratio.





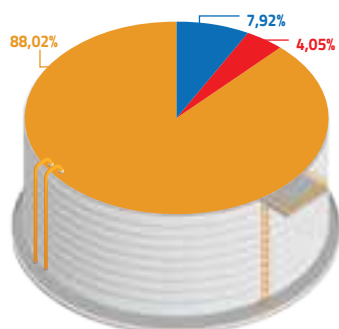
## Komposisi Struktur Modal

## Composition of Capital Structure

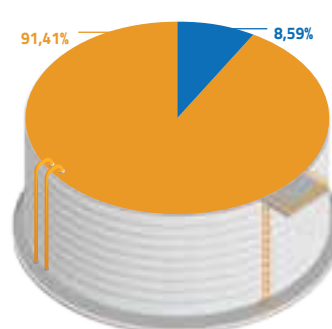
### Struktur Modal dan Komposisinya Capital Structure and Composition

Keterangan Information	2021		2020		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Amount	Kontribusi Contribution (%)	Jumlah Amount	Kontribusi Contribution (%)	Nominal	Persentase Percentage (%)
	(1)		(2)		(3=1-2)	(3/2)
Bagian lancar atas pinjaman jangka panjang (USD-ribu) Current share of long-term loans (USD-thousand)	-	-	71.261	4,05	(71.261)	-
Pinjaman jangka panjang setelah dikurangi bagian lancar (USD-ribu) Long-term loan after deducting current share (USD-thousand)	153.000	8,59	139.316	7,92	13.684	9,82
Total pinjaman (USD-ribu) Total loan (USD-thousand)	153.000	8,59	210.577	11,98	(57.577)	(27,34)
Total ekuitas (USD-ribu) Total equity (USD-thousand)	1.627.213	91,41	1.547.808	88,02	79.405	5,13
Jumlah struktur modal (USD-ribu) Total capital structure (USD-thousand)	1.780.213	100,00	1.758.385	100,00	21.828	1,24
Rasio utang terhadap ekuitas (kali) Debt to equity ratio (times)	0,09		0,14		(0,04)	

2020



2021



■ Bagian Lancar atas pinjaman jangka panjang  
Current share of long-term loans

■ Ekuitas/Modal  
Equity/Capital

■ Pinjaman jangka panjang setelah dikurangi bagian lancar  
Long-term loan after deducting current share

Manajemen memilih struktur modal di atas dengan dasar mempertahankan basis modal yang kuat untuk menjaga keyakinan investor, kreditur, dan pasar, dan untuk mempertahankan perkembangan bisnis yang berkelanjutan. Modal terdiri dari modal saham biasa, saldo laba, dan kepentingan non-pengendali. Direksi memonitor tingkat pengembalian modal dan tingkat dividen yang dibagikan. Direksi berusaha

Management chose the above capital structure on the basis of maintaining a strong capital base to maintain investor, creditor and market confidence, and to maintain sustainable business development. Capital consists of ordinary share capital, retained earnings, and non-controlling interests. The Board of Directors monitors the rate of return on capital and the level of dividends distributed. The Board of Directors strives to balance between

mempertahankan antara laba lebih tinggi yang mungkin tercapai dengan tingkat pinjaman yang lebih tinggi dan manfaat serta jaminan yang diberikan oleh posisi modal yang sehat.

## IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Ikatan yang material untuk investasi barang modal yang dilakukan Perusahaan tahun 2021 namun bukan bersifat pendanaan dapat dirinci sebagai berikut:

the higher profits that might be achieved with higher borrowing rates and the benefits and guarantees provided by a healthy capital position.

## MATERIAL BOND FOR CAPITAL EXPENDITURE

Material commitments for Capital Expenditures made by the Company in 2021 but not of a funding nature can be detailed as follows:

**Ikatan Yang Material untuk Investasi Barang Modal**  
Material Bonds for Capital Expenditure

No	Investasi Investment	Tujuan Destination	Sumber Dana Source of funds	Nilai Investasi Investment Value	Langkah-langkah yang Direncanakan Perusahaan untuk Melindungi Risiko dari Posisi Mata Uang Asing yang Terkait Measures Planned by the Company to Protect the Risks of the Relevant Foreign Currency Position
1	Proyek Pipa Gas Ruas Gresik – Semarang Gresik - Semarang Gas Pipeline Project	Membangun infrastruktur gas yang menghubungkan wilayah Jawa Timur dan Jawa Tengah demi memastikan meratanya suplai gas di wilayah tersebut Build gas infrastructure that connects East Java and Central Java to ensure an even supply of gas in the region	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD515,66 juta USD515.66 million	Menerapkan sebagian kontrak dengan menggunakan mata uang Rupiah Implementing a part of the contract using the Rupiah currency
2	Proyek Pipa Senipah Balikpapan Senipah Pipeline Project	Pembangunan pipa gas bumi untuk menyalurkan gas bumi dari KKKS Mahakam ke RU V Balikpapan dengan status pipa untuk kepentingan sendiri kilang. Construction of a natural gas pipeline to distribute natural gas from the Mahakam KKKS to RU V Balikpapan with the status of a pipeline for the benefit of the refinery itself.	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD94,40 juta USD94.40 million	Menerapkan kontrak dengan menggunakan mata uang Rupiah Implementing contracts using Rupiah currency
3	Pemanfaatan Gas Lapangan ADK ADK Field Gas Utilization	Peningkatan pendapatan Perusahaan dan afiliasinya dari pengembangan bisnis CNG di Area Jawa Tengah Increased revenue of the Company and its affiliates from developing the CNG business in the Central Java Area	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD2,23 Juta USD2.23 Million	Menerapkan kontrak dengan menggunakan mata uang Rupiah Implementing contracts using Rupiah currency
4	Infrastruktur LNG Retail Implementing contracts using Rupiah currency	Pembangunan Fasilitas Pengisian LNG Di Cargodock PT Badak Bontang Kaltim Construction of LNG Filling Facilities at PT Badak Bontang Cargodock Kaltim	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD4,93 juta USD4.93 million	Menerapkan kontrak dengan menggunakan mata uang Rupiah Implementing contracts using Rupiah currency



### Ikatan Yang Material untuk Investasi Barang Modal Material Bonds for Capital Expenditure

No	Investasi Investment	Tujuan Destination	Sumber Dana Source of funds	Nilai Investasi Investment Value	Langkah-langkah yang Direncanakan Perusahaan untuk Melindungi Risiko dari Posisi Mata Uang Asing yang Terkait Measures Planned by the Company to Protect the Risks of the Relevant Foreign Currency Position
5	Infrastruktur Distribusi Jawa Java Distribution Infrastructure	Membangun pipa distribusi di area Cikarang Building a distribution pipeline in the Cikarang area	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD4,85 Juta USD4.85 Million	Menerapkan kontrak dengan menggunakan mata uang Rupiah Implementing contracts using Rupiah currency
6	Pembangunan Pipa Minyak Mentah Koridor Minas - Duri-Dumai dan Koridor Balam - Bangko - Dumai Construction of the Minas - Duri-Dumai Corridor Crude Oil Pipeline and the Balam - Bangko - Dumai Corridor	Membangun pipa minyak mentah dari blok Rokan ke area Dumai dalam memenuhi kebutuhan PT Pertamina Hulu Rokan Build a crude oil pipeline from the Rokan block to the Dumai area to meet the needs of PT Pertamina Hulu Rokan	1. Modal usaha PT Pertamina Gas 2. Pinjaman dari pemegang saham 1. Working capital of PT Pertamina Gas 2. Borrowing from shareholders	USD225,47 Juta USD225.47 Million	Menerapkan kontrak dengan menggunakan mata uang Rupiah Implementing contracts using Rupiah currency

### REALISASI INVESTASI BARANG MODAL

Selama tahun 2021, Perusahaan telah merealisasikan investasi sebesar USD117,75 miliar, dengan rincian sebagai berikut.

### CAPITAL EXPENDITURE REALIZATION

During 2021, the Company has realized an investment of USD117.75 billion, with details as follows.

Bentuk Investasi Investment Form	Tujuan Destination	Realisasi 2021 (USD-ribu) 2021 Realization (USD-thousand)
Pembangunan Pipa Gresik-Semarang Gresik-Semarang Pipeline Construction	Membangun infrastruktur gas yang menghubungkan wilayah Jawa Timur dan Jawa Tengah demi memastikan meratanya suplai gas di wilayah tersebut Build gas infrastructure that connects East Java and Central Java to ensure an even supply of gas in the region	8.968
Pembangunan Pipa Minyak Mentah Koridor Minas - Duri-Dumai dan Koridor Balam - Bangko - Dumai Construction of the Minas - Duri-Dumai Corridor Crude Oil Pipeline and the Balam - Bangko - Dumai Corridor	Membangun pipa minyak mentah dari blok Rokan ke area Dumai dalam memenuhi kebutuhan PT Pertamina Hulu Rokan Build a crude oil pipeline from the Rokan block to the Dumai area to meet the needs of PT Pertamina Hulu Rokan	103.753
Proyek Pipa Senipah Balikpapan	Pembangunan pipa gas bumi untuk menyalurkan gas bumi dari KKKS Mahakam ke RU V Balikpapan dengan status pipa untuk kepentingan sendiri kilang. Construction of a natural gas pipeline to distribute natural gas from the Mahakam KKKS to RU V Balikpapan with the status of a pipeline for the benefit of the refinery itself.	289

Bentuk Investasi Investment Form	Tujuan Destination	Realisasi 2021 (USD-ribu) 2021 Realization (USD-thousand)
Infrastruktur Distribusi Jawa Java Distribution Infrastructure	Membangun pipa distribusi di area Cikarang Building a distribution pipeline in the Cikarang area	925
Infrastruktur LNG Retail Retail LNG Infrastructure	Pembangunan Fasilitas Pengisian LNG Di Cargodock PT Badak Bontang Kaltim Construction of LNG Filling Facilities at PT Badak Bontang Cargodock Kaltim	2.248
Pemanfaatan Gas Lapangan ADK ADK Field Gas Utilization	Peningkatan pendapatan Perusahaan dan afiliasinya dari pengembangan bisnis CNG di Area Jawa Tengah Increased revenue of the Company and its affiliates from developing the CNG business in the Central Java Area	1.566
Jumlah total		117.749

**Realisasi Investasi Barang Modal 2020-2021**  
Realization of Capital Expenditure 2020-2021

	2021 (USD-ribu) (USD-thousand)	2020 (USD-ribu) (USD-thousand)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (USD-ribu) (USD-thousand)	Persentase Percentage (%)
Realisasi Investasi Barang Modal Realization of Capital Expenditure	117.749	128.635	10.886	8% ●

Realisasi Investasi Barang Modal tahun 2021 mengalami penurunan dibandingkan tahun 2020. Hal ini terjadi terutama karena telah selesainya pembangunan infrastruktur distribusi Sumatera (*carry over* 2018).

Realization of Capital Expenditure in 2021 has decreased compared to 2020. This happened mainly due to the completion of the Sumatra distribution infrastructure development (*carry over* 2018).

**INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN**

**MATERIAL INFORMATION AND FACTS THAT HAPPENED AFTER THE ACCOUNTANT'S REPORT DATE**

Tidak terdapat informasi dan fakta material yang terjadi antara periode setelah tanggal laporan akuntan per tanggal 7 Maret 2022 sampai dengan disahkannya laporan tahunan ini per tanggal 13 April 2022.

There is no material information and facts that occurred between the period after the date of the accountant's report as of March 7, 2022 until the ratification of this annual report as of April 13, 2022.

**PENCAPAIAN TARGET TAHUN 2021**

**ACHIEVEMENT OF THE TARGET IN 2021**

**Asumsi-asumsi yang Digunakan serta Proses Perumusan Target Tahun 2021**

**Assumptions Used and Process for Formulation of Targets for 2021**

Dasar-dasar penyusunan RKAP 2021 adalah sebagai berikut:

The basics of preparing the 2021 RKAP are as follows:

- Harga minyak mentah: USD 45 per barrel;
- Harga LPG: USD 350/metrik ton;
- Nilai Tukar Rupiah terhadap dollar Amerika sebesar USD 1 = Rp14.600.

- Crude oil price: USD 45 per barrel;
- LPG price: USD 350/metric tons;
- The exchange rate of the Rupiah against the US dollar is USD 1 = Rp. 14,600.



Sehubungan dengan kondisi perekonomian global yang belum pulih sebagai dampak pandemi COVID-19 dan menindak lanjuti arahan dari  *Holding* dan  *Subholding* Gas, terdapat perubahan untuk asumsi-asumsi yang digunakan menjadi:

1. Harga minyak mentah: USD 65,43 per barrel;
2. Harga LPG: USD 515/metrik ton;
3. Nilai Tukar Rupiah terhadap dollar Amerika sebesar USD 1 = Rp14.238.

In connection with global economic conditions that have not yet recovered as a result of the COVID-19 pandemic and following up on the directives of  *Subholding* Gas, there are changes to the assumptions used to become:

1. Crude oil price: USD 65.43 per barrel;
2. LPG price: USD 350/metric tons;
3. The exchange rate of the Rupiah against the US dollar is USD 1 = Rp14,238.

### Kinerja Pencapaian Target Tahun 2021

### Performance of Achieving Targets in 2021

#### Perbandingan Realisasi dan Target Tahun 2021 Comparison of Realization and Target in 2021

Perbandingan Realisasi dan Target Comparison of Realization and Target	Realisasi 2021 Realization	Target 2021	Pencapaian Realisasi Terhadap Target 2021 Realization Against the 2021 Target (%)
	1	2	(1:2)
<b>Produksi dan Pemasaran Production and Marketing</b>			
Transportasi Gas (MMCF) Gas Transportation (MMCF)	486.040	481.957	100,86 ●
Niaga Gas (BBTU) Gas Trading (BBTU)	28.905	28.387	101,82 ●
Transportasi Minyak (Barrel) Oil Transportation (Barrel)	3.542.846	11.283.270	31,40 ●
<b>Pemrosesan Gas Gas Processing</b>			
Produksi LPG (Ton) LPG Production (Tons)	169.143	167.720	100,85 ●
Regasifikasi LNG (BBTU) LNG Regasification (BBTU)	32.293	35.338	91,38 ●
<b>Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit (Loss) and Other Comprehensive Income</b>			
Pendapatan Usaha (USD-ribu) Operating Income (USD-thousand)	541.386	572.644	94,54 ●
Beban Pokok Pendapatan (USD-ribu) Cost of Revenue (USD-thousand)	(390.479)	(414.192)	94,27 ●
Beban Administrasi dan Umum Administration and General Expenses	(38.858)	(40.934)	94,93 ●
Pendapatan Lain-lain (USD-ribu) Other Income (USD-thousand)	22.146	22.763	97,29 ●
Laba Tahun Berjalan (USD-ribu) Profit for the Year (USD-thousand)	127.174	116.271	109,38 ●
<b>Struktur Modal Capital Structure</b>			
Rasio utang terhadap ekuitas (kali) Debt to equity ratio (times)	0,09	0,18	50,00 ●
<b>Pengelolaan SDM HR Management</b>			

**Perbandingan Realisasi dan Target Tahun 2021**  
Comparison of Realization and Target in 2021

Perbandingan Realisasi dan Target Comparison of Realization and Target	Realisasi 2021 Realization	Target 2021	Pencapaian Realisasi Terhadap Target 2021 Realization Against the 2021 Target (%)
	1	2	(1:2)
Jumlah Karyawan (orang) Number of Employees (person)	441	475	92,84 -
Investasi SDM untuk Pelatihan dan Pendidikan (Rp ribu) HR Investment for Training and Education (Rp thousand)	2.744.450	2.880.000	95,29 ●

- » **Produksi dan Pemasaran**  
Secara umum, target tahun 2021 mampu dicapai dengan cukup baik, dengan rincian pencapaian sebagai berikut:
  - **Transportasi Gas**  
Pencapaian realisasi Transportasi Gas sebesar 100,86% dari RKAP 2021 merupakan di antaranya karena:
    - » Dampak *Strategic Offering* untuk mengatasi kondisi penurunan penyaluran di beberapa konsumen,
    - » Optimalisasi dan pengaturan operasional penyaluran gas (*sinkronisasi jadwal turn around, linepack management*, dan koordinasi pemenuhan *un-met demand*),
    - » kenaikan pengaliran PUSRI pasca masuknya gas Medco, dan
    - » realisasi MK-MT dengan rata-rata 18,7 MMSCFD (116% RKAP),
    - » Meskipun masih terdampak kondisi *merit order* kelistrikan di NSA dan penurunan serapan PKG.
  - **Niaga Gas**  
Pencapaian realisasi Niaga Gas sebesar 101,82% dari RKAP 2021 di antaranya karena:
    - » realisasi penyerapan yang stabil dari Polytama, RU VI Balongan, dan BOB Siak, dan
    - » adanya PT Reethau Cipta Energi (RCE) sebagai konsumen baru,
 Meskipun terjadi *shortage* gas di Jatim dan penurunan suplai gas dari PTGN ke PIM.
  - **Transportasi Minyak**  
Pencapaian realisasi Transportasi Minyak sebesar 31,40% dari RKAP 2021 sehubungan dengan pergeseran realisasi pengaliran minyak Pipa Rokan menjadi tahun 2022, meskipun terdapat penambahan pengaliran dari SRMD dan Jindi.
  - **Pemrosesan Gas**
    - » **Produksi LPG**  
Pencapaian Pemrosesan Gas sebesar 100,85% dari RKAP 2021 sehubungan dengan upaya maintain *feed gas* untuk kilang LPG PSG .
- » **Production and Marketing**  
In general, the 2021 target was able to be achieved quite well, with details of the achievements as follows:
  - **Gas Transportation**  
The achievement of gas transportation realization of 100.86% of the 2021 RKAP is among others due to:
    - » Impact of Strategic Offering to overcome the condition of declining distribution in some consumers,
    - » Optimization and regulation of gas distribution operations (*synchronization of turnaround schedules, linepack management, and coordination of un-met demand fulfillment*),
    - » increase in PUSRI flow after the entry of Medco gas, and
    - » realization of MK-MT with an average of 18.7 MMSCFD (116% RKAP),
    - » Even though it is still affected by the condition of the electrical merit order at the NSA and the decrease in PKG absorption.
  - **Gas Commerce**  
The achievement of Gas Trading realization of 101.82% of the 2021 RKAP is due to:
    - » realization of stable absorption from Polytama, RU VI Balongan, and BOB Siak, and
    - » the existence of PT Reethau Cipta Energi (RCE) as a new consumer,
 Even though there is a gas shortage in East Java and a decrease in gas supply from PTGN to PIM.
  - **Oil Transport**  
Achievement of realization of Oil Transportation of 31.40% from RKAP 2021 in connection with the shift in realization of oil flow from the Rokan Pipe to 2022, although there are additional flows from SRMD and Jindi.
  - **Gas Processing**
    - » **LPG production**  
Gas Processing Achievement of 100.85% of RKAP 2021 in connection with efforts to maintain feed gas for the PSG LPG refinery.



Pencapaian di bawah target untuk LPG MKS akibat penurunan *feed gas* hulu dan dilakukan upaya peningkatan *feed gas* melalui pembangunan *jumperline* pasokan gas dari PHE WMO.

» Regasifikasi LNG

Pencapaian realisasi Regasifikasi sebesar 91,38% dari RKAP 2021 karena:

- penurunan penggunaan gas hasil regasifikasi akibat merit order kelistrikan, dan
- prioritas alokasi LNG yang berdampak pada mundurnya penggunaan gas oleh PIM.

» Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian  
Pencapaian Laba (Rugi) tahun 2021 dapat dijabarkan sebagai berikut:

- Pendapatan Usaha tercapai sebesar USD541,38 juta atau 5% di bawah target tahun 2021 sehubungan dengan belum *onstream*-nya Proyek Pipa Minyak Rokan yang sudah diasumsikan terealisasi pada Oktober 2021;
- Beban Pokok Pendapatan tercapai sebesar USD390,48 juta atau 6% dibawah target tahun 2021 seiring dengan tidak tercapainya pendapatan usaha;
- Beban Administrasi & Umum tercapai USD38,86 juta atau 5% di bawah target tahun 2021 karena adanya optimasi biaya;
- Pendapatan Lain-lain tercapai sebesar USD19,30 juta atau 15% di bawah target tahun 2021 sehubungan dengan belum terealisasinya pendapatan SOP PLN;
- Laba Bersih tercapai USD127,17 Juta atau 109% di atas target tahun 2021 karena adanya optimasi biaya dan juga kontribusi realisasi laba PSG dan PDG di atas target tahun 2021.

» Posisi Keuangan/Struktur Modal

Posisi Keuangan untuk pencapaian target tahun 2021 dapat dijabarkan sebagai berikut:

- Total Aset pada akhir 2021 tercatat sebesar USD2,15 miliar atau 2% di bawah target tahun 2021, hal ini disebabkan karena aset tidak lancar tercapai 98% sehubungan dengan realisasi investasi sebesar 80,37%;
- Total Liabilitas dan Ekuitas pada akhir 2021 tercatat sebesar USD2,15 miliar atau 2% dibawah target, hal ini disebabkan karena percepatan pelunasan pinjaman jangka panjang, sehingga porsi *current* SHL di akhir tahun sudah tidak ada.

» Pengelolaan Sumber Daya Manusia

Pencapaian target jumlah karyawan tahun 2021 sedikit di bawah target, hal ini disebabkan oleh tidak terealisasinya penambahan pekerja perbantuan dari Perusahaan lain (Pertamina Hulu Rokan/Ex-PT Chevron Pacific Indonesia dan Transportasi Gas Indonesia), serta moratorium rekrutmen pekerja *experience hired* di Sub Holding Gas.

The achievement was below the target for MKS LPG due to a decrease in upstream gas feed and efforts to increase gas feed through the construction of a gas supply jumperline from PHE WMO.

» LNG regasification

The achievement of Regasification realization is 91.38% of the 2021 RKAP because:

- decrease in the use of gas as a result of regasification due to electrical merit orders, and
- the prioritization of LNG allocation which has an impact on the withdrawal of PIM's use of gas.

» Consolidated Profit (Loss) and Other Comprehensive Income  
Achievement of Profit (Loss) in 2021 can be described as follows:

- Operating Revenues reached USD541.38 million or 5% below the 2021 target due to the non-onstream Rokan Oil Pipeline Project which is assumed to be realized in October 2021;
- Cost of Revenue reached USD390.48 million or 6% below the 2021 target in line with the non-achievement of operating income;
- General & Administration Expenses reached USD38.86 million or 5% below the 2021 target due to cost optimization;
- Other Income reached USD19.30 million or 15% below the 2021 target due to the unrealized PLN SOP revenue;
- Net profit reached USD127.17 million or 109% above the 2021 target due to cost optimization and also the contribution of PSG and PDG profit realization above the 2021 target.

» Financial Position/Capital Structure

The Financial Position for achieving the 2021 target can be described as follows:

- Total Assets at the end of 2021 was recorded at USD2.15 billion or 2% below the 2021 target, this was because non-current assets were reached 98% regarding to investment realization of 80.37%;
- Total Liabilities and Equity at the end of 2021 was recorded at USD2.15 billion or 2% below the target, this was due to the acceleration of long-term loan repayments, so that the current SHL portion at the end of the year was no longer available.

» Human Resource Management

The achievement of the target number of employees in 2021 is slightly below the target, this is due to the unrealized addition of additional workers from other companies (Pertamina Hulu Rokan/Ex-PT Chevron Pacific Indonesia and Indonesian Gas Transportation), as well as a moratorium on the recruitment of *experience hired* workers at Sub Holding Gas.



Realisasi 95,29% investasi kegiatan diklat di tahun 2021 disebabkan karena adanya pengalihan dan pemotongan terhadap anggaran yang direncanakan sebelumnya, untuk mendukung upaya efisiensi.

## PROSPEK USAHA DAN PROYEKSI KINERJA TAHUN 2022

### PROSPEK USAHA TAHUN 2022

Dengan berbagai langkah strategis di tahun 2021 dan akan dilanjutkan di tahun selanjutnya, Perusahaan ingin memastikan semakin kokohnya landasan pertumbuhan usaha yang berkelanjutan di masa mendatang serta memastikan capainya visi Perusahaan. Usaha transportasi gas bumi masih menjadi bisnis utama Perusahaan yang kemudian disusul oleh niaga gas bumi dan transportasi minyak dan upaya pengembangan usaha oleh entitas anak dan *Join Venture*.

Potensi pengembangan pada lini usaha transportasi gas didapatkan dengan membangun jaringan pipa distribusi baru yang terkoneksi dengan pipa transmisi milik Pertamina Gas. Pada tahun 2021 Perusahaan telah menyelesaikan pembangunan pipa transmisi Gresik Semarang sepanjang Pipa Gresem sepanjang 275 km dengan diameter 28 inch dan desain kapasitas penyaluran gas 330 juta standar kaki kubik per hari (MMSCFD) gas distribusi untuk pemenuhan kebutuhan energi untuk industri, pupuk, dan kelistrikan. Pengembangan infrastruktur transportasi gas juga dilakukan dalam rangka mendukung kebutuhan kilang Pertamina seperti kilang di Balikpapan. Atas komitmen tersebut, Perusahaan sudah bersiap untuk membangun pipa dari Senipah ke Balikpapan. Tidak hanya itu, kepemilikan infrastruktur pipa transmisi gas sangat mendukung Pertamina Gas dalam mengelola integrasi bisnis gas di Sumatera Utara dan peninjauan integrasi infrastruktur pipa dengan PGN beserta pengelolaan operasional untuk mendukung kebutuhan kilang Pertamina dan industri lainnya.

Kedepannya Perusahaan terus akan mengembangkan integrasi bisnis transportasi gas dan niaga gas. Potensi pengembangan bisnis terbesar Pertamina Gas di tahun 2021 adalah dari lini usaha transportasi minyak. Di tahun 2021 Perusahaan telah menyelesaikan pembangunan infrastruktur pipa transmisi minyak mentah koridor Minas-Duri-Dumai dan koridor Balam-Bangko-Dumai sepanjang 367 KM atau pipa minyak Rokan.

Pembangunan pipa minyak Rokan yang telah dimulai sejak September 2020 telah mulai melakukan penyaluran parsial pada akhir Januari 2022. Infrastruktur tersebut dibangun guna mendukung penyaluran minyak mentah dari produksi Blok Rokan yang dikelola oleh Pertamina Hulu Rokan. Pengalaman Perusahaan dalam mengelola bisnis dan operasional pipa minyak Tempino-Plaju sebelumnya menjadi kunci penting dalam bisnis transportasi minyak mendatang.

The realization of 95.29% investment in education and training activities in 2021 was due to the transfer and cuts to the previously planned budget, to support efficiency efforts.

## BUSINESS OUTLOOK AND PERFORMANCE PROJECTIONS IN 2022

### BUSINESS OUTLOOK IN 2022

With various strategic steps in 2021 and will be continued in the following year, the Company wants to ensure a solid foundation for sustainable business growth in the future and ensure the achievement of the Company's vision. The natural gas transportation business is still the Company's main business, which is then followed by natural gas trading and oil transportation and business development efforts by subsidiaries and Joint Ventures.

The potential for development in the gas transportation business line is obtained by building a new distribution pipeline network that is connected to the transmission pipeline belonging to Pertamina Gas. In 2021 the Company has completed the construction of the Gresik Semarang transmission pipeline along the 275 km Gresem Pipeline with a diameter of 28 inches and a gas distribution capacity design of 330 million standard cubic feet per day (MMSCFD) for gas distribution to meet energy needs for industry, fertilizer, and electricity. The development of gas transportation infrastructure is also carried out in order to support the needs of Pertamina refineries such as the refinery in Balikpapan. With this commitment, the Company is ready to build a pipeline from Senipah to Balikpapan. Not only that, ownership of gas transmission pipeline infrastructure greatly supports Pertamina Gas in managing the integration of the gas business in North Sumatra and exploring the integration of pipeline infrastructure with PGN as well as operational management to support the needs of Pertamina's refineries and other industries.

In the future, the Company will continue to develop the integration of gas transportation and gas trading businesses. Pertamina Gas' biggest business development potential in 2021 is from the oil transportation business line. In 2021 the Company has completed the construction of the Minas-Duri-Dumai corridor crude oil transmission pipeline infrastructure and the 367 KM Balam-Bangko-Dumai corridor or the Rokan oil pipeline.

The construction of the Rokan oil pipeline, which has started since September 2020, has begun partial distribution at the end of January 2022. The infrastructure is built to support the distribution of crude oil from the production of the Rokan Block which is managed by Pertamina Hulu Rokan. The Company's experience in managing the Tempino-Plaju oil pipeline business and operations previously became an important key in the future oil transportation business.



Entitas anak Perusahaan juga tidak berhenti berinovasi dalam mengembangkan bisnisnya. Melalui PT Perta Daya Gas, pembangunan infrastruktur pipa juga dilakukan guna mendukung ketersediaan gas untuk pembangkit PLTMG Sorong yang dikelola oleh PT Indonesia Power sebagai *strategic partner* Perusahaan. Infrastruktur pipa tersebut dibangun sepanjang 3,7 KM dan telah selesai pada Januari 2021. Melalui Perta Arun Gas, Pertamina telah memulai bisnis LNG Hub sebagai upaya utilisasi asset dan di tahun 2022 ini direncanakan ekspansi LNG Hub melalui reaktifasi Tanki 4 sehingga mampu mendukung pengembangan usaha PAG dalam bisnis *storage* dan Hub LNG.

#### Tantangan utama di tahun 2022

1. Potensi penurunan Tarif *Toll Fee* beberapa ruas pipa gas;
2. Strategi untuk mensuplai konsumen di Jawa Tengah;
3. Strategi terkait regulasi dan koordinasi dengan Pemerintah;
  - a. Peraturan Menteri ESDM No. 06 Tahun 2016 tentang alokasi gas dimana beberapa industri dapat membeli langsung ke hulu;
  - b. Peraturan Menteri ESDM No. 40 tahun 2016 tentang penetapan harga gas bumi;
  - c. Peraturan Menteri ESDM No. 58 Tahun 2017 tentang pembatasan margin niaga dan imbal hasil investasi pipa;
  - d. Peraturan Menteri ESDM No. 4 Tahun 2018 tentang Pengusahaan Gas Bumi pada Kegiatan Usaha Hilir Minyak dan Gas Bumi yang juga mengatur mengenai Wilayah Jaringan Distribusi (WJD) dan Wilayah Niaga Tertentu (WNT);
  - e. Kepmen ESDM No. 89K/10/MEM/2020 tentang Pengguna dan Harga Gas Bumi Tertentu di Bidang Industri;
  - f. Kepmen ESDM No. 91K/12/MEM/2020 tentang Harga Gas Bumi di Pembangkit Tenaga Listrik;
  - g. Kepmen ESDM No. 34K/16/MEM/2020 tentang Penetapan Alokasi dan Pemanfaatan Gas Bumi untuk Penyediaan Tenaga Listrik PLN;
  - h. Kepmen ESDM No. 118.K/MG.04/MEM.M/2021 tentang Harga Gas Bumi Tertentu di Pembangkit Tenaga Listrik;
  - i. Kepmen ESDM No. 134.K/HK.02/MEM.M/2021 tentang Pengguna dan Harga Gas Bumi Tertentu di Bidang Industri;
  - j. Peraturan Pemerintah No. 48 Tahun 2019 vs Peraturan Pemerintah No. 01 Tahun 2006 tentang Besaran dan Penggunaan Iuran Badan Usaha dalam Kegiatan Usaha Penyediaan dan Pendistribusian Bahan Bakar Minyak dan Pengangkutan Gas Bumi melalui Pipa.

The subsidiaries also do not stop innovating in developing their business. Through PT Perta Daya Gas, pipeline infrastructure development is also carried out to support the availability of gas for the PLTMG Sorong plant which is managed by PT Indonesia Power as the Company's strategic partner. The pipeline infrastructure was built for 3.7 KM and was completed in January 2021. Through Perta Arun Gas, Pertamina has started the LNG Hub business as an effort to utilize assets and in 2022 it is planned to expand the LNG Hub through the reactivation of Tank 4 so that it can support the development of PAG business, in the storage business and LNG Hub.

#### The main challenges in 2022

1. Potential reduction in Toll Fee Tariffs for several gas pipeline segments;
2. Strategy to supply consumers in Central Java;
3. Strategies related to regulation and coordination with the Government;
  - a. Regulation of the Minister of Energy and Mineral Resources No. 06 of 2016 concerning gas allocation where several industries can buy directly upstream;
  - b. Regulation of the Minister of Energy and Mineral Resources No. 40 of 2016 concerning the determination of natural gas prices;
  - c. Regulation of the Minister of Energy and Mineral Resources No. 58 of 2017 concerning restrictions on trading margins and pipe investment returns;
  - d. Regulation of the Minister of Energy and Mineral Resources No. 4 of 2018 concerning Natural Gas Concession in Oil and Gas Downstream Business Activities which also regulates Distribution Network Areas (WJD) and Certain Commercial Areas (WNT);
  - e. Ministry of Energy and Mineral Resources Decree No. 89K/10/MEM/2020 concerning Users and Prices of Certain Natural Gas in the Industrial Sector;
  - f. Ministry of Energy and Mineral Resources Decree No. 91K/12/MEM/2020 concerning Natural Gas Prices in Power Plants;
  - g. Ministry of Energy and Mineral Resources Decree No. 34K/16/MEM/2020 concerning Determination of Allocation and Utilization of Natural Gas for PLN's Electricity Supply;
  - h. Ministry of Energy and Mineral Resources Decree No. 118.K/MG.04/MEM.M/2021 concerning Prices of Certain Natural Gas in Power Plants;
  - i. Ministry of Energy and Mineral Resources Decree No. 134.K/HK.02/MEM.M/2021 concerning Users and Prices of Certain Natural Gas in the Industrial Sector;
  - j. Government Regulation no. 48 of 2019 vs. Government Regulation No. 01 of 2006 concerning Amount and Use of Business Entity Contribution in Business Activities of Supply and Distribution of Oil Fuel and Transportation of Natural Gas through Pipes.

## RENCANA STRATEGIS DAN PROYEKSI KINERJA TAHUN 2022

Perusahaan telah menyiapkan sejumlah langkah strategis untuk menangkap peluang bisnis dan mengembangkan usaha di seluruh rantai bisnis gas bumi di Indonesia. Sebagai bagian dari *Subholding Gas*, maka ke depan PT Pertamina Gas akan memperkuat bisnis inti di bidang infrastruktur gas bumi. Sejumlah inisiatif untuk menguasai pasar gas bumi telah dicanangkan, bukan hanya memperkuat pangsa pasar di Jawa dan Sumatera tapi membuka pasar di kawasan Indonesia timur.

Dalam menyusun proyeksi kinerja tahun 2022, Perusahaan menggunakan asumsi-asumsi sebagai berikut:

1. Harga minyak mentah: USD63 per barrel;
2. Harga LPG: USD525/ton;
3. Nilai Tukar Rupiah terhadap dollar Amerika sebesar USD 1 = Rp14.350.

Berikut disampaikan proyeksi kinerja Perusahaan tahun 2022 dan perbandingannya terhadap realisasi tahun 2021.

## STRATEGIC PLAN AND PERFORMANCE PROJECTION FOR 2022

The company has prepared a number of strategic steps to capture business opportunities and develop businesses throughout the natural gas business chain in Indonesia. As part of *Subholding Gas*, in the future PT Pertamina Gas will strengthen its core business in natural gas infrastructure. A number of initiatives to dominate the natural gas market have been launched, not only strengthening market share in Java and Sumatera but opening up markets in eastern Indonesia.

In preparing the 2022 performance projections, the Company uses the following assumptions:

1. Crude oil price: USD63 per barrel;
2. LPG price: USD525/ton;
3. The exchange rate of the Rupiah against the US dollar is USD 1 = Rp14,350.

The following is the projection of the Company's performance in 2022 and its comparison to the realization in 2021.

### Proyeksi Tahun 2022 terhadap Realisasi Tahun 2021

Projection for 2022 against Realization in 2021

Proyeksi Tahun 2022 terhadap Realisasi Projection for 2022 against Realization in 2021	Proyeksi 2022 Terhadap Realisasi 2021 Projection Against 2021 Realization (%)
<b>Produksi dan Pemasaran Production and Marketing</b>	
Transportasi Gas Gas Transportation	2% - 5%
Transportasi Minyak Oil Transportation	500%
Niaga Gas Gas Trading	10% - 15%
Produksi LPG LPG Production	1% - 5%
Regasifikasi LNG LNG regasification	30% - 50%
<b>Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit (Loss) and Other Comprehensive Income</b>	
Pendapatan Usaha Operating revenues	30% - 40%
Beban Pokok Pendapatan Cost of Revenue	30% - 40%



**Proyeksi Tahun 2022 terhadap Realisasi Tahun 2021**  
Projection for 2022 against Realization in 2021

Proyeksi Tahun 2022 terhadap Realisasi Projection for 2022 against Realization in 2021	Proyeksi 2022 Terhadap Realisasi 2021 Projection Against 2021 Realization (%)
Beban-beban Lainnya Other Expenses	20% - 30%
Laba Tahun Berjalan Current year profit	10% - 20%
<b>Struktur Modal Capital Structure</b>	
Rasio utang terhadap ekuitas Debt to equity ratio	10% - 20%
<b>Imbal Hasil Pemegang Saham Shareholder Return</b>	
Pembayaran Dividen Dividend Payment	10% - 20%
<b>Pengelolaan SDM HR Management</b>	
Jumlah Karyawan Number of employees	10% - 20%
Biaya Investasi SDM untuk Pelatihan dan Pendidikan HR Investment Cost for Training and Education	10% - 20%

- » **Produksi dan Pemasaran**  
Secara umum, volume produksi Pertamina Gas di tahun 2022, dengan rincian sebagai berikut:
  - Transportasi gas diproyeksikan mengalami kenaikan dengan dimulai *on stream*-nya penyaluran gas dipipa Gresik-Semarang.
  - Transportasi minyak diproyeksikan meningkat signifikan terutama dengan dimulai *on stream*-nya peyaluran minyak di pipa Ruas Rokan dan mempertahankan penyaluran di Central Sumatra Area berdasarkan nominasi dan kondisi saat ini.
  - Niaga gas diproyeksikan tumbuh dibandingkan tahun 2021 yang terutama didorong oleh meningkatnya volume pengaliran gas di area Jawa Barat, niaga LNG, CNG Industri, dan *Mobile Refueling Unit* (MRU).
  - Pemrosesan gas LPG disebabkan oleh meningkatnya produksi LPG MKS (di luar Perta Santan) dan kenaikan volume regasifikasi akibat naiknya rencana regasifikasi oleh pelanggan.
- » **Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian**  
Di tahun 2022 Perusahaan memproyeksikan dapat tumbuh antara 10% hingga 20% dari realisasi 2021 sebagai imbas positif dari proyeksi pertumbuhan pendapatan dari

- » **Production and Marketing**  
In general, Pertamina Gas' production volume in 2022, with details as follows:
  - Gas transportation is projected to increase by starting the on-stream distribution of gas from the Gresik-Semarang pipeline.
  - Oil transportation is projected to increase significantly, especially by starting on-stream oil distribution in the Rokan section and maintaining distribution in the Central Sumatra Area based on nominations and current conditions.
  - Gas trade is projected to grow compared to 2021 which is mainly driven by the increase in gas flow volume in the West Java area, LNG trade, Industrial CNG, and Mobile Refueling Unit (MRU).
  - LPG gas processing was caused by the increase in MKS LPG production (excluding Perta Santan) and the increase in regasification volume due to increased regasification plans by customers.
- » **Consolidated Profit (Loss) and Other Comprehensive Income**  
In 2022, the Company projects to grow between 10% and 20% from the realization in 2021 as a positive impact of projected revenue growth from oil transportation, assuming the Rokan

transportasi minyak dengan asumsi proyek Rokan telah memasuki tahapan *on stream*.

- » Struktur Modal  
Rasio utang terhadap ekuitas di tahun 2022 diproyeksikan meningkat yang terutama berasal dari kenaikan utang jangka panjang.
- » Imbal Hasil/Dividen  
Di tahun 2022 Perusahaan memproyeksikan pembayaran dividen kepada pemegang saham meningkat, yang tercermin dari meningkatnya hasil usaha Perusahaan yaitu laba bersih.
- » Sumber Daya Manusia  
Proyeksi jumlah Pekerja dan investasi SDM untuk Pelatihan dan Pendidikan di tahun 2022 disusun untuk mendukung peningkatan kapasitas dan kapabilitas Pekerja Perusahaan dalam merealisasikan target-target keberlanjutan dan pengembangan bisnis Pertamina Gas. Beberapa rencana peningkatan kapasitas Pekerja dilakukan melalui upaya:
  1. Rekrutmen Pekerja Waktu Tidak Tertentu lulusan program Pendidikan Bimbingan Profesi Sarjana (BPS) dan Bimbingan Praktis Ahli (BPA) PT Pertamina Gas Tahun 2021;
  2. Rekrutmen Pekerja Waktu Tertentu (PWT) ex Pekerja PT Chevron Pacific Indonesia (CPI), untuk mendukung kelancaran di awal operasional Area Operasi Rokan;
  3. Perbantuan Pekerja dari Perusahaan lain di Pertamina Group;Sedangkan rencana peningkatan kapabilitas Pekerja dilakukan melalui:
  1. Pelaksanaan pelatihan dan pengembangan kompetensi kepemimpinan, khususnya di posisi Assistant Manager/ Setara ke atas;
  2. Pelaksanaan pelatihan yang bersifat mandatory/wajib di bidang managerial dan Kesehatan, Keselamatan, Kerja (K3);
  3. Implementasi program peningkatan kompetensi teknis dan fungsional yang sejalan dengan kebutuhan bisnis dan operasional Perusahaan;
  4. Pelaksanaan sertifikasi wajib untuk menaati ketentuan kerja yang berlaku;
  5. Optimalisasi pengajar internal dari Pekerja Perusahaan.

Dalam rangka pencapaian sasaran pokok maka Perusahaan perlu melakukan dan menciptakan sinergi antar anak perusahaan dan perusahaan afiliasi lainnya melalui kebijakan-kebijakan yang dapat menciptakan nilai tambah bagi korporasi yang maksimal, serta membangun mekanisme untuk mengukur tingkat kinerja dari seluruh anak perusahaan dan perusahaan afiliasinya. Adapun strategi yang dapat dilakukan Perusahaan diantaranya:

project has entered the on-stream stage.

- » Capital Structure  
The debt-to-equity ratio in 2022 is projected to increase which mainly comes from the increase in long-term debt.
- » Company's operating results, namely net income Returns/ Dividends  
In 2022, the Company projects that dividend payments to shareholders will increase, which is reflected in the increase.
- » Human Resources  
Projections of the number of employees and investment in human resources for training and education in 2022 are prepared to support increasing the capacity and capability of the Company's employees in realizing Pertamina Gas' sustainability and business development targets. Several plans to increase the capacity of Workers are carried out through the following efforts:
  1. Recruitment of Unspecified Time Workers graduates of the Undergraduate Professional Guidance Education (BPS) and Professional Practical Guidance (BPA) PT Pertamina Gas Program in 2021;
  2. Recruitment of Specified Time Workers (PWT) ex-workers of PT Chevron Pacific Indonesia (CPI), to support smooth operation in the early operation of the Rokan Operational Area;
  3. Employee assistance from other companies in the Pertamina Group;Meanwhile, the plan to increase the capability of employees is carried out through:
  1. Implementation of training and development of leadership competencies, especially in the position of Assistant Manager/Equivalent and above;
  2. Implementation of mandatory/mandatory training in managerial and Occupational Health, Safety (K3);
  3. Implementation of technical and functional competency improvement programs that are in line with the Company's business and operational needs;
  4. Implementation of mandatory certification to comply with applicable work conditions;
  5. Optimization of internal teachers from Company Employees.

In order to achieve the main target, the Company needs to carry out and create synergies between subsidiaries and other affiliated companies through policies that can create maximum added value for the corporation, as well as build a mechanism to measure the performance level of all subsidiaries and affiliated companies. The strategies that can be carried out by the Company include:



1. *Integrated Infrastructure and Asset Utilization*, yaitu:
  - a. Integrasi aset dan fasilitas Pertamina Gas dan subholding (pengaliran gas ke RU VI).
  - b. Peningkatan komersialisasi aset (Arun Hub, Lahan, Kompresor).
2. *Cost Optimization and Roadmap Digitalization*, yaitu:
  - a. Efisiensi biaya operasi dengan tetap menjaga HSSE & Keandalan.
  - b. Digitalization dan AIMS.
3. *Optimize Business Cooperation Enhancing Subsidiary & Affiliation Role*, yaitu:
  - a. Kerjasama pengembangan untuk monetisasi dan infrastruktur gas.
  - b. Melanjutkan niaga gas eksisting.
  - c. Mendapatkan alokasi gas langsung dedicated.
  - d. Bekerjasama dengan pemilik Kawasan dan partner lain.
  - e. Competitive Advantage AP/JV.
4. *Business Extensification and New Market Penetration*, yaitu:
  - a. Pengaliran minyak ruas Rokan.
  - b. Utilisasi pipa Gresem (PLN, PKG, Niaga).
  - c. Pengembangan bisnis baru dengan mengedepankan teknologi yang efisien dan berbasis pada kebutuhan konsumen (*cold storage*, pipa DME, pipa BBM, dan lain-lain).
  - d. Perikatan komersial dengan konsumen baru.

## KEBIJAKAN DIVIDEN DAN PEMBAYARANNYA

### Dasar Kebijakan tentang Pembagian Dividen

Berdasarkan Anggaran Dasar Perusahaan pasal 19 tentang penggunaan laba dan pembagian dividen, disebutkan bahwa laba bersih Perusahaan dalam saldo yang positif dalam suatu tahun buku dibagi menurut cara penggunaannya yang ditentukan oleh RUPS. Hal ini sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

### Pembagian Dividen yang Dilakukan di Tahun 2021, dan Kronologis Pembagian Dividen

Berdasarkan RUPS Tahunan Tahun Buku 2020 yang diselenggarakan pada tanggal 7 September 2021, pemegang saham memutuskan penggunaan laba bersih Perseroan tahun buku 2020 sebesar USD106,610,273 sebagai berikut:

1. *Integrated Infrastructure and Asset Utilization*, namely:
  - a. Integration of Pertamina Gas assets and facilities and subholding (gas flow to RU VI).
  - b. Increased commercialization of assets (Arun Hub, Land, Compressor).
2. *Cost Optimization and Roadmap Digitalization*, namely:
  - a. Development cooperation for monetization and gas infrastructure.
  - b. Continuing the existing gas trade.
3. *Optimize Business Cooperation Enhancing Subsidiary & Affiliate Role*, namely:
  - a. Development cooperation for monetization and gas infrastructure.
  - b. Continuing the existing gas trade.
  - c. Get a dedicated direct gas allocation.
  - d. Cooperate with Area owners and other partners.
  - e. Competitive Advantage AP/JV.
4. *Business Extensification and New Market Penetration*, namely:
  - a. The flow of oil from the Rokan segment.
  - b. Gresem pipeline utilization (PLN, PKG, Niaga).
  - c. New business development by prioritizing efficient technology based on consumer needs (*cold storage*, DME pipes, BBM pipes, and others).
  - d. Commercial engagements with new consumers.

## DIVIDEND AND PAYMENT POLICY

### Policy Base on Dividend Distribution

Based on Article 19 of the Company's Articles of Association regarding the use of profits and distribution of dividends, it is stated that the net profit of the Company in a positive balance in a financial year is divided according to the method of use determined by the GMS. This is in accordance with Law no. 40 of 2007 concerning Limited Liability Companies.

### Dividend Distribution in 2021, and Chronology of Dividend Distribution

Based on the 2020 Fiscal Year Annual GMS held on 7 September 2021, the shareholders decided to use the Company's 2020 net profit of USD106,610,273 as follows:



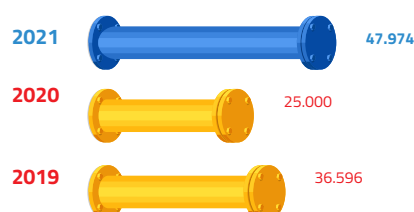
<b>Dividen kas yang dibagikan (USD)</b> Distributed cash dividends (USD)	USD47.974.623
<b>Dividen per lembar saham (USD penuh)</b> Dividend per share (full USD)	A\$USD9,44
<b>Rasio pembagian Dividen</b> Dividend Ratio	45%
<b>Tanggal pengumuman</b> Announcement date	7 September 2021 September 7, 2021
<b>Tanggal pembayaran</b> Payment date	12 September 2021 13 Desember 2021 September 12, 2021 December 13, 2021

Kronologis pembagian dan pembayaran Dividen tunai dalam 5 (lima) tahun terakhir adalah sebagai berikut,

The chronology of the distribution and payment of cash dividends in the last 5 (five) years is as follows,

Tahun Pembagian Division Year	Tahun Dividen Dividend Year	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payment date	Dividen Kas yang Dibagikan (Rp-miliar) Distributed Cash Dividend (Rp-billion)	Dividen per Lembar Saham (USD penuh) Dividend per Share (full USD)	Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)
2021	2020	7 September 2021 September 7, 2021	12 September 2021 13 Desember 2021 September 12, 2021 December 13, 2021	47.974	9,44	45%
2020	2019	12 Agustus 2020 August 12, 2020	28 Juli 2020 July 28, 2020 21 Oktober 2020 October 21, 2020	25.000	4,92	17%
2019	2018	15 Mei 2019 May 15, 2019	27 Juni 2019 15 Juli 2019 30 Agustus 2019 31 Oktober 2019 June 27, 2019 July 15, 2019 August 30, 2019 October 31, 2019	36.596	7,04	25%
2018	2017	5 April 2018 April 5, 2018	Perusahaan tidak membagikan dividen sesuai keputusan pemegang saham The company does not distribute dividends according to the shareholders' decisions			
2017	2016	22 Maret 2017 March 22, 2017				

**Perkembangan Dividen Kas yang Dibagikan Tahun 2019-2021 (Rp-miliar)**  
Development of Cash Dividend Distributed Year 2019-2021 (Rp-billion)







## PERPAJAKAN DAN KONTRIBUSI TERHADAP NEGARA

Komitmen Perusahaan untuk memberikan kontribusi kepada Negara pada tahun 2021 adalah sebagai berikut.

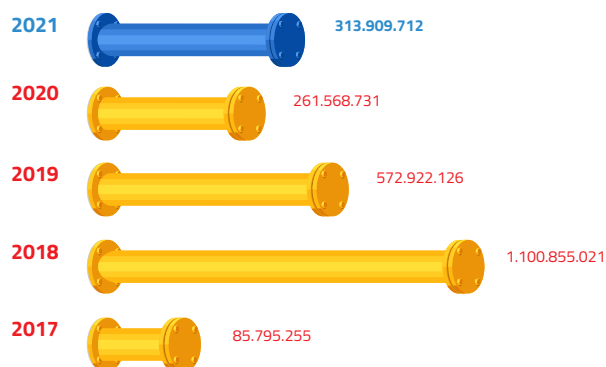
## TAXATION AND CONTRIBUTION TO THE STATE

The Company's commitment to contribute to the country in 2021 is as follows.

### Kontribusi Terhadap Negara 2017-2021 Contribution to the Country 2017-2021

Keterangan Information	2021 (Rp-ribu) (Rp-thousand)	2020 (Rp-ribu) (Rp-thousand)	2019 (Rp-ribu) (Rp-thousand)	2018 (Rp-ribu) (Rp-thousand)	2017 (Rp-ribu) (Rp-thousand)
PPH Pasal 4 (2) Transaksi Sewa Tanah dan Bangunan dan Konstruksi Income Tax Article 4 (2) Land and Building Lease Transactions and Construction	70.551.965	17.011.277	17.155.532	57.311.759	40.639.722
PPH Pasal 21 Gaji/Upah Income Tax Article 21 Salary/Wages	56.808.368	59.929.493	62.032.561	52.449.257	56.446.633
PPH Pasal 21 Gaji/Upah Final PPH Article 21 Final Salary/Wage	-	4.491	-	-	-
PPH Pasal 23 Pembelian Jasa Income Tax Article 23 Purchase of Services	49.671.444	62.963.179	20.834.371	27.233.581	80.709.700
Prepaid PPH Pasal 22 Prepaid Income Tax Article 22	-	3.429.447	-	-	-
Prepaid PPH Pasal 23 Prepaid Income Tax Article 23	-	71.848.909	-	-	24.037.979
PPH Pasal 25 Angsuran PPH Badan Income Tax Article 25 Installment of Corporate Income Tax	128.925.036	180.413.274	272.292.997	280.596.000	405.270.808
PPH Pasal 29 Income Tax Article 29	7.952.897	15.432.083	16.358.980	-	885.017
PPN Keluaran Output VAT	129.086.600	49.130.763	489.868.146	541.159.646	483.497.826
PPN Masukan Input VAT	342.657.870	195.594.182	123.892.897	226.650.118	254.411.925
PPN WAPU VAT WAPU	(48.810.725)	(394.188.367)	(429.513.358)	(503.697.404)	(397.702.571)

**Perkembangan Pembayaran Pajak kepada Negara Tahun 2017-2021 (Rp-ribu)**  
Development of Tax Payments to the State Year 2017-2021 (Rp-thousand)



**INFORMASI TENTANG REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM**

Perusahaan tidak melakukan penawaran umum saham, serta tidak melakukan penawaran umum untuk penerbitan surat utang di bursa mana pun.

**INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DAN DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ATAU RESTRUKTURISASI UTANG/MODAL**

Tidak terdapat informasi material mengenai investasi, ekspansi, dan divestasi, penggabungan usaha, akuisisi, dan/atau restrukturisasi utang/modal di sepanjang tahun 2021.

**TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI**

**Kebijakan tentang Pihak Afiliasi/Berelasi**

Perusahaan mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7 (Revisi 2015). Saldo dan transaksi yang material antara Perusahaan dengan Pemerintah Republik Indonesia dan entitas berelasi dengan Pemerintah Republik Indonesia diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Perusahaan memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah Republik Indonesia dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

**INFORMATION REGARDING THE USE OF PUBLIC OFFERING FUNDS**

The Company does not conduct a public offering of shares, and does not conduct a public offering for the issuance of debt securities on any exchange.

**MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION AND DIVESTMENT, BUSINESS MERGER, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING**

There is no material information regarding investment, expansion, and divestment, business merger, acquisition, and/or debt/capital restructuring throughout 2021.

**MATERIAL TRANSACTIONS CONTAINING CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES**

**Policy on Affiliates/Related Parties**

The Company has transactions with related parties as defined in PSAK No. 7 (Revised 2015). Material balances and transactions between the Company and the Government of the Republic of Indonesia and entities related to the Government of the Republic of Indonesia are disclosed in the notes to the relevant consolidated financial statements. The Company chooses to disclose transactions with related entities with the Government of the Republic of Indonesia using the exceptions to the related party disclosure requirements.



**Nama Pihak Afiliasi/Berelasi yang Bertransaksi dan Sifat serta Tujuan Transaksi**

**Name of the Affiliated/Related Party in the Transaction and the Nature and Purpose of the Transaction**

Entitas Entity	Hubungan Connection	Sifat dan Tujuan Transaksi Nature and Purpose of Transaction
PT Pertamina (Persero)	Pemegang saham Shareholders	Pinjaman dana operasional, pendapatan usaha, alokasi biaya bunga, pembayaran dividen, pembelian bahan bakar minyak Operational fund loans, operating income, interest expense allocation, dividend payments, purchase of fuel oil
PT Pertamina Pedeve Indonesia	Pemegang saham Shareholders	Pembayaran dividen Dividend payment
PT Perusahaan Gas Negara (Persero) Tbk	Pemegang saham Shareholders	Pembayaran dividen, pendapatan usaha, pendapatan lain-lain, beban yang masih harus dibayar Payment of dividends, operating income, other income, accrued expenses
PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro, penempatan deposito berjangka Current account placement, placement time deposit
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro, penempatan deposito berjangka Current account placement, placement time deposit
PT Bank BRI Agroniaga	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan deposito berjangka Time deposit placement
PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro, penempatan deposito berjangka Current account placement, placement time deposit
PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro, penempatan deposito berjangka Current account placement, placement time deposit
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro Current Account Placement
Bank Syariah Indonesia	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro Current Account Placement
PT Bank Pembangunan Daerah Jambi	Entitas berelasi dengan Pemerintah Entities related to the Government	Penempatan giro Current Account Placement
PT Pertamina EP	Entitas sependengali Entities under common control	Pendapatan, pendapatan lain-lain, pembelian gas bumi Revenue, other income, purchase of natural gas
PT Pertamina Hulu Energi	Entitas sependengali Entities under common control	Pendapatan, pembelian gas bumi Revenue, purchase of natural gas
PT Kilang Pertamina Internasional	Entitas sependengali Entities under common control	Pendapatan Income

<b>Entitas Entity</b>	<b>Hubungan Connection</b>	<b>Sifat dan Tujuan Transaksi Nature and Purpose of Transaction</b>
PT Gagas Energi Indonesia	Entitas sepengendali Entities under common control	Pendapatan Income
PDG	Entitas ventura Bersama Joint venture entity	Pinjaman dana operasional Operational loan
PSG	Entitas ventura Bersama Joint venture entity	Pendapatan manajemen Management income
PT Pertamina Trans Kontinental	Entitas sepengendali Entities under common control	Pendapatan lain-lain, jasa pengaturan lalu lintas kapal Other income, ship traffic management services
PT Pertamina Drilling Services Indonesia	Entitas sepengendali Entities under common control	Jasa konstruksi Construction service
PT Rekayasa Industri	Entitas berelasi dengan Pemerintah Entities related to the Government	Jasa konstruksi Construction service
PT Elnusa Tbk	Entitas sepengendali Entities under common control	Jasa konstruksi Construction service
PT PGAS Solution	Entitas sepengendali Entities under common control	Jasa konstruksi Construction service
PT Pertamina Patra Drilling	Entitas sepengendali Entities under common control	Jasa konstruksi Construction service
PT Pertamina Training and Consulting (PTC)	Entitas sepengendali Entities under common control	Jasa pelatihan dan konsultansi Training and consulting services
PT Pertamina Patra Niaga	Entitas sepengendali Entities under common control	Pendapatan, pembelian bahan bakar Income, fuel purchases
PT Pertamina Bina Medika	Entitas sepengendali Entities under common control	Jasa Kesehatan Health services
PT Pupuk Sriwidjaja (Persero)	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues
PT Pupuk Kalimantan Timur	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues
PT Perusahaan Listrik Negara (Persero)	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues



Entitas Entity	Hubungan Connection	Sifat dan Tujuan Transaksi Nature and Purpose of Transaction
PT Pupuk Iskandar Muda	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues
PT Petrokimia Gresik	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues
PT Pupuk Kujang Cikampek	Entitas berelasi dengan Pemerintah Entities related to the Government	Pendapatan usaha Operating revenues
PT Pertamina Lubricants	Entitas sependengali Entities under common control	Pendapatan usaha Operating revenues
PT Bina Bangun Wibawa Mukti (Perseroda)	Entitas berelasi dengan Pemerintah Entities related to the Government	Kerjasama Pembangunan & Pengelolaan Kilang LPG LPG Refinery Development & Management Cooperation

#### Saldo dan Realisasi Transaksi Pihak Berelasi Tahun 2020-2021

Berikut saldo dan realisasi transaksi pihak berelasi 2020-2021.

#### Balance and Realization of Related Party Transactions for 2020-2021

The following is the balance and realization of related party transactions for 2020-2021.

Saldo Pihak Berelasi dalam Aset Balance of Related Parties in Assets	2021		2020		Persentase dari Jumlah Aset Percentage of Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
	Rp-juta Rp-million	Rp-juta Rp-million	2021	2020	Nominal Nominal	Persentase Percentage		
			%	%	Rp-juta Rp-million	%		
Kas dan setara kas Cash and cash equivalents	234.873	197.053	10,94	9,25	37.820	19,19	●	
Piutang usaha Accounts receivable	135.860	191.182	6,33	8,98	(55.322)	(28,94)	●	
Piutang pinjaman Loan Receivable	12.669	18.735	0,59	0,88	(6.066)	(32,38)	●	
Piutang bunga Interest receivable	1.595	2.293	0,07	0,11	(698)	(30,44)	●	
<b>Jumlah Aset dari Pihak-pihak Berelasi Total Assets of Related Parties</b>	<b>384.997</b>	<b>409.263</b>	<b>17,93</b>	<b>19,22</b>	<b>(24.266)</b>	<b>(5,93)</b>	<b>●</b>	
Jumlah Aset Konsolidasian Total Assets Consolidated	2.147.234	2.129.508			17.726	0,83	●	

Penurunan saldo aset dari pihak berelasi terutama disebabkan terjadinya pembayaran piutang pihak berelasi yang dilakukan kepada Pertamina Gas, di mana pembayaran tersebut ditempatkan pada rekening Pertamina Gas di bank BUMN/BUMD sebagai pihak berelasi.

The decrease in the balance of assets from related parties was mainly due to the payment of receivables from related parties made to Pertamina Gas, where the payment was placed in Pertamina Gas's account at a BUMN/BUMD bank as a related party.

Saldo Pihak Berelasi dalam Liabilitas Balance of Related Parties in Liabilities	2021	2020	Persentase dari Jumlah Liabilitas Percentage of Total Liabilities		Kenaikan (Penurunan) Increase (Decrease)		
			2021	2020	Nominal	Persentase Percentage	
	Rp-juta Rp-million	Rp-juta Rp-million	%	%	Rp-juta Rp-million	%	
Utang usaha Accounts payable	86.199	51.710	16,57	8,89	34.489	66,70	●
<b>Utang lain-lain: Other Payables:</b>							
Uang muka dari pelanggan Advances from customers	10.565	121	2,03	0,02	10.444	8.631,40	●
Utang bunga pinjaman Loan interest debt	9.033	13.994	1,74	2,41	(4.961)	(35,45)	●
Beban yang masih harus dibayar Expenses still to be paid	29.366	47.763	5,65	8,21	(18.397)	(38,52)	●
Pinjaman jangka Panjang Long term loan	50.000	210.577	9,61	36,20	(160.577)	(76,26)	●
Jumlah Liabilitas dari Pihak-pihak Berelasi Total Liabilities of Related Parties	185.163	324.044	35,60	55,71	(139.002)	(42,88)	●
Jumlah Liabilitas Konsolidasian Total Consolidated Liabilities	520.095	581.700			(61.605)	(10,59)	●

Pada akhir tahun 2021 jumlah liabilitas dari pihak berelasi turun sebesar 42,88% diakibatkan pembayaran pinjaman jangka panjang kepada PT Pertamina (Persero).

At the end of 2021 total liabilities from related parties decreased by 42.88% due to payment of long-term loans to PT Pertamina (Persero).

Transaksi Pihak Berelasi dalam Pendapatan Usaha Related Party Transactions in Operating Income	2021	2020	Persentase dari Jumlah Pendapatan Usaha Percentage of Total Operating Income		Kenaikan (Penurunan) Increase (Decrease)		
			2021	2020	Nominal	Persentase Percentage	
	Rp-juta Rp-million	Rp-juta Rp-million	%	%	Rp-juta Rp-million	%	
Pendapatan niaga gas bumi Natural gas trading revenue	196.729	124.363	36,34	35,22	6.875	16,50%	●
Pendapatan transportasi gas Gas transportation revenue	144.878	189.854	26,76	23,07	20.515	3,62%	●
Pendapatan usaha gas terproses Processed gas operating income	79.591	77.172	14,70	14,32	2.419	2,42%	●
Pendapatan jasa transportasi minyak Oil transportation service revenue	12.907	9.986	2,38	1,85	2.921	29,25%	●
Pendapatan jasa pemasaran Marketing service income	-	3.906	-	0,72	-	-	●



Transaksi Pihak Berelasi dalam Pendapatan Usaha Related Party Transactions in Operating Income	2021	2020	Persentase dari Jumlah Pendapatan Usaha Percentage of Total Operating Income		Kenaikan (Penurunan) Increase (Decrease)		
			2021	2020	Nominal	Persentase Percentage	
			Rp-juta Rp-million	Rp-juta Rp-million	%	%	
Jumlah Pendapatan Usaha dari Pihak-pihak Berelasi Total Operating Income from Related Parties	434.105	405.281	80,18	75,19	28.824	6,97%	
Jumlah Pendapatan Usaha Total revenue	541.386	539.034			2.352	0,44%	●

Transaksi Pihak Berelasi dalam Pendapatan Lain-lain Related Party Transactions in Other Income	2021	2020	Persentase dari Jumlah Pendapatan Lain-lain Percentage of Total Other Income		Kenaikan (Penurunan) Increase (Decrease)		
			2021	2020	Nominal	Persentase Percentage	
			Rp-juta Rp-million	Rp-juta Rp-million	%	%	
Pendapatan lain-lain Other income	5.477	3.281	24,73	15,92	2.196	66,93%	●
Jumlah Pendapatan Lain-lain dari Pihak-pihak Berelasi Total Other Income from Related Parties	5.477	3.281	24,73	15,92	2.196	66,93%	●
Jumlah Pendapatan Lain-lain Total Other Income	22.146	20.613			1.533	7,44%	●

Transaksi Pihak Berelasi dalam Beban Pokok Pendapatan Related Party Transactions in Cost of Revenue	2021	2020	Persentase dari Jumlah Beban Pokok Pendapatan Percentage of Total Other Income		Kenaikan (Penurunan) Increase (Decrease)		
			2021	2020	Nominal	Persentase Percentage	
			Rp-juta Rp-million	Rp-juta Rp-million	%	%	
Pembelian gas bumi dan bahan bakar minyak Purchase of natural gas and fuel oil	92.875	92.254	23,78%	24,12	621	0,67%	●
Jumlah Beban Pokok Pendapatan dari Pihak-pihak Berelasi Total Cost of Revenue from Related Parties	92.875	92.254	23,78%	24,12	621	0,67%	●
Jumlah Beban Pokok Pendapatan Total Cost of Revenue	390.479	382.430			8.049	2,10%	●



Transaksi Pihak Berelasi dalam Beban Umum dan Administrasi Related Party Transactions in General and Administrative Expenses	2021		2020		Persentase dari Jumlah Beban Umum dan Administrasi Percentage of Total General and Administrative Expenses		Kenaikan (Penurunan) The increase decrease	
	Rp-juta Rp-million	Rp-juta Rp-million	2021	2020	Nominal	Persentase Percentage		
			%	%	Rp-juta Rp-million	%		
Kompensasi dan imbalan lain Dewan dan Direksi Compensation and other benefits of the Board and the Board of Directors								
Imbalan jangka pendek Short term rewards	2.470	1.884	6,36	4,57	586	31,10		●
Imbalan jangka panjang lainnya Other long term rewards	235	286	0,60	0,69	(51)	(17,83)		●
Imbalan pasca kerja Post-employment benefits	693	-	1,78	-	693	-	-	-
Jumlah Beban Umum dan Administrasi dari Pihak-pihak Berelasi Total General and Administrative Expenses of Related Parties	3.398	2.170	8,74	5,26	1.228	56,59		●
Jumlah Beban Umum dan Administrasi Total General and Administrative Expenses	38.858	41.218			(2.360)	(5,73)		●

#### Alasan Dilakukannya Transaksi

Transaksi afiliasi dilakukan berdasarkan prinsip saling membutuhkan (*reciprocal bussines*) dan profesional yang menguntungkan kedua belah pihak.

#### Penjelasan Mengenai Kewajaran Transaksi serta Kebijakan Perusahaan Terkait Mekanisme *Review* atas Transaksi serta Pemenuhan Peraturan dan Ketentuan Terkait

Seluruh transaksi pihak berelasi/afiliasi di atas merupakan transaksi afiliasi yang dilakukan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan. Sebagaimana telah disampaikan pada catatan 17 Laporan Keuangan Teraudit tahun buku 2021 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (PWC), Perusahaan telah mengungkapkan transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7 (Revisi 2015).

Tidak terdapat transaksi material terkait transaksi pihak berelasi yang terjadi di tahun 2021. Direksi telah memastikan bahwa transaksi berelasi yang ada telah melalui prosedur yang memadai dan sesuai dengan praktik bisnis yang berlaku umum, termasuk memenuhi prinsip transaksi yang wajar (*arms-length principle*). Untuk dapat memastikan hal tersebut, Dewan Komisaris bersama-sama dengan Komite Audit terlibat intens dalam proses audit Laporan Keuangan dalam rangka memastikan bahwa transaksi pihak berelasi/afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum, termasuk memenuhi prinsip transaksi yang wajar (*arms-length principle*).

#### Reason for Transaction

Affiliate transactions are carried out based on the principle of mutual need (*reciprocal businesses*) and professionals that benefit both parties.

#### Explanation of the Fairness of Transactions and Company Policies Regarding the Review Mechanism of Transactions and Compliance with Related Regulations and Provisions

All related party/affiliate transactions above are affiliated transactions carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously. As stated in Note 17 Audited Financial Statements for the 2021 fiscal year which was audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (PWC), the Company has disclosed transactions with related parties as defined in PSAK No. 7 (Revised 2015).

There were no material transactions related to related party transactions that occurred in 2021. The Board of Directors has ensured that the existing related transactions have gone through adequate procedures and in accordance with generally accepted business practices, including meeting the arm's length principle. To be able to ensure this, the Board of Commissioners together with the Audit Committee are intensely involved in the process of auditing the Financial Statements in order to ensure that related/affiliated party transactions are carried out in accordance with generally accepted business practices, including complying with the arm's length principle.



## PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH TERHADAP PERUSAHAAN

## CHANGES TO LAW REGULATIONS AFFECTING THE COMPANY

1. Keputusan Menteri Energi dan Sumber Daya Mineral ("ESDM") No. 134.K/HK.02/MEM.M/2021 tanggal 30 Juli 2021 tentang Pengguna dan Harga Gas BUmi Tertentu di Bidang Industri ("Kepmen ESDM 134.K") yang mencabut Keputusan Menteri ESDM No. 89 K/10/MEM/2020 tanggal 13 April 2020 tentang Pengguna dan Harga Gas Bumi Tertentu di Bidang Industri ("Kepmen ESDM 89K"); dan
2. Keputusan Menteri ESDM No. 118.K/MG.04/MEM.M/2021 tanggal 30 Juni 2021 tentang Harga Gas Bumi Tertentu di Pembangkit Tenaga Listrik (Plant Gate) sebagaimana diubah Keputusan Menteri ESDM No. 135.K/Hk.02/MEM.M/2021 tanggal 2 Agustus 2021 ("Kepmen ESDM 135.K") yang mencabut Keputusan Menteri ESDM No. 91 K/12/MEM/2020 tanggal 22 April 2020 tentang Harga Gas Bumi di Pembangkit Tenaga Listrik (Plant Gate) ("Kepmen ESDM 91K"), yang menetapkan tarif pengangkutan gas bumi melalui pipa
1. Decree of the Minister of Energy and Mineral Resources ("ESDM") No. 134.K/HK.02/MEM.M/2021 dated July 30, 2021 concerning Users and Prices of Certain Natural Gas in the Industrial Sector ("Kepmen ESDM 134.K") which revoked the Decree of the Minister of Energy and Mineral Resources No. 89 K/10/MEM/2020 dated April 13, 2020 regarding Certain Natural Gas Users and Prices in the Industrial Sector ("EMR Ministerial Decree 89K"); and
2. Decree of the Minister of Energy and Mineral Resources No. 118.K/MG.04/MEM.M/2021 dated June 30, 2021 concerning Prices of Certain Natural Gas in Power Plants (Plant Gate) as amended by Decree of the Minister of Energy and Mineral Resources No. 135.K/Hk.02/MEM.M/2021 dated August 2, 2021 ("Kepmen ESDM 135.K") which revoked the Decree of the Minister of Energy and Mineral Resources No. 91 K/12/MEM/2020 dated April 22, 2020 concerning Natural Gas Prices in Power Plants (Plant Gate) ("Kepmen ESDM 91K"), which stipulates tariffs for transporting natural gas through pipelines

Penjelasan atas Peraturan dan/atau Perundang-undangan yang Diberlakukan  
Explanation of Applicable Regulations and/or Legislation

- Kepmen ESDM 134.K dan Kepmen ESDM 135.K menetapkan harga gas bumi tertentu untuk konsumen di beberapa sektor industri dan pembangkit tenaga listrik.
- Penetapan harga gas bumi tertentu dalam Kepmen ESDM 134.K dan Kepmen ESDM 135.K tersebut juga mencakup penetapan penyesuaian Tarif Pengangkutan yang berdampak pada ruas pipa yang dioperasikan oleh Pertamina Gas.
- ESDM Ministerial Decree 134.K and ESDM Ministerial Decree 135.K set certain natural gas prices for consumers in several industrial and power generation sectors.
- The determination of certain natural gas prices in the ESDM Ministerial Decree 134.K and the ESDM Ministerial Decree 135.K also includes the determination of transportation tariff adjustments that have an impact on pipelines operated by Pertamina Gas.

<p>Dampak Terhadap Perusahaan Impact on the Company</p>	<ul style="list-style-type: none"> <li>▪ Sebagai akibat dari diterbitkannya Kepmen ESDM 134.K dan Kepmen ESDM 135.K, maka akan terdapat perbedaan Tarif Pengangkutan dengan yang telah ditetapkan oleh BPH Migas yang saat ini dikenakan oleh Pertamina Gas kepada pengguna ruas pipa gas buminya dan akan berdampak pada penurunan pendapatan Pertamina Gas.</li> <li>▪ Berdasarkan ketentuan peraturan perundang-undangan yang berlaku saat ini, BPH Migas merupakan lembaga pemerintah yang berwenang untuk menetapkan Tarif Pengangkutan, terlepas dari kewenangan yang dimiliki oleh Menteri ESDM untuk menetapkan harga gas bumi.</li> <li>▪ Dalam hal BPH Migas belum mengeluarkan peraturan atau ketentuan yang menetapkan penyesuaian Tarif Pengangkutan yang menegaskan atau memberlakukan Tarif Pengangkutan yang ditetapkan dalam Kepmen ESDM 134.K dan Kepmen ESDM 135.K untuk ruas pipa gas bumi yang dioperasikan oleh Pertamina Gas, maka Pertamina Gas masih memberlakukan Tarif Pengangkutan kepada pengguna ruas pipa gas buminya sesuai dengan Tarif Pengangkutan yang telah ditetapkan oleh BPH Migas dan tidak mengenakan Tarif Pengangkutan berdasarkan Kepmen ESDM 134.K dan Kepmen ESDM 135.K.</li> </ul> <p>:</p> <ul style="list-style-type: none"> <li>▪ As a result of the issuance of the Minister of Energy and Mineral Resources Decree 134.K and the Minister of Energy and Mineral Resources 135.K, there will be a difference in the transportation tariffs set by BPH Migas which is currently charged by Pertamina Gas to users of its natural gas pipelines and will have an impact on Pertamina's revenue decline. Gas.</li> <li>▪ Based on the provisions of the prevailing laws and regulations, BPH Migas is a government agency that has the authority to set Freight Tariffs, regardless of the authority of the Minister of Energy and Mineral Resources to set the price of natural gas.</li> <li>▪ In the event that BPH Migas has not issued a regulation or provision that stipulates the adjustment of the Transportation Tariff that confirms or applies the Transportation Tariff as stipulated in the ESDM Ministerial Decree 134.K and the ESDM Ministerial Decree 135.K for the natural gas pipeline section operated by Pertamina Gas, then Pertamina Gas is still apply Transportation Tariffs to users of their natural gas pipelines in accordance with the Transportation Tariffs that have been determined by BPH Migas and do not impose Transportation Tariffs based on the Decree of the Minister of Energy and Mineral Resources 134.K and Minister of Energy and Mineral Resources 135.K.</li> </ul>
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**Peraturan Pelaksana dari Undang-undang No. 11 Tahun 2020 tentang Cipta Kerja  
Implementing Regulation of Law no. 11 of 2020 concerning Job Creation**

<p>Penjelasan atas Peraturan dan/atau Perundang-undangan yang Diberlakukan Explanation of Applicable Regulations and/or Legislation</p>	<p>Setelah di tahun 2020 Pemerintah Indonesia mengesahkan Undang-undang No. 11 Tahun 2020 tentang Cipta Kerja, di tahun 2021 Pemerintah resmi mengundangkan berbagai peraturan pelaksana Undang-undang tersebut. After 2020, the Indonesian government passed Law no. 11 of 2020 concerning Job Creation, in 2021 the Government officially promulgated various implementing regulations for the Act.</p>
<p>Dampak Terhadap Perusahaan Impact on the Company</p>	<p>Berdasarkan penilaian manajemen, peraturan pelaksana Undang-undang No. 11 Tahun 2020 tentang Cipta Kerja tidak berdampak signifikan terhadap Perusahaan dan entitas anak. This law regulates a number of new tax rules as one of the ways the Government reforms the taxation system, one of which is the implementation of the Population Identification Number ("NIK") as the Taxpayer Identification Number ("NPWP") for individual taxpayers.</p>



Undang-undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan  
Law No. 7 of 2021 concerning Harmonization of Tax Regulations

<p>Penjelasan atas Peraturan dan/atau Perundang-undangan yang Diberlakukan Explanation of Applicable Regulations and/or Legislation</p>	<p>Undang-undang ini mengatur sejumlah aturan baru perpajakan sebagai salah satu cara Pemerintah mereformasi sistem perpajakan, salah satu implementasinya Nomor Induk Kependudukan ("NIK") sebagai Nomor Pokok Wajib Pajak ("NPWP") untuk wajib pajak orang pribadi. This law regulates a number of new tax rules as one of the ways the Government reforms the tax system, one of which is the implementation of the National Identity Number ("NIK") as a Taxpayer Identification Number ("NPWP") for individual taxpayers.</p>
<p>Dampak Terhadap Perusahaan Impact on the Company</p>	<p>Sampai dengan disahkannya laporan tahunan ini, Perusahaan masih mengkaji dan mengevaluasi dampak potensial UU HPP terhadap bisnis dan laporan keuangan konsolidasian Perusahaan namun telah menambah aset pajak tangguhan dan manfaat pajak tangguhan sebagai akibat dari kenaikan tarif pajak tersebut. As of the ratification of this annual report, the Company is still reviewing and evaluating the potential impact of the HPP Law on the Company's business and consolidated financial statements but has added deferred tax assets and deferred tax benefits as a result of the increase in tax rates.</p>

**PERUBAHAN KEBIJAKAN AKUNTANSI DAN PENGARUHNYA**

Di tahun 2021 Perusahaan menerapkan beberapa standar akuntansi yang telah diterbitkan dan efektif pada tahun buku 2021, yaitu:

1. Amendemen PSAK 22 "Kombinasi Bisnis" tentang definisi bisnis.
2. Amendemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran" tentang reformasi acuan suku bunga tahap 2.
3. Amendemen PSAK 62 "Kontrak Asuransi" tentang reformasi acuan suku bunga tahap 2.
4. Amendemen PSAK 60 "Instrumen Keuangan: Pengungkapan" tentang reformasi acuan suku bunga tahap 2.
5. Amendemen PSAK 71 "Instrumen.
6. Amendemen PSAK 73 "Sewa" tentang reformasi acuan suku bunga tahap 2.
7. Amendemen PSAK 73 "Sewa" tentang jasa konsesi sewa terkait COVID-19 Keuangan" tentang reformasi acuan suku bunga tahap 2.
8. Penyesuaian tahunan 2021 atas PSAK 1 "Penyajian Laporan Keuangan".
9. Penyesuaian tahunan 2021 atas PSAK 13 "Properti Investasi"
10. Penyesuaian tahunan 2021 atas PSAK 48 "Penurunan Nilai Aset".
11. Penyesuaian tahunan 2021 atas PSAK 66 "Pengaturan Bersama".
12. Penyesuaian tahunan 2021 atas ISAK 16 "Pengaturan Jasa Konsesi".
13. Penerapan standar akuntansi di atas tidak berdampak signifikan terhadap laporan keuangan konsolidasian Perusahaan.

**ACCOUNTING POLICY CHANGES AND THEIR EFFECTS**

In 2021 the Company implemented several accounting standards that have been published and are effective in the 2021 financial year, namely:

1. Amendments to PSAK 22 "Business Combination" regarding the definition of business.
2. Amendments to PSAK 55 "Financial Instruments: Recognition and Measurement" regarding the interest rate benchmark reform phase 2.
3. Amendments to PSAK 62 "Insurance Contracts" regarding the interest rate benchmark reform phase 2.
4. Amendments to PSAK 60 "Financial Instruments: Disclosures" regarding the interest rate benchmark reform phase 2.
5. Amendments to PSAK 71 "Instruments.
6. Amendment to PSAK 73 "Leases" regarding interest rate benchmark reform phase 2.
7. Amendment to PSAK 73 "Leases" regarding lease concession services related to COVID-19 Finance" regarding interest rate benchmark reform phase 2.
8. 2021 annual adjustment of PSAK 1 "Presentation of Financial Statements".
9. 2021 annual adjustment of PSAK 13 "Investment Properties"
10. 2021 annual adjustment of PSAK 48 "Impairment of Asset Value".
11. 2021 annual adjustment of PSAK 66 "Joint Arrangements"
12. 2021 annual adjustment of ISAK 16 "Concession Service Arrangements".
13. The adoption of the above accounting standards has no significant impact on the Company's consolidated financial statements.

## Tingkat Kesehatan Perusahaan Company Health Level

Pertamina Gas memiliki mekanisme penilaian Tingkat Kesehatan Perusahaan berdasarkan Keputusan Menteri BUMN KEP-100/MBU/2022 tanggal 4 Juni 2022 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara.

Pertamina Gas has a Company Soundness Rating mechanism based on Decree of the Minister of SOEs KEP-100/MBU/2022 dated June 4, 2022 concerning Assessment of the Health Level of State-Owned Enterprises.

INDIKATOR KINERJA PERUSAHAAN COMPANY PERFORMANCE INDICATOR		Bobot Weight	Satuan Unit	Target	Skor Target Target Score	Realisasi Audited Audit Realization	Skor Realisasi Score Realization	
		1	2	3	4	5	6	
INDIKATOR KINERJA KEUANGAN ("IKK") FINANCIAL PERFORMANCE INDICATOR ("IKK")								
KEUANGAN FINANCIAL	1	Imbalan kepada Pemegang Saham (ROE) Return on Equity (ROE)	20	%	8,7	12,0	10,99	14,0
	2	Imbalan Investasi (ROI) Return On Investment (ROI)	15	%	11,7	9,0	12,36	10,5
	3	Rasio Kas Cash Ratio	5	%	66,4	5,0	99,04	5,0
	4	Rasio Lancar Current Ratio	5	%	196,7	5,0	195,13	5,0
	5	Collection Periods (CP)	5	Hari Day	139,8	3,5	116,76	4,0
	6	Perputaran Persediaan Inventory Turn Over	5	Hari Day	4,1	5,0	3,05	5,0
	7	Perputaran Total Aset Total Asset Turn Over (TATO)	5	%	31,6	2,0	33,86	2,0
	8	Rasio Total Modal Sendiri terhadap Total Aset Total Own Capital to Total Assets Ratio	10	%	74,0	7,5	75,78	7,5
SUB TOTAL IKK		70			49,0		53,0	



INDIKATOR KINERJA PERUSAHAAN COMPANY PERFORMANCE INDICATOR		Bobot Weight	Satuan Unit	Target	Skor Target Target Score	Realisasi Audited Audit Realization	Skor Realisasi Score Realization	
		1	2	3	4	5	6	
		INDIKATOR KINERJA OPERASIONAL ("IKO") OPERATIONAL PERFORMANCE INDICATOR ("IKO")						
OPERASIONAL OPERATIONAL	1	Volume Niaga & Gas Terproses Commercial Volume & Processed Gas	4	BBTU	196.106	4,0	198.011	4,0
	2	Volume Transportasi Gas Gas Transport Volume	3	BSCF	481.957	3,0	486.040	3,0
	3	Volume Transportasi Minyak Oil Transport Volume	4	MMBO	11.283	4,0	3.543	1,3
	4	Zero Accident	4	Kejadian Accident	0,0	4,0	0,0	4,0
		SUB TOTAL IKO		15		15,0		12,3
		INDIKATOR KINERJA ADMINISTRASI ("IKA") ADMINISTRATIVE PERFORMANCE INDICATOR ("IKA")						
ADMINISTRASI ADMINISTRATIVE	1	PUKK	6			6,0		6,0
	2	Laporan Manajemen Bulanan Monthly Management Report	3	Tanggal Date	≥ 11	3,0	10 Agustus 2021 August 10, 2021	3,0
	3	Laporan Keuangan Audited Audited Financial Report	3	Bulan Month	Maret March	3,0	Maret March	3,0
	4	Rancangan RKAP RKAP draft	3	Bulan Month	Juli July	3,0	Mei May	3,0
		SUB TOTAL IKA		15		15,0		15,0
TOTAL : IKK + IKO + IKA				100		79,0		80,3
TINGKAT KESEHATAN PERUSAHAAN THE COMPANY'S HEALTH LEVEL						A		AA

Tingkat Kesehatan Perusahaan di tahun 2021 mengalami kenaikan dibanding tahun 2020, dari kategori Sehat (A) menjadi kategori Sehat (AA). Hal ini disebabkan oleh kenaikan Nilai Kinerja Keuangan (NKK) dari 52 ke 53.

The Company's Health Level in 2021 has increased compared to 2020, from the Healthy category (A) to the Healthy category (AA). This was due to the increase in Financial Performance Value (NKK) from 52 to 53.

## Informasi Kelangsungan Usaha Business Continuous Information

### Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan di Tahun 2021

Dalam menjaga kelangsungan usaha, Perusahaan senantiasa mencermati aktivitas ekonomi maupun dinamika industri Migas untuk meraih peluang usaha, memitigasi risiko serta mengembangkan kapabilitas jangka panjang. Perkembangan makro ekonomi global, outlook energi, perekonomian nasional dan Kebijakan Pemerintah sebagai regulator menjadi salah satu prioritas bagi Pertamina Gas. Selama tahun 2021, Perusahaan mengalami beberapa hal yang berpengaruh cukup signifikan terhadap performa, yaitu:

1. Wabah pandemi Covid-19 yang belum selesai di tahun 2021 mengakibatkan pembatasan kegiatan masyarakat, perlambatan perdagangan global, kendala logistik, anjloknya konsumsi masyarakat, penurunan serapan energi, penurunan produktivitas dan berujung pada pelemahan ekonomi di berbagai sektor.
2. Kebijakan dari penyesuaian kebutuhan gas dari PT PLN atas *merit order* pembangkit listrik pada tahun 2021 berpotensi memberikan dampak pada volume transportasi gas & Regasifikasi LNG.
3. Penyelesaian Proyek hulu JTB yang telambat menyebabkan Pipa Gresik-Semarang belum dapat mengalirkan Gas secara Optimal di tahun 2021. Aset ini vital bagi masa depan Perusahaan sehingga Jadwal Onstream Proyek Hulu JTB menjadi hal yang krusial bagi Perusahaan.
4. Terkait dengan implementasi Kepmen ESDM No. 134/135 tahun 2021, Perusahaan telah menyesuaikan tarif kepada pelanggan yang tercantum dalam lampiran Kepmen tersebut.
5. *Natural decline* sebesar 8% sangat mempengaruhi kinerja Perusahaan terutama di segmen transportasi Gas.

### Assessment Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan

Atas beberapa hal tersebut yang mempengaruhi kelangsungan usaha, manajemen telah melakukan *assessment* risiko atas hal-hal yang berpotensi menimbulkan dampak signifikan terhadap kelangsungan usaha Perusahaan. Dengan diterapkannya peraturan tersebut maka penurunan pendapatan di bidang usaha transportasi gas dan niaga gas menjadi hal yang tidak dapat dihindarkan, namun dari hasil *assessment* yang telah dilakukan manajemen melakukan beberapa langkah untuk mempertahankan performa Perusahaan, diantaranya:

1. Menjalankan cost transformation demi efisiensi beban operasional Perusahaan.
2. Melakukan strategic initiative untuk meminimalisir dampak secara jangka panjang.
3. Melakukan integrasi pipa SSWJ Subholding Gas dengan pipa Perusahaan di Jawa Barat.
4. Percepatan customer acquisition melalui penetrasi pasar ke retail CNG & LNG.
5. Optimalisasi aset existing di seluruh bisnis unit dan AP/JV untuk mendukung kinerja keuangan Perusahaan.

### Things that have the Potential to Have a Significant Impact on the Company's Business Continuity in 2021

In maintaining business continuity, the Company always pays close attention to economic activities and the dynamics of the Oil and Gas industry to seize business opportunities, mitigate risks and develop long-term capabilities. Global macroeconomic developments, energy outlook, national economy and Government Policy as a regulator are among the priorities for Pertamina Gas. During 2021, the Company experienced several things that had a significant impact on performance, namely:

1. The outbreak of the COVID-19 pandemic that has not been completed in 2021 has resulted in restrictions on community activities, slowing global trade, logistical constraints, falling public consumption, decreasing energy absorption, decreasing productivity and leading to economic weakness in various sectors.
2. The policy of adjusting gas demand from PT PLN on merit orders for power plants in 2021 has the potential to have an impact on the volume of gas transportation & LNG regasification.
3. The late completion of the JTB upstream project has resulted in the Gresik-Semarang Pipeline not being able to deliver gas optimally in 2021. This asset is vital for the Company's future so the Onstream Schedule for the JTB Upstream Project is crucial for the Company.
4. Regarding the implementation of the Minister of Energy and Mineral Resources Decree No. 134/135 of 2021, the Company has adjusted the tariffs to customers listed in the attachment to the Ministerial Decree.
5. Natural decline of 8% greatly affected the Company's performance, especially in the Gas transportation segment.

### Management Assessment on Matters with Potential Significant Influence on the Company's Business Continuity

For some of these things that affect business continuity, management has carried out a risk assessment of things that have the potential to have a significant impact on the continuity of the Company's business. With the implementation of these regulations, the decline in revenue in the gas transportation and gas trading business is unavoidable, but from the results of the assessment that has been carried out the management has taken several steps to maintain the Company's performance, including:

1. Carry out cost transformation for the efficiency of the Company's operational expenses.
2. Carry out strategic initiatives to minimize long-term impact.
3. To integrate the SSWJ Subholding Gas pipeline with the Company's pipeline in West Java.
4. Acceleration of customer acquisition through market penetration into retail CNG & LNG.
5. Optimization of existing assets in all business units and AP/JV to support the Company's financial performance.





6. Komersialisasi LNG Hub & Storage sebagai upaya Perusahaan untuk diversifikasi bisnis dan mengurangi ketergantungan pada pelanggan tertentu.
7. Perusahaan mengoptimalkan *stakeholder management* melalui negosiasi kesepakatan nilai marketing fee, penyelesaian *Ship or Pay* pada pelanggan tertentu, dan upaya penundaan pelaksanaan *turn around* pada fasilitas pelanggan.
8. Perusahaan telah menyelesaikan investasi prioritas seperti Pembangunan Pipa minyak Rokan, Pipa Gas Gresik-Semarang, Pipa Gas ADK & Cargo Dock. Aset-aset baru dibangun untuk memastikan Perusahaan bertumbuh secara berkelanjutan di masa depan.

#### **Asumsi yang Digunakan Manajemen dalam Melakukan Assessment atas Hal-hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perusahaan**

Untuk mengelola potensi yang berpengaruh signifikan terhadap kelangsungan usaha, terutama yang bersifat operasional dan finansial, Perusahaan menggunakan asumsi yang disesuaikan dengan kondisi internal dan eksternal. Sedangkan *assessment* yang digunakan sebagai asumsi dasar kelangsungan usaha dilakukan berdasarkan analisis SWOT yang terdapat dalam RJPP. Dalam analisis tersebut, Perusahaan memiliki beberapa keunggulan yang dapat memastikan kelangsungan bisnis dapat berjalan dengan baik yaitu:

1. Perusahaan memiliki dukungan penuh dari Pertamina sebagai Holding Migas dan PGN sebagai Subholding Gas dalam pasokan gas, niaga gas, transportasi gas, dan pengolahan gas.
2. Perusahaan memiliki jaringan infrastruktur Gas baik pipa gas sepanjang lebih dari 2.400 km mulai dari Aceh, Sumut, Sumsel, Jabar, Jateng, Jatim, dan Kaltim maupun pipa virtual yang menyalurkan Gas ke kawasan Indonesia Timur
3. Perusahaan memiliki infrastruktur LNG Terminal di Arun sebagai lokasi strategis dalam mengembangkan bisnis LNG Hub untuk pasar domestik dan internasional
4. Perusahaan memiliki pengalaman sebagai pioneer dalam bisnis LNG Retail di Indonesia.
5. Perusahaan memiliki perusahaan afiliasi yakni PT Perta Daya Gas melalui kerja sama dengan PT Indonesia Power (PLN Group) sebagai strategic partner.
6. Perusahaan memiliki pengalaman sebagai pengelola pipa minyak sehingga siap untuk menggapai kesempatan dalam bisnis transportasi minyak, salah satu asset yang selesai dibangun adalah pipa minyak Rokan yang menyalurkan minyak dari Blok Rokan (24% produksi minyak Nasional).
7. Kapasitas pipa eksisting masih dapat dimanfaatkan melihat data utilisasi per ruas pipa rata-rata masih 30 – 40%.
8. Program pemerintah yang menggalakan konversi energi dari bahan bakar minyak ke bahan bakar gas.
9. Program pemerintah untuk percepatan transisi enenergi dapat mendorong pemakaian Gas di masa depan.

6. Commercialization of LNG Hub & Storage as the Company's efforts to diversify its business and reduce dependence on certain customers.
7. The company optimizes stakeholder management through negotiation of marketing fee value agreements, settlement of Ship or Pay for certain customers, and efforts to delay the implementation of turn around at customer facilities.
8. The company has completed priority investments such as the construction of the Rokan Oil Pipeline, Gresik-Semarang Gas Pipeline, ADK Gas Pipeline & Cargo Dock. New assets are built to ensure the Company grows sustainably in the future.

#### **Assumptions Used by Management in Conducting Assessment of Matters with Potential Significant Influence on the Company's Business Continuity**

To manage the potential that has a significant effect on business continuity, especially operational and financial in nature, the Company uses assumptions that are adjusted to internal and external conditions. Meanwhile, the assessment used as the basic assumption of business continuity is carried out based on the SWOT analysis contained in the RJPP. In this analysis, the Company has several advantages that can ensure business continuity can run well, namely:

1. The company has full support from Pertamina as Oil and Gas Holding and PGN as Gas Subholding in gas supply, gas trading, gas transportation, and gas processing.
2. The company has a gas infrastructure network, both gas pipelines of more than 2,400 km starting from Aceh, North Sumatra, South Sumatra, West Java, Central Java, East Java and East Kalimantan as well as virtual pipelines that distribute gas to Eastern Indonesia.
3. The company has LNG Terminal infrastructure in Arun as a strategic location in developing LNG Hub business for domestic and international markets
4. The company has experience as a pioneer in the LNG Retail business in Indonesia.
5. The company has an affiliate company, namely PT Perta Daya Gas in collaboration with PT Indonesia Power (PLN Group) as a strategic partner.
6. The company has experience as an oil pipeline manager so that it is ready to seize opportunities in the oil transportation business, one of the assets that has been completed is the Rokan oil pipeline which supplies oil from the Rokan Block (24% of national oil production).
7. The capacity of the existing pipe can still be utilized considering the average utilization data per pipe segment is still 30 – 40%.
8. Government programs that promote energy conversion from fuel oil to fuel gas.
9. Government programs to accelerate the energy transition can encourage the use of gas in the future.

## Peta Jalan Usaha: Rencana Jangka Panjang Perusahaan Business Road Map: Corporate Long Term Plan

Perusahaan telah memiliki rencana jangka panjang, investasi tahun 2022-2027 pada segmen Transportasi Minyak memiliki porsi paling besar dibandingkan segmen lain (38%). Hal ini merupakan bentuk diversifikasi bisnis untuk menambah portofolio pipa pada Pipa BBM & DME *Pipeline Storage*. Selain itu Perusahaan juga menambah portofolio pada bisnis infrastruktur LNG sebagai upaya memperkuat posisi dalam bisnis *supply chain* LNG di Indonesia. Selain itu Perusahaan tetap melakukan *market development* untuk Jaringan Pipa Gas.

Dengan adanya Investasi tersebut diharapkan pendapatan Perusahaan pada tahun 2027 akan mencapai USD1,69 miliar dan laba bersih sebesar USD374 juta. Untuk mencapai aspirasi tersebut manajemen telah menetapkan arah kebijakan strategis sebagai berikut:

1. *Maximizing Competitive Advantage Through Infrastructure Footprint.*
2. *Advancing Business Development and Business Initiatives*
3. *Enhancing Human Capital for Dynamic & Innovation Capabilities.*
4. *Enhancing Subsidiary & Affiliation Role.*

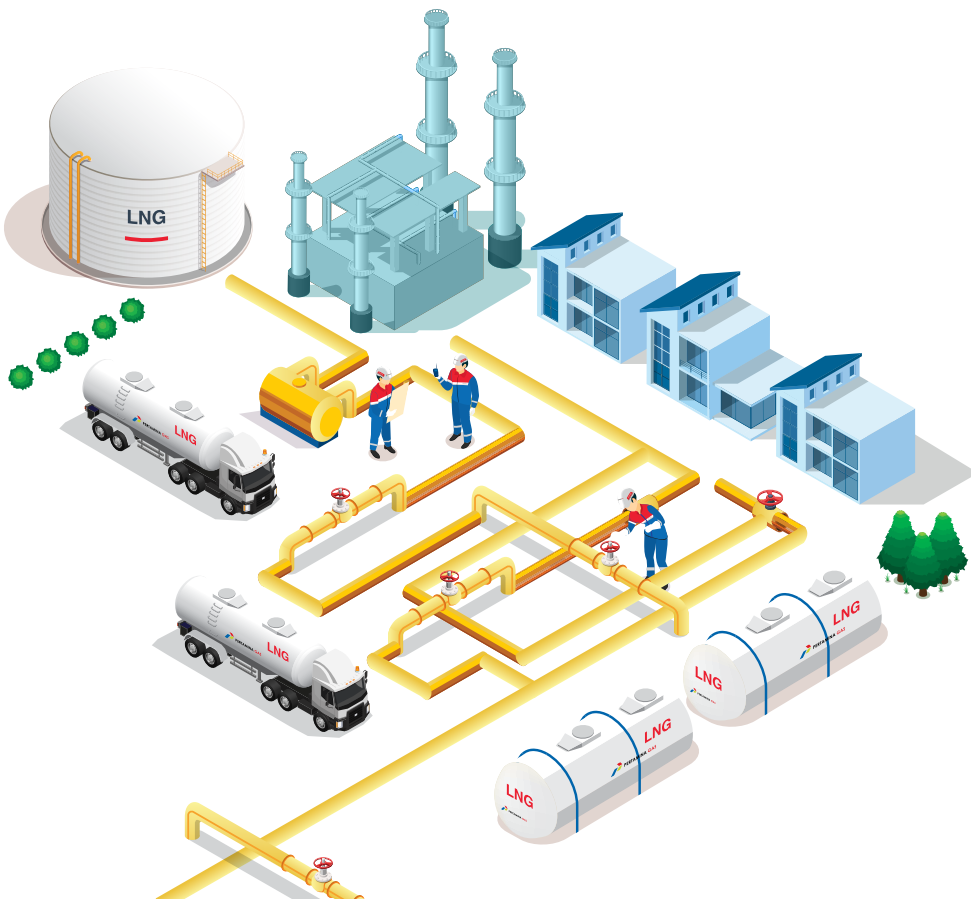
Tentunya kebijakan strategis tersebut dilakukan dengan tetap memperhatikan *Integrated Governance, Risk, Compliance, Culture & Value, Strong Financial Capabilities, HSSE Beyond Culture* serta *Community Development & Stakeholder Relations*.

The company has a long-term plan, investment in 2022-2027 in the Oil Transportation segment has the largest portion compared to other segments (38%). This is a form of business diversification to add to the pipeline portfolio for BBM & DME Pipeline Storage. In addition, the Company has also added a portfolio to the LNG infrastructure business as an effort to strengthen its position in the LNG supply chain business in Indonesia. In addition, the Company continues to carry out market development for Gas Pipeline Networks.

With this investment, it is expected that the Company's revenue in 2027 will reach USD1.69 billion and a net profit of USD374 million. To achieve these aspirations, the management has set the following strategic policy directions:

1. Maximizing Competitive Advantage Through Infrastructure Footprint.
2. Advancing Business Development and Business Initiatives
3. Enhancing Human Capital for Dynamic & Innovation Capabilities.
4. Enhancing Subsidiary & Affiliate Role.

Of course, these strategic policies are carried out with due regard to Integrated Governance, Risk, Compliance, Culture & Value, Strong Financial Capabilities, HSSE Beyond Culture and Community Development & Stakeholder Relations.










# 05.





# SUMBER DAYA MANUSIA

Human Resource



**PT Pertamina Gas senantiasa mendorong setiap pekerja untuk dapat berkembang dan mencapai potensi terbaiknya dengan memberikan program pelatihan dan pengembangan kompetensi dalam rangka persiapan diri untuk menghadapi masa kini dan masa datang. Upaya yang dilakukan tersebut diyakini Perusahaan mampu menghadirkan efektivitas dan produktivitas kinerja serta memperkuat daya saing Perusahaan ke depannya.**

PT Pertamina Gas always encourages every employee to be able to develop and reach their best potential by providing training and competency development programs in order to prepare themselves to face the present and the future. The efforts made are believed by the Company to be able to provide effectiveness and productivity performance and strengthen the Company's competitiveness in the future.

# Tata Kelola Sumber Daya Manusia

## Human Resources Governance



Sumber Daya Manusia (SDM) merupakan salah satu faktor penting dalam mendukung keberlanjutan usaha Pertamina Gas. Pengelolaan SDM yang tepat dan berkesinambungan terus dilakukan oleh Pertamina Gas dalam mengembangkan talenta yang berkualitas di tengah persaingan industri yang semakin ketat. Perusahaan menyadari bahwa keberadaan SDM yang tangguh dan unggul memegang peranan yang sangat penting guna mewujudkan visi dan misi Perusahaan.

Pengelolaan SDM dilakukan oleh Perusahaan untuk dapat menjawab perubahan-perubahan yang terjadi di lingkungan eksternal dan internal Perusahaan saat ini menuntut pola manajemen talenta yang lebih spesifik, responsif, inovatif, adaptif, tangkas, dan terintegrasi terhadap segala perubahan tersebut. Hal ini penting dalam mendukung kegiatan bisnis Pertamina Gas untuk dapat terus tumbuh dan berkembang secara berkelanjutan.

Salah satu upaya yang dilakukan oleh Pertamina Gas dalam pengelolaan SDM adalah dengan mengikutsertakan SDM yang dimilikinya ke dalam program pengembangan dan peningkatan kualitas SDM. Selain itu, Perusahaan juga senantiasa melaksanakan program rekrutmen SDM yang andal dan berkualitas yang mana nantinya dapat berperan

Human Resources (HR) is one of the important factors in supporting the sustainability of Pertamina Gas' business. Proper and sustainable HR management is continuously carried out by Pertamina Gas in developing quality talents in the midst of increasingly fierce industry competition. The Company realizes that the existence of strong and superior human resources plays a very important role in realizing the Company's vision and mission.

HR management is carried out by the Company in order to be able to respond to changes that occur in the external and internal environment. The Company currently demands a talent management pattern that is more specific, responsive, innovative, adaptive, agile, and integrated to all these changes. This is important in supporting Pertamina Gas' business activities to be able to continue to grow and develop in a sustainable manner.

One of the efforts made by Pertamina Gas in human resource management is to involve its human resources in the program to develop and improve the quality of human resources. In addition, the Company also continuously implements a reliable and quality HR recruitment program which will later play a role in increasing the Company's competitiveness. Pertamina Gas always





dalam meningkatkan daya saing Perusahaan. Pertamina Gas senantiasa mendorong setiap perkeja untuk dapat berkembang dan mencapai potensi terbaiknya. Hal ini dilakukan melalui penyelenggaraan berbagai kebijakan dan program yang bertujuan untuk mengembangkan potensi, bakat, minat, serta karakter seluruh individu.

## KEBIJAKAN DAN STRATEGI PENGELOLAAN SDM

Pertamina Gas merupakan Perusahaan yang bergerak di bidang transportasi gas dengan visi menjadi pemimpin global dalam mengembangkan rantai suplai gas dan berkomitmen untuk memberikan manfaat yang berkelanjutan bagi para pemangku kepentingan. Visi tersebut, diwujudkan melalui misi: (1) Mengembangkan infrastruktur gas terbaik di kelasnya, (2) Menjalankan operasi yang aman dan ramah lingkungan, (3) Menanamkan dalam investasi teknologi dan inovasi, (4) Merekrut dan mengembangkan tenaga kerja berbakat.

Sebagai anak Perusahaan dari PT Perusahaan Gas Negara Tbk, Pertamina Gas memiliki kebijakan dan strategi pengelolaan SDM di dalam Perusahaan disusun untuk mendukung pencapaian dan perwujudan visi misi tersebut dalam kerangka kerja yang selaras dengan kebijakan HR *Corporation Management* PT Perusahaan Gas Negara Tbk.

Sejalan dengan arahan strategis tersebut, misi pengelolaan SDM adalah:

- a. Organisasi yang efektif dalam mendukung tujuan perusahaan;
- b. Pemenuhan kebutuhan tenaga kerja secara optimal dan efisien;
- c. Sumber Daya Manusia yang profesional sebagai aset penting perusahaan;
- d. Perusahaan yang atraktif dan memotivasi pekerja untuk mengembangkan diri;
- e. Berbasis Kinerja (*Performance*), nilai AKHLAK (Amanah, Kompeten, Harnomis, Loyal, Adaptif, Kolaboratif), dan *Health, Safety and Enviromental* (HSE).

Misi tersebut di atas, diyakini sanggup mengantarkan Pertamina Gas untuk mencapai visi dan misinya. Kebijakan dan strategi pengelolaan SDM berdasarkan target pencapaiannya dapat dibedakan atas program jangka panjang dan jangka pendek (*annually*).

Khusus untuk program jangka pendek tertuang di dalam *Key Performance Indicator* (KPI). Peran SDM yang profesional sangat signifikan dirasakan dalam mencapai keberhasilan organisasi. Pertamina Gas memberikan perhatian terhadap manajemen SDM sehingga mampu menghadirkan perkeja yang inovatif, kreatif dan terdepan dalam keahlian di bidangnya

encourages every employee to be able to develop and reach their best potential. This is done through the implementation of various policies and programs aimed at developing the potential, talents, interests, and character of all individuals.

## HR MANAGEMENT POLICY AND STRATEGY

Pertamina Gas is a company engaged in gas transportation with a vision to become a global leader in developing gas supply chains and is committed to providing sustainable benefits for stakeholders. This vision is realized through the missions: (1) Develop best-in-class gas infrastructure, (2) Carry out safe and environmentally friendly operations, (3) Invest in technology investment and innovation, (4) Recruit and develop a talented workforce.

As a subsidiary of PT Perusahaan Gas Negara Tbk, Pertamina Gas has policies and strategies for managing HR within the Company, which are structured to support the achievement and realization of the vision and mission within a framework that is in line with the HR Corporation Management policy of PT Perusahaan Gas Negara Tbk.

In line with these strategic directions, the mission of HR management is:

- a. Organizations that are effective in supporting company goals;
- b. Fulfilling workforce needs optimally and efficiently;
- c. Professional Human Resources as an important company asset;
- d. An attractive company that motivates employees to develop themselves;
- e. Based on Performance (*Performance*), AKHLAK values (Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative), and Health, Safety and Environmental (HSE).

The mission mentioned above is believed to be able to deliver Pertamina Gas to achieve its vision and mission. HR management policies and strategies based on their achievement targets can be divided into long-term and short-term programs (*annually*).

Specifically for short-term programs, it is stated in the *Key Performance Indicators* (KPI). The role of professional human resources is very significant in achieving organizational success. Pertamina Gas pays attention to HR management so that it is able to present employees who are innovative, creative and at the forefront of expertise in their fields



## ORGANISASI PENGELOLA SDM

Secara internal pengelolaan SDM di Pertamina Gas menjadi tugas dan tanggung jawab dari Fungsi *Human Capital & Business Support*-Direktorat *Finance and Business Support*, di mana salah satu subordinatnya adalah Fungsi *Human Capital*. Adapun Fungsi *Human Capital & Business Support* dipimpin oleh seorang *Vice President* dan membawahi 3 (tiga) fungsi yaitu *Human Capital* (HC); *Information, Communication and Technology* (ICT); dan *General Support* (GS).

## HR MANAGEMENT ORGANIZATION

Internally HR management at Pertamina Gas is the duty and responsibility of the Human Capital & Business Support Function-Directorate of Finance and Business Support, where one of the subordinates is the Human Capital Function. The Human Capital & Business Support function is led by a Vice President and oversees 3 (three) functions, namely Human Capital (HC); Information, Communication and Technology (ICT); and General Support (GS).

### Profil VP Human Capital & Business Support VP Human Capital & Business Support Profile

Hirsan Firra Kanar

VP Human Capital & Business Support  
Menjabat Sejak 1 Agustus 2020  
Serving since August 1, 2020



#### Data Pribadi

Warga negara Indonesia  
Usia 46 tahun per 31 Desember 2021  
Kelahiran Bandung, 20 Juli 1976

#### Personal Data

Indonesian citizens  
Age 46 years as of December 31, 2021  
Born in Bandung, July 20, 1976

#### Riwayat Penunjukan

Hirsan Firra Kanar diangkat sebagai VP Human Capital & Business Support sejak 1 Agustus 2020 berdasarkan Surat Keputusan No. SKMJ-00431/K20000/2020-58

#### Appointment History

Hirsan Firra Kanar was appointed as VP Human Capital & Business Support since August 1, 2020 based on Decree No. SKMJ-00431/K20000/2020-58

#### Riwayat Pendidikan

Sarjana Hukum dari Universitas Padjajaran Bandung 1999

#### Educational background

Bachelor of Law from Padjajaran University, Bandung 1999

#### Pengalaman Kerja

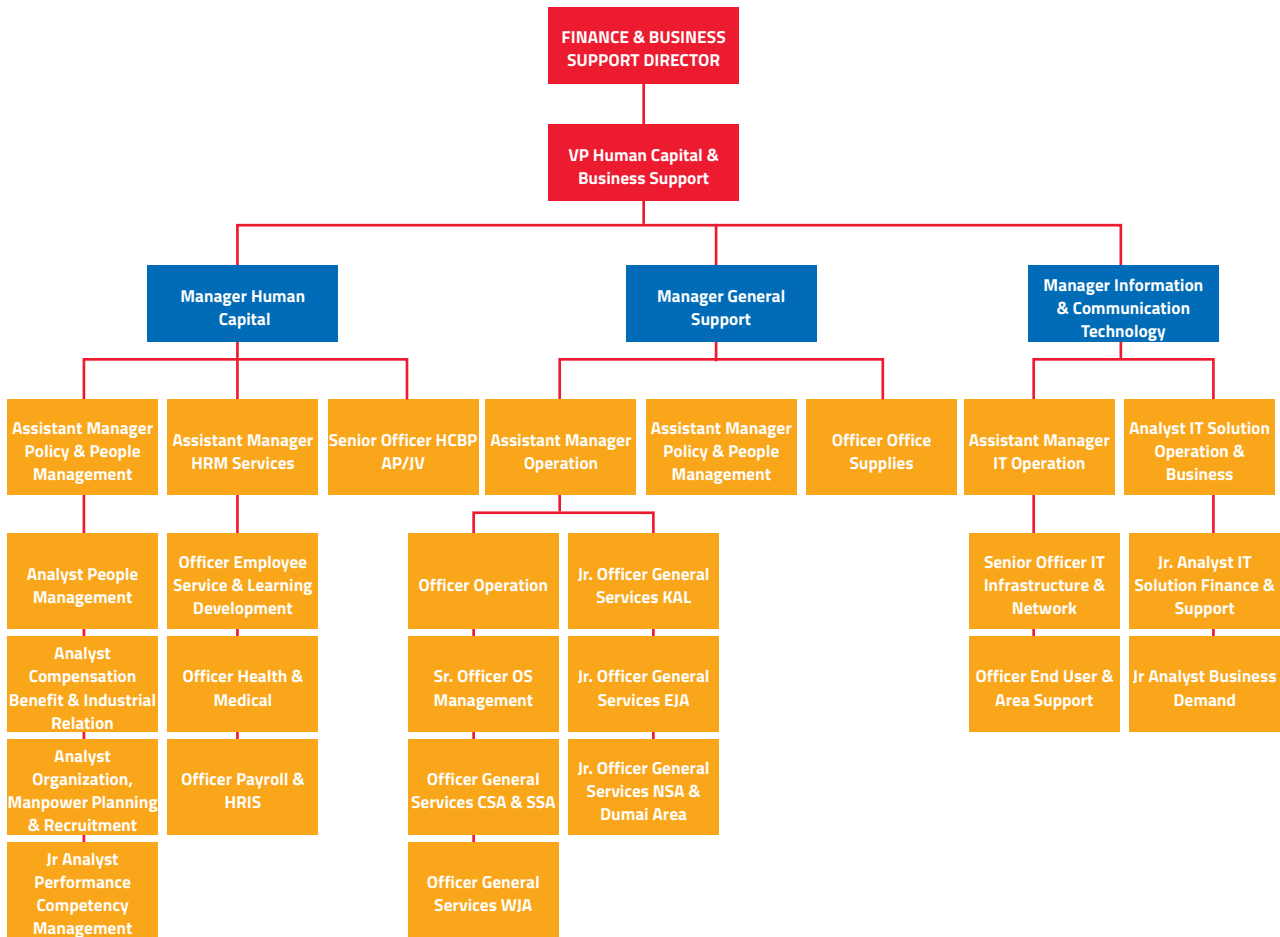
Bergabung di Pertamina sejak 1 Desember 2003, sepanjang kariernya Hirsan Firra Kanar pernah menduduki berbagai posisi penting pada Direktorat Sumber Daya Manusia di Kantor Pusat Pertamina dan Anak Perusahaan Pertamina, baik di wilayah Sumatera Bagian Selatan, Cirebon, dan Jakarta. Terhitung sejak tanggal 1 Agustus 2020, Hirsan Firra Kanar bergabung di Pertamina Gas sebagai VP *Human Capital & Business Support*.

#### Work experience

Joining Pertamina since December 1, 2003, throughout his career Hirsan Firra Kanar has held various important positions at the Directorate of Human Resources at Pertamina Headquarters and Pertamina's Subsidiaries, both in the Southern Sumatra, Cirebon and Jakarta areas. As of August 1, 2020, Hirsan Firra Kanar joined Pertamina Gas as VP Human Capital & Business Support.

Struktur Organisasi Fungsi *Human Capital & Business Support* sebagai pengelola SDM Pertamina Gas telah tercantum dalam Kpts-044/PG0000/2019-50 tanggal 15 November 2019, yakni sebagai berikut:

Organizational Structure Human Capital & Business Support functions as Pertamina Gas HR managers have been listed in Kpts-044/PG0000/2019-50 dated November 15, 2019, which are as follows:



Sebagaimana yang terlampir pada Struktur Organisasi Fungsi *Human Capital & Business Support* di atas, pengelolaan SDM Perusahaan dilakukan oleh Fungsi *Human Capital* yang dipimpin oleh *Manager Human Capital*. Fungsi *Human Capital* Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. **Strategis**  
Menetapkan strategi pengelolaan SDM untuk mendukung pencapaian Visi & Misi Perusahaan. Kegiatan strategis ini dapat dilihat dalam upaya merumuskan kebijakan, strategi dan/atau implementasi pengelolaan SDM terkait dengan Visi dan Misi Perusahaan, Proses Bisnis, Sistem Kinerja Perusahaan dan/atau *Key Performance Indicator* (KPI).
2. **Advisor**  
Berperan sebagai pemberi saran kepada BOD, Manajer SDM Lini, Pekerja dan/atau *stakeholder* (Instansi Pemerintah, Lembaga Pendidikan, LSM dan/atau masyarakat) dalam kaitan implementasi pengelolaan SDM Perusahaan.
3. **Layanan/Jasa (Services)**, antara lain:
  - a. *Organization Management* (*Job Analysis, Organization Design, Job Description, Job Evaluation, nomenklatur dan/atau Sistem dan Tata Kerja* pengelolaan SDM);

As attached to the Organizational Structure of the Human Capital & Business Support Function above, the management of the Company's HR is carried out by the Human Capital Function led by the Human Capital Manager. The Company's Human Capital function has the following duties and responsibilities:

1. **Strategic**  
Establish HR management strategies to support the achievement of the Company's Vision & Mission. This strategic activity can be seen in the effort to formulate policies, strategies and/or implementation of HR management related to the Company's Vision and Mission, Business Processes, Company Performance Systems and/or Key Performance Indicators (KPI).
2. **Advisor**  
Act as a giver of advice to BOD, Line HR Managers, Workers and/or stakeholders (Government Agencies, Educational Institutions, NGOs and/or the community) in relation to the implementation of the Company's HR management.
3. **Services, including:**
  - a. *Organization Management* (*Job Analysis, Organization Design, Job Description, Job Evaluation, nomenclature and/or System and Work Procedures* for HR management);

- b. Perencanaan tenaga kerja, rekrutmen, dan penempatan pekerja;
  - c. *Reward Management (Compensation and Benefit Management, Perquisite & Work Life Balance)*;
  - d. *Talent Management (Placement & Transfer, Performance Management System, Learning, Succession Planning, Competency Management, Career Path)*
  - e. *Industrial Relation (Norma dan Syarat-Syarat Kerja, Industrial Peace, Non Litigasi, Comparative Labor Standard)*;
  - f. *HR Service Management (administration service, information HR management)*.
4. Pengawas/Pengendali  
Monitoring/audit praktik pengelolaan SDM guna memastikan keselarasan dengan kebijakan dan/atau strategi Perusahaan. Selain itu, perlu dilakukan survei layanan untuk memastikan tugas dan tanggung jawab pengelolaan SDM telah memenuhi harapan *stakeholder*, khususnya Pekerja.

## PROGRAM PENGELOLAAN SDM

Perusahaan melalui Fungsi Human Capital telah melakukan berbagai program pengelolaan SDM dan Organisasi di sepanjang tahun 2021, dalam rangka meningkatkan produktivitas Pekerja. Program pengelolaan yang telah diterapkan pada tahun 2021 adalah sebagai berikut:

1. Pengelolaan Organisasi dan Budaya
  - a. Pelaksanaan *Work Load Analysis (WLA)* untuk mengevaluasi kecukupan beban kerja dan formasi organisasi Perusahaan;
  - b. Penyusunan Struktur Organisasi Area Operasi Baru Pasca Project (Rokan);
  - c. Pembentukan *Agent of Change* Perusahaan dan pelaksanaan pembekalannya;
  - d. Implementasi kegiatan internalisasi tata nilai AKHLAK di seluruh fungsi PT Pertamina Gas.
2. Perencanaan dan Rekrutmen Pekerja
  - a. Penyusunan kajian perencanaan tenaga kerja untuk mendukung produktivitas organisasi;
  - b. Pelaksanaan rekrutmen calon peserta program Bimbingan Praktis Ahli (BPA) dan Bimbingan Profesi Sarjana (BPS) PT Pertamina Gas Group, sebagai calon Pekerja Perusahaan;
  - c. Pelaksanaan rekrutmen Pekerja Waktu Tertentu (PWT) untuk dukungan awal operasional pasca proyek pembangunan infrastruktur minyak Rokan;
  - d. Pelaksanaan *Internal Job Posting (IJP)* bersama Holding dan *Sub Holding* Migas untuk pengisian jabatan strategis.

- b. Manpower planning, recruitment and placement of workers;
  - c. Reward Management (Compensation and Benefit Management, Perquisite & Work Life Balance);
  - d. Talent Management (Placement & Transfer, Performance Management System, Learning, Succession Planning, Competency Management, Career Path)
  - e. Industrial Relations (Norms and Terms of Work, Industrial Peace, Non Litigation, Comparative Labor Standard);
  - f. HR Service Management (administration service, information HR management).
4. Supervisor/Controller  
Monitoring/auditing HR management practices to ensure alignment with Company policies and/or strategies. In addition, it is necessary to conduct a service survey to ensure that the duties and responsibilities of HR management have met the expectations of stakeholders, especially workers.

## HR MANAGEMENT PROGRAM

The Company through the Human Capital Function has carried out various HR and Organizational management programs throughout 2021, in order to increase employee productivity. The management programs that have been implemented in 2021 are as follows:

1. Organizational and Cultural Management
  - a. Implementation of Work Load Analysis (WLA) to evaluate the adequacy of the workload and the Company's organizational formation;
  - b. Preparation of the Organizational Structure of the New Operational Area Post-Project (Rokan);
  - c. Establishment of the Company's Agent of Change and the implementation of the debriefing;
  - d. Implementation of the internalization of moral values in all functions of PT Pertamina Gas.
2. Planning and Recruitment of Workers
  - a. Preparation of workforce planning studies to support organizational productivity;
  - b. Implementation of the recruitment of prospective participants in the Expert Practical Guidance (BPA) and Undergraduate Professional Guidance (BPS) programs of PT Pertamina Gas Group, as prospective Company Workers;
  - c. Implementation of PWT recruitment for initial operational support after the Rokan oil infrastructure development project;
  - d. Implementation of Internal Job Posting (IJP) with Oil and Gas Holding and Sub Holding for filling strategic positions.



3. Pelatihan dan Pengembangan Kompetensi
  - a. Pelatihan dan Pengembangan Kompetensi Leadership dan *Business Management* (Pertagas Leadership Development Program, Trailblazer, Catalyser Program);
  - b. Program Sertifikasi Profesi baru dan pembaharuannya, di bidang *Health, Safety, & Environment*, Legal, dan Pengelolaan Audit Internal Perusahaan.
3. Pengelolaan Karier dan Pergerakan Pekerja
  - a. *Cross function movement* dan *internal promotion* di dalam PT Pertamina Gas;
  - b. *Talent Mobility* di lingkungan PT Pertamina Gas Group, *Sub Holding Gas*, dan Anak Perusahaan/ Afiliasi PT Pertamina (Persero) lainnya;
  - c. Penyusunan dan implementasi sistem pengelolaan karier Pekerja.
4. Pengelolaan Hubungan Industrial, Kompensasi dan Benefit
  - a. Implementasi Perjanjian Kerja Bersama antara PT Pertamina Gas dengan Serikat Pekerja Pertamina Gas (SPPG) Periode 2020-2022;
  - b. Pelaksanaan LKS Bipartit secara rutin dan berkala untuk menjaga keharmonisan hubungan antara Perusahaan dengan Serikat Pekerja PT Pertamina Gas;
  - c. Penyusunan Perjanjian Kerjasama dengan *Sub Holding*, Anak Perusahaan, dan Perusahaan afiliasi PT Pertamina (Persero) serta PT Perusahaan Gas Negara, Tbk;
  - d. Pemutakhiran formula perhitungan Tarif Upah Lembur Pekerja *Level Operator*;
  - e. Pelaksanaan kajian dan penyusunan ketentuan Tunjangan Kesehatan, Keselamatan, dan Keamanan Kerja Pekerja;
  - f. Penetapan dan standarisasi tarif upah Tenaga Kerja Jasa Penunjang (TKJP) sebagai *Owner Estimate* (OE) dalam pengalihan Pekerjaan Perusahaan kepada pihak ketiga.
5. Pengelolaan Layanan Sumber Daya Manusia bagi Pekerja
  - a. Penyiapan & ketepatan eksekusi *payroll* setiap bulan;
  - b. Melakukan kerja sama jasa layanan kesehatan dengan PT Pertamina Bina Medika dan PT Pertamina Lubricants dalam penyediaan fasilitas klinik kesehatan di Kantor Pusat PT Pertamina Gas;
  - c. Melakukan perjanjian kerja sama jasa layanan kesehatan berbasis *managed care* dengan PT Pertamina Bina Medika menggunakan sistem ASO (Administrative Services Only);
  - d. Melakukan perjanjian kerja sama layanan kesehatan dokter perusahaan dengan Klinik Pertamedika IHC;
  - e. Pelaksanaan layanan pengelolaan kesehatan Pekerja dan keluarga, yang meliputi kegiatan *promotif, preventif*, termasuk *Medical Check Up* (MCU) Tahunan Pekerja
3. Training and Competency Development
  - a. Leadership and Business Management Competency Training and Development (Pertagas Leadership Development Program, Trailblazer, Catalyser Program);
  - b. New Professional Certification Program and its renewal, in the areas of Health, Safety, & Environment, Legal, and Management of the Company's Internal Audit.
4. Career Management and Worker Movement
  - a. Cross function movement and internal promotion within PT Pertamina Gas;
  - b. Talent Mobility within PT Pertamina Gas Group, Sub Holding Gas, and other subsidiaries/affiliates of PT Pertamina (Persero);
  - c. Formulation and implementation of Employee career management system.
5. Management of Industrial Relations, Compensation and Benefits
  - a. Implementation of the Collective Labor Agreement between PT Pertamina Gas and the Pertamina Gas Workers Union (SPPG) for the 2020-2022 Period;
  - b. Implementation of Bipartite LKS regularly and periodically to maintain harmonious relations between the Company and the PT Pertamina Gas Workers Union;
  - c. Preparation of Cooperation Agreements with Sub Holdings, Subsidiaries, and Affiliated Companies PT Pertamina (Persero) and PT Perusahaan Gas Negara, Tbk;
  - d. Updating the formula for calculating the Operator Level Overtime Wage Rate;
  - e. Implementation of studies and preparation of provisions for Work Health, Safety and Security Benefits for Workers;
  - f. Determination and standardization of wage rates for Supporting Service Workers (TKJP) as Owner Estimate (OE) in transferring the Company's work to third parties.
6. Management of Human Resources Services for Workers
  - a. Preparation & accuracy of payroll execution every month;
  - b. Cooperating in health services with PT Pertamina Bina Medika and PT Pertamina Lubricants in the provision of health clinic facilities at PT Pertamina Gas Head Office;
  - c. Entered into a managed care-based health service cooperation agreement with PT Pertamina Bina Medika using the ASO (Administrative Services Only) system;
  - d. Entered into a cooperation agreement for the company's doctor's health services with the Pertamedika IHC Clinic;
  - e. Implementation of health management services for Workers and their families, which includes promotive, preventive activities, including the Annual Medical

dan pelaksanaan vaksinasi COVID-19 bagi Pekerja dan keluarga, kegiatan kuratif, serta kegiatan rehabilitatif;

- f. Pelaksanaan Program Pensiun Iuran Pasti (PPIP) melalui lembaga-lembaga Dana Pensiun Lembaga Keuangan (DPLK) yang telah bekerjasama;
- g. Pelaksanaan iuran program BPJS Ketenagakerjaan dan BPJS Kesehatan sesuai ketentuan yang berlaku;
- h. Memberikan layanan konseling psikologi dan psikoedukasi untuk pekerja selama masa pandemi

Check Up (MCU) for Workers and the implementation of COVID-19 vaccination for Workers and their families, curative activities, and rehabilitative activities;

- f. Implementation of the Defined Contribution Pension Program (PPIP) through collaborating Financial Institution Pension Fund (DPLK) institutions;
- g. Implementation of BPJS Employment and Health BPJS program contributions in accordance with applicable regulations;
- h. Provide psychological counseling and psychoeducation services for workers during the pandemic.

## PRINSIP KESETARAAN

Perusahaan menerapkan prinsip non-diskriminasi secara konsisten dalam pengelolaan SDM, Pertamina Gas memiliki kebijakan untuk penerimaan, penilaian kinerja, remunerasi, dan pengembangan karier tanpa membedakan suku, agama, ras, golongan, *gender*, dan kondisi fisik. Kebijakan non-diskriminasi menjamin setiap insan Pertamina Gas memiliki kesempatan yang sama dan setara dalam pelaksanaan kebijakan Perusahaan. Kebijakan ini diatur dalam Perjanjian Kerja Bersama periode 1 November 2020 s.d. 31 Oktober 2022.

Hingga akhir 2021 Komposisi pekerja Pertamina Gas berdasarkan *gender* menunjukkan total 78% jumlah pekerja laki-laki dan 22% pekerja wanita, hal ini menunjukkan terdapat keberagaman dan juga Perusahaan memberikan kesempatan bagi siapa saja untuk bergabung dengan Pertamina Gas. Tak dapat dipungkiri, bahwa sifat kegiatan Perusahaan sejauh ini lebih diminati oleh kaum laki-laki dibanding perempuan. Namun pada dasarnya, Perusahaan memberikan kesempatan yang terbuka bagi perempuan untuk menduduki berbagai jenjang karier di Pertamina Gas.

## KESEMPATAN KERJA DAN TINGKAT PERPUTARAN PEKERJA

Dalam rangka meningkatkan performa dan kinerja Perusahaan, Pertamina Gas membutuhkan tenaga kerja yang memiliki keterampilan dan pengetahuan yang spesifik. Di mana proses rekrutmen dilakukan secara terbuka sesuai dengan kebutuhan dan kualifikasi yang diperlukan. Untuk jenis jabatan tertentu, Pertamina Gas memiliki kebijakan untuk menerima tenaga kerja lokal dengan kualifikasi dan kompetensi yang setara. Tenaga kerja lokal tersebut berasal dari wilayah-wilayah operasional Perusahaan. Kebijakan ini merupakan bentuk komitmen Perusahaan terkait pemberdayaan masyarakat setempat dalam rangka meningkatkan kesejahteraan masyarakat.

Pertamina Gas menyadari, bahwa regenerasi pekerja pada industri gas tidak secepat angkatan kerja pada umumnya, sehingga menuntut Perusahaan untuk berupaya menarik dan mempertahankan talenta yang dimiliki dalam rangka mendukung kinerja Perusahaan.

## EQUALITY PRINCIPLE

The company applies the principle of non-discrimination consistently in HR management, Pertamina Gas has policies for acceptance, performance appraisal, remuneration, and career development without distinction of ethnicity, religion, race, class, gender, and physical condition. The non-discrimination policy ensures that every Pertamina Gas employee has equal and equal opportunities in implementing the Company's policies. This policy is regulated in the Collective Labor Agreement for the period 1 November 2020 until. October 31, 2022.

Until the end of 2021, the composition of Pertamina Gas employees based on gender shows a total of 78% male workers and 22% female workers, this shows that there is diversity and also the Company provides opportunities for anyone to join Pertamina Gas. It is undeniable that the nature of the Company's activities has so far been more attractive to men than women. But basically, the Company provides open opportunities for women to occupy various career levels at Pertamina Gas.

## EMPLOYMENT OPPORTUNITIES AND EMPLOYEE TURNOVER

In order to improve the performance and performance of the Company, Pertamina Gas requires workers who have specific skills and knowledge. Where the recruitment process is carried out openly according to the needs and qualifications required. For certain types of positions, Pertamina Gas has a policy of accepting local workers with equal qualifications and competencies. The local workforce comes from the Company's operational areas. This policy is a form of the Company's commitment to empowering local communities in order to improve the welfare of the community.

Pertamina Gas realizes that the regeneration of workers in the gas industry is not as fast as the workforce in general, thus requiring the Company to strive to attract and retain its talents in order to support the Company's performance.



Selain itu, terjadinya *turnover* secara alami, juga mendorong Perusahaan untuk meningkatkan kapasitas dan kapabilitas pekerja secara berkesinambungan melalui rekrutmen yang berkualitas dan pengembangan kompetensi serta didukung dengan penghargaan dan remunerasi yang kompetitif.

Perusahaan senantiasa berupaya untuk menciptakan lingkungan kerja yang kondusif bagi seluruh pekerja. Upaya tersebut cukup berhasil dilakukan Perusahaan, hal tersebut tercermin dari tingkat *turnover* pekerja yang pada tahun 2021 tercatat sebesar 0,44% atau mengalami penurunan jika dibandingkan tahun 2020 yang tercatat sebesar 1,00%.

## PENDIDIKAN DAN PELATIHAN

Untuk terus dapat meningkatkan daya saing Perusahaan di dalam industri yang semakin berkembang dan dinamis, maka Pertamina Gas senantiasa mengikutsertakan SDM yang dimilikinya dalam sebuah pendidikan dan pelatihan guna meningkatkan kompetensi bagi para pekerja baik yang diselenggarakan secara internal maupun eksternal.

Program pendidikan dan pelatihan yang diikuti oleh pekerja Pertamina Gas, mengacu pada upaya pemenuhan kompetensi managerial serta kompetensi teknis bagi para pekerja sesuai bidang kerja masing-masing yang berpedoman pada program pengelolaan SDM Pertamina Gas. Perusahaan memberikan kesempatan yang sama kepada seluruh pekerjanya untuk ikut dalam program pendidikan dan pelatihan.

Sepanjang tahun 2021, Perusahaan menyelenggarakan 62 program pelatihan dengan total 38.620 jam pembelajaran bagi pekerja, hal ini mengalami peningkatan jika dibandingkan tahun 2020 yang mana Perusahaan menyelenggarakan 64 program pelatihan dengan total 30.110 jam pembelajaran.

## PEMETAAN KEBUTUHAN PENDIDIKAN DAN PELATIHAN

Sebelum menyelenggarakan pendidikan dan pelayihan, Perusahaan senantiasa melakukan pemetaan terhadap kebutuhan pendidikan dan pelatihan bagi pekerja disetiap jenjang *level* jabatan untuk meningkatkan kinerja Perusahaan dan dalam rangka menghadapi perkembangan bisnis yang semakin meningkat. Untuk mencapai peningkatan kinerja yang telah ditargetkan, Perusahaan mempunyai komitmen untuk terus mengembangkan potensi pekerja secara konsisten dan berkesinambungan melalui proses pembelajaran, antara lain menyelenggarakan berbagai pendidikan, pelatihan dan *workshop* baik secara internal maupun secara eksternal bekerjasama dengan lembaga pendidikan. Pendidikan dan pelatihan ini diharapkan dapat meningkatkan pengetahuan dan keterampilan pekerja dalam meningkatkan produktivitas kerja, pengelolaan risiko, budaya perusahaan serta profesionalitas.

In addition, the natural occurrence of turnover also encourages the Company to continuously improve the capacity and capability of its employees through quality recruitment and competency development and is supported by competitive rewards and remuneration.

The company always strives to create a conducive work environment for all employees. This effort has been quite successful by the Company, this is reflected in the employee turnover rate which in 2021 was recorded at 0.44% or decreased compared to 2020 which was recorded at 1.00%.

## EDUCATION AND TRAINING

To continue to improve the Company's competitiveness in an increasingly dynamic and growing industry, Pertamina Gas always involves its human resources in education and training in order to improve the competence of employees, both internally and externally.

The education and training program participated by Pertamina Gas workers refers to efforts to fulfill managerial competence and technical competence for workers according to their respective fields of work guided by the Pertamina Gas HR management program. The company provides equal opportunities to all employees to participate in education and training programs.

Throughout 2021, the Company held 62 training programs with a total of 38,620 learning hours for workers, this is an increase compared to 2020 where the Company held 64 training programs with a total of 30,110 learning hours.

## MAPPING OF EDUCATION AND TRAINING NEEDS

Prior to providing education and training, the Company always mapped the education and training needs for employees at every level of position to improve the Company's performance and in order to face increasing business developments. To achieve the targeted performance improvement, the Company is committed to continuing to develop the potential of its employees consistently and continuously through a learning process, including organizing various education, training and workshops both internally and externally in collaboration with educational institutions. This education and training is expected to increase the knowledge and skills of workers in increasing work productivity, risk management, corporate culture and professionalism.



Berikut merupakan pemetaan kebutuhan Pendidikan dan pelatihan pekerja untuk tahun 2021, sebagaimana terlampir pada tabel di bawah ini.

The following is a mapping of the education and training needs of workers for 2021, as attached in the table below.

**Kebutuhan Pendidikan dan Pelatihan berdasarkan Level Jabatan**  
Education and Training Needs by Position

Jabatan Position	Realisasi Realization	Tujuan Pelatihan dan Pendidikan Training and Education Goals
Direksi Directors	2	Meningkatkan keterhubungan direksi dengan para pemimpin global di bidang industri migas Improving the relationship between directors and global leaders in the oil and gas industry
Vice President/General Manager	8	Meningkatkan pemahaman dan kemampuan dalam praktik kompetensi kepemimpinan yang efektif Improve understanding and ability to practice effective leadership competencies
Manager/setara Manager/setara	16	Meningkatkan kesadaran dan melatih kemampuan <i>coaching</i> untuk pengembangan pekerja Raise awareness and train coaching skills for employee development
Assistant Manager/setara Assistant Manager/setara	29	Meningkatkan dan mengakselerasi kompetensi kepemimpinan pekerja Improving and accelerating employee leadership competencies
Supervisor/Officer/Analyst/setara Supervisor/Officer/Analyst/setara	45	Meningkatkan kompetensi managerial umum dan kompetensi teknis di bidangnya masing-masing Improving general managerial competence and technical competence in their respective fields
Operator/setara Operator/ equivalent	24	Meningkatkan kompetensi teknis pekerja dan sikap kerja positif Improving the technical competence of workers and positive work attitude
Jumlah Total	124	

**PENGEMBANGAN KOMPETENSI PEKERJA**

Di sepanjang tahun 2021, Perusahaan telah merealisasikan 62 program pendidikan dan pelatihan dengan jumlah peserta sebanyak 426 orang. Adapun total biaya yang telah dikeluarkan Perusahaan adalah sebesar Rp2.384.938.296,- mengalami penurunan dibanding tahun 2020 yang tercatat sebesar Rp2.744.450.518,-.

Berikut rincian pendidikan dan pelatihan yang telah dilakukan Perusahaan disepanjang tahun 2021.

**WORKER COMPETENCY DEVELOPMENT**

Throughout 2021, the Company has realized 62 education and training programs with a total of 426 participants. The total costs incurred by the Company amounted to Rp2,384,938,296,- a decrease compared to 2020 which was recorded at Rp2,744,450,518,-.

The following are the details of the education and training that the Company has carried out throughout 2021.





**Tipe dan Modul Pendidikan dan Pelatihan Tahun 2021**  
Types and Modules of Education and Training in 2021

<b>Tipe</b> Type	<b>Jumlah Modul</b> Number of Modules	<b>Jumlah Peserta</b> (orang) Total Participants (persons)
Kepemimpinan & Manajerial Leadership and Managerial	2	60
Professional/ Kompetensi Teknis Professional/Technical Competence	42	805
Kesehatan, Keamanan, Keselamatan Kerja & Lingkungan Health, Security, Safety & Environment	18	492

**Program Pendidikan dan Pelatihan Pekerja Pertamina Gas Tahun 2021**  
Pertamina Gas Worker Education and Training Program in 2021

<b>Nama Pendidikan dan Pelatihan</b> Name of Education and Training	<b>Jumlah Peserta</b> (orang) Total Participants (persons)
Abu Dhabi International Petroleum Exhibition & Conference 2021	5
<i>Advanced HSSE Mandatory Training</i>	45
Auditor Pertamina Industrial Peace Level	1
<i>Basic Safety Training</i>	159
<i>Certified Public Private Partnership Professional (CP3P) Foundation Program</i>	1
<i>Employee Assistance Program (EAP) Supervisory Workshop</i>	26
<i>HSSE Leadership Mandatory Training</i>	85
<i>International Conference On Enterprise Risk Management</i>	5
<i>Junior Management Development Program</i>	33
<i>National Conference GRC Forum</i>	1
Pelatihan Auditor Energi Energy Auditor Training	5
Pelatihan Catalyser Cohort 3 Cohort 3 Catalyser Training	3
Pelatihan <i>Coach PDCA Continuous Improvement Program (CIP)</i> PDCA Continuous Improvement Program (CIP) Coach Training	23
Pelatihan <i>Engineer Development Program</i> Engineer Development Program Training	3
Pelatihan <i>Fire Prevention Protection</i> Fire Prevention Protection Training	31
Pelatihan <i>First Aider Level Awareness</i> First Aider Level Awareness Training	6
Pelatihan GSI/SI/ST GSI/SI/ST training	23
Pelatihan Hazops Hazops Pelatihan training	14

**Program Pendidikan dan Pelatihan Pekerja Pertamina Gas Tahun 2021**  
Pertamina Gas Worker Education and Training Program in 2021

Nama Pendidikan dan Pelatihan Name of Education and Training	Jumlah Peserta (orang) Total Participants (persons)
Pelatihan <i>Incident Investigation</i> Incident Investigation Pelatihan Training	5
Pelatihan <i>Internal Auditor</i> Sistem Manajemen Terintegrasi Integrated Management System Internal Auditor Training	30
Pelatihan <i>Leader As Coach Program</i> Leader As Coach Program Training	35
Pelatihan Manajemen Risiko Dan Sistem Informasi Manajemen Risiko Risk Management and Risk Management Information System Training	3
Pelatihan Pengelolaan Sistem Tata Kerja (STK) Work System Management Training (STK)	23
Pelatihan Pengoperasian Pipa Minyak Rokan Rokan Oil Pipeline Operation Training	43
Pelatihan Persiapan <i>Certified Fraud Examiner (CFE)</i> Certified Fraud Examiner (CFE) Preparatory Training	1
Pelatihan Publik "National Zoominar: Managing People Collaboration Through HC Daya Analytics & Technology Savvy in Complex Area" Public Training "National Zoominar: Managing People Collaboration Through HC Daya Analytics & Technology Savvy in Complex Area"	2
Pelatihan Sertifikasi <i>Life Cycle Assessment</i> Life Cycle Assessment Certification Training	16
Pembekalan dan Resertifikasi Operator K3 Provision and Recertification of K3 Operators	6
Pertagas <i>Leadership Development Program</i>	25
<i>Senior Management Development Program</i>	28
<i>Training Awareness</i> Sistem Manajemen Anti Penyruapan (SMAP)	296
<i>Training Basic Knowledge of LNG</i>	5
<i>Training Certified Internal Auditor All Part</i>	3
<i>Training GeNose C19</i>	12
<i>Training MySAP Modul Plant Maintenance</i>	8
<i>Training Of Trainers (TOT) Basic Safety</i>	38
<i>Training Online ISO/IEC 17025:2017 Awareness &amp; Internal Auditor</i>	20
<i>Training Pendidikan Profesi Konsultan Hukum Pasar Modal Dasar 1</i> Basic Capital Market Legal Consultant Professional Education Training 1	1
<i>Training Refreshment Continuous Improvement Program (CIP)</i>	99
<i>Training Strategy Planning &amp; Execution Development Program (SPEED) Program</i>	36



**Program Pendidikan dan Pelatihan Pekerja Pertamina Gas Tahun 2021**  
 Pertamina Gas Worker Education and Training Program in 2021

Nama Pendidikan dan Pelatihan Name of Education and Training	Jumlah Peserta (orang) Total Participants (persons)
<i>Workshop Interaction Internal Audit With Audit Comitee and External Auditor In The New Normal</i>	1
<i>Workshop Modified Design Thinking for Industrial Relation Pertamina</i>	1
<i>Workshop Pra Pembekalan Pelatihan Sertifikasi Manajer dan Auditor Energi</i> Pre-Debriefing Workshop for Energy Auditor and Manager Certification Training	25
<i>Behavior Based Safety</i>	11
Bimbingan Teknis dan Refreshing Kualifikasi Tenaga Ahli Inspektur Pipa Penyalur Migas Technical Guidance and Refreshing Qualification of Experts Inspector of Oil and Gas Distribution Pipes	10
Bimbingan Teknis Tenaga Ahli Inspektur Sistem Alat Ukur Serah Terima Migas Technical Guidance for Oil and Gas Handover Measuring Instrument System Inspectors	6
Pelatihan <i>Confined Space</i> Confined Space Training	11
Pelatihan dan Sertifikasi Manager Energi Energy Manager Training and Certification	6
Pelatihan dan Sertifikasi Operator Penanggungjawab Pengolahan Air Limbah (POPA) Training and Certification of Operators in Charge of Wastewater Treatment (POPA)	1
Pelatihan dan Sertifikasi Penanggungjawab Operasional Pengolahan Udara (POPU) Air Treatment Operational Personnel Training and Certification (POPU)	1
Pelatihan dan Sertifikasi Penanggungjawab Pencemaran Udara (PPU) Air Pollution Responsible Officer (PPU) Training and Certification	6
Pelatihan Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara Air Pollution Control Installation Operational Responsible Officer Training	10
Pelatihan Penanggung Jawab Operasional Pengolahan Air Limbah Wastewater Treatment Operational Responsible Person Training	7
Pelatihan Penanggung Jawab Operasional Pengolahan Limbah B3 B3 Waste Management Operational Responsible Training	5
Pelatihan Penanggung Jawab Pengelolaan Limbah B3 B3 Waste Management Responsible Training	4
Pelatihan Penanggung Jawab Pengendalian Pencemaran Air Water Pollution Control Personnel Training	4
<i>Pelatihan Scaffolding Inspector</i> Scaffolding Inspector Training	1
<i>Process Safety Management</i>	22
SUPREME	1
<i>Talent Development Acceleration</i>	2
<i>Working At Height Training</i>	1
<i>Workshop Keanekaragaman Hayati</i>	17

## PENGEMBANGAN KEPEMIMPINAN

Sementara itu, untuk mengembangkan jiwa kepemimpinan, Pertamina Gas merealisasikan beberapa program dalam bentuk, sebagaimana terlampir pada tabel di bawah ini.

## LEADERSHIP DEVELOPMENT

Meanwhile, to develop leadership spirit, Pertamina Gas has realized several programs in the form, as attached in the table below.

### Pelatihan & Pengembangan Kepemimpinan Tahun 2021

#### Leadership Training & Development 2021

Keterangan Description	Jumlah Peserta (orang) Total Participants (persons)
Pelatihan <i>Leader As Coach Program</i> <i>Leader As Coach Program Training</i>	35
<i>Pertagas Leadership Development Program</i>	25

### Competency Assessment Tahun 2021

#### Competency Assessment in 2021

Keterangan Description	Jumlah Peserta (orang) Total Participants (persons)
<i>Strategic Leaders Assessment</i>	0
<i>Operational Leaders Assessment</i>	16

## SISTEM PENILAIAN KINERJA PEKERJA

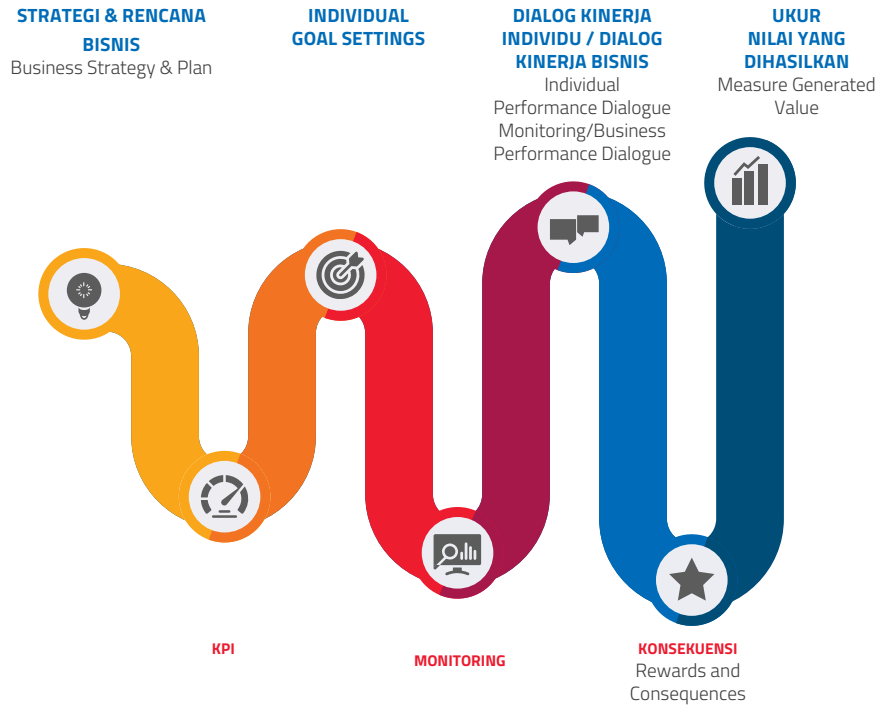
Pertamina Gas senantiasa mengidentifikasi target pencapaian masing-masing pekerja dalam melakukan peran dan tanggung jawabnya masing-masing. Penilaian kinerja pekerja dilakukan secara transparan dan akuntabel, dengan menggunakan sistem *People Review* yang berpedoman pada *Performance Management System (PMS) PT Pertamina (Persero)*.

## WORKER PERFORMANCE APPRAISAL SYSTEM

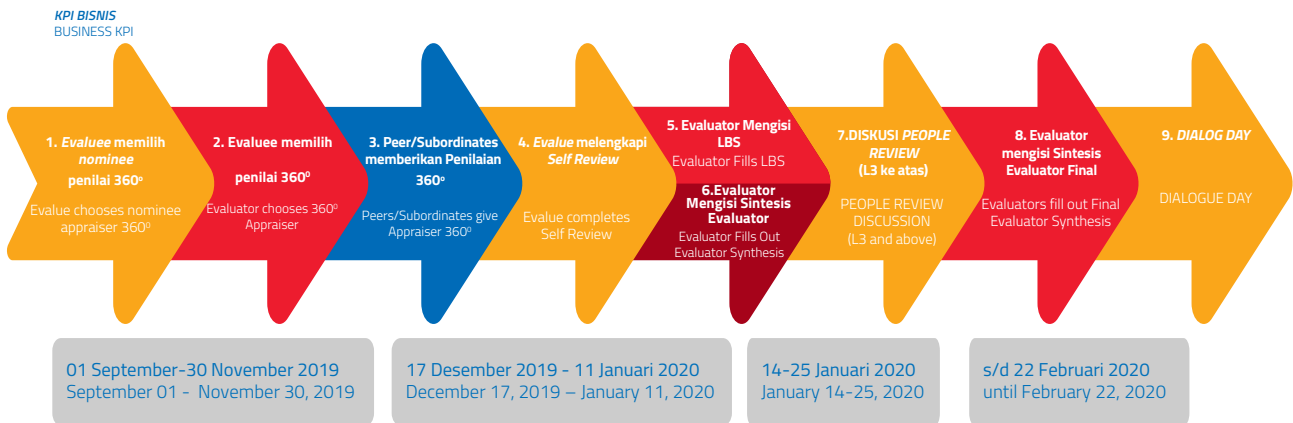
Pertamina Gas always identifies the achievement targets of each employee in carrying out their respective roles and responsibilities. Employee performance appraisal is carried out in a transparent and accountable manner, using the *People Review* system guided by the *Performance Management System (PMS) of PT Pertamina (Persero)*.



### Framework Performance Management System



### Siklus Performance Management System Performance Management System Cycle



Penilaian kinerja terhadap pekerja Pertamina Gas, senantiasa rutin dilakukan yakni setiap enam bulan sekali. Pada tahun 2020, Pertamina Gas telah melakukan penilaian kinerja terhadap 431 pekerja dan penilaian kompetensi dengan metode *assessment center* terhadap 20 pekerja, diikuti proses promosi dan rotasi atas kinerja yang ditunjukkan.

## PRODUKTIVITAS PEKERJA

Dari sisi produktivitas, di tahun 2021 mengalami peningkatan dibandingkan tahun 2020 dengan rincian pendapatan usaha per pekerja tercatat sebesar USD1.216 juta, di mana total pendapatan tercatat sebesar USD541.386 juta dengan total pekerja sebanyak 441 pekerja, sedangkan pada tahun 2020 pendapatan usaha per pekerja tercatat sebesar USD653,96 juta, di mana total pendapatan tercatat sebesar USD290.361 juta dengan total pekerja sebanyak 444 pekerja.

Peningkatan produktivitas pekerja di tahun 2021 dibanding tahun 2020, terutama didukung oleh pelaksanaan program-program pengembangan kompetensi teknis dan kepemimpinan pekerja serta pembentukan organisasi yang efektif.

## KEBIJAKAN REMUNERASI

Perusahaan berkomitmen untuk senantiasa memperhatikan dan meningkatkan kesejahteraan dari seluruh pekerja yang bekerja di Pertamina Gas, salah satunya adalah dengan memberikan upah yang kompetitif di industri sejenis dan secara Pertamina Korporasi. Sistem remunerasi Pekerja di atur dalam:

1. Surat Keputusan Direksi PT Pertamina Gas No. Kpts-023/PG0000/2016-50 tanggal 27 Juni 2016 tentang Penyesuaian Pengupahan Implementasi Pertamina *Reference Level* (PRL);
2. Surat Keputusan Direksi PT Pertamina Gas No. Kpts-032/PG0000/2016-50 tanggal 30 September 2016 tentang Pengupahan Implementasi Pertamina *Reference Level* (PRL);
3. Surat Keputusan *President Director* PT Pertamina Gas No. Kpts-09/PG0000/2018-58 tanggal 26 Februari 2018 tentang Pengupahan terhadap Pekerja Delta Minus;
4. Surat Keputusan *President Director* PT Pertamina Gas No. Kpts-23/PG0000/2018-58 tanggal 14 Mei 2018 tentang Penyesuaian ketentuan promosi upah dan pengupahan *assistant Manager*/setara ke atas.

Struktur remunerasi disusun berdasarkan level jabatan, sehingga dapat memotivasi kompetisi pekerja dalam meningkatkan produktivitas. Untuk menetapkan manfaat bagi pekerja, Pertamina Gas juga mempertimbangkan kondisi Perusahaan dan perkembangan bisnis serta sinkronisasi proses penilaian kinerja.

Performance appraisal of Pertamina Gas employees is always carried out regularly, i.e. once every six months. In 2020, Pertamina Gas has conducted a performance assessment of 431 workers and a competency assessment using the assessment center method for 20 workers, followed by a promotion and rotation process for the performance shown.

## WORKER PRODUCTIVITY

In terms of productivity, in 2021 there will be an increase compared to 2020 with details of operating income per worker recorded at USD1,216 million, of which total income was recorded at USD541,386 million with the total number of workers is 441 workers, while in 2020 the operating income per worker was recorded at USD653.96 million, of which the total income was recorded at USD290,361 million with a total of 444 workers.

The increase in worker productivity in 2021 compared to 2020 is mainly supported by the implementation of programs for developing technical competence and employee leadership as well as the formation of an effective organization.

## REMUNERATION POLICY

The company is committed to always paying attention to and improving the welfare of all workers working at Pertamina Gas, one of which is by providing competitive wages in similar industries and on a Corporate Pertamina basis. Employee remuneration system is set in:

1. Decree of the Board of Directors of PT Pertamina Gas No. Kpts-023/PG0000/2016-50 dated 27 June 2016 concerning Adjustment of the Pertamina *Reference Level* (PRL) Implementation Wage;
2. Decree of the Board of Directors of PT Pertamina Gas No. Kpts-032/PG0000/2016-50 dated 30 September 2016 concerning Wages for the Implementation of the Pertamina *Reference Level* (PRL);
3. Decree of the *President Director* of PT Pertamina Gas No. Kpts-09/PG0000/2018-58 dated 26 February 2018 concerning Wages for Delta Minus Workers;
4. Decree of the *President Director* of PT Pertamina Gas No. Kpts-23/PG0000/2018-58 dated May 14, 2018 regarding Adjustment of wage promotion provisions and assistant Manager wages/equivalent and above.

The remuneration structure is arranged based on the level of position, so that it can motivate workers' competition in increasing productivity. To determine benefits for workers, Pertamina Gas also considers the condition of the Company and business developments as well as synchronization of the performance appraisal process.



Struktur pengupahan di PT Pertamina Gas terdiri dari:

1. Upah Tetap (*Basic Salary*);
2. Tunjangan Tetap yaitu Tunjangan Daerah;
3. Tunjangan Tidak Tetap yaitu Tunjangan Posisi (*Position Allowance*) dan Tunjangan Manajemen;
4. Tunjangan Lainnya.

Berikut disampaikan perbandingan sistem pengupahan di Pertamina Gas selama 5 (lima) tahun terakhir

The wage structure at PT Pertamina Gas consists of:

1. Fixed Wages (*Basic Salary*);
2. Fixed Allowances, namely Regional Allowances;
3. Non-Fixed Allowances, namely Position Allowance and Management Allowance;
4. Other Benefits.

The following is a comparison of the wage system at Pertamina Gas for the last 5 (five) years.

Tahun Year	Min (Rp)	Mid (Rp)	Max (Rp)
2017	4.319.557	23.914.766	172.100.000
2018	4.443.186	24.744.594	172.100.000
2019	4.202.000	24.454.707	190.175.000
2020	4.202.000	23.560.215	190.175.000
<b>2021</b>	<b>4.202.000</b>	<b>23.309.992</b>	<b>190.175.000</b>

#### Komponen Imbal Jasa Pekerjaan untuk Pekerja

Components of Remuneration for Workers

Komponen Components	Pekerja Tetap Permanent Workers	Pekerja Tidak Tetap Temporary Workers
<b>Upah Wage</b>	<b>Basic Salary, Tunjangan Daerah dan Tunjangan Posisi</b> Basic Salary, Regional Allowance and Position Allowance	<b>Honorarium</b>
<b>Tunjangan Tidak Tetap (Insentif Bulanan)</b> Variable Benefits (Monthly Incentive)		
Tunjangan Transportasi Transportation Allowance	✓	✓
Lembur Overtime	✓	✓
Insentif Incentive	✓	✓
Bonus	✓	✓
Tunjangan Shift Shift Allowance	✓	✓
Bantuan Istirahat Tahunan Annual Rest Assistance	✓	✓
Tunjangan Hari Raya Annual Rest Assistance	✓	✓
<b>Manfaat Benefit</b>		
Jaminan Kesehatan Health insurance	✓	✓
BPJS Kesehatan BPJS Health	✓	✓



**Komponen Imbal Jasa Pekerjaan untuk Pekerja**  
Components of Remuneration for Workers

Komponen Components	Pekerja Tetap Permanent Workers	Pekerja Tidak Tetap Temporary Workers
<b>Upah Wage</b>	<b>Basic Salary, Tunjangan Daerah dan Tunjangan Posisi</b> Basic Salary, Regional Allowance and Position Allowance	<b>Honorarium</b>
BPJS Ketenagakerjaan BPJS of Employment	✓	✓
Dana Pensiun Pension fund	✓	X
<b>Kenaikan Upah Wage Increase</b>		
<i>Salary Increase</i>	X	X
<i>Promotional Increase</i>	✓	X

**LAYANAN MEDIS DAN KESEHATAN BAGI PEKERJA**

Dalam rangka melindungi para pekerjanya, Pertamina Gas telah menetapkan program keselamatan dan kesehatan kerja, yang mencakup pelatihan, penyuluhan yang berkesinambungan, penyediaan sarana dan prasarana untuk keselamatan kerja, serta pengawasan dan inspeksi secara rutin. Hingga tahun 2021 Pertamina Gas berhasil mempertahankan jam kerja selamat hingga 85.199.921 jam kerja sejak tahun 2007 atau 9.451.819 sepanjang tahun 2021 dengan rincian, nihil *fatality*, nihil *lost time injury*, nihil *restricted work case*, nihil *medical treatment*, nihil *first aid*, nihil *near miss* dan 2.456 laporan *unsafe act/condition*.

Selain itu, Perusahaan juga senantiasa memperhatikan kesehatan dari para pekerjanya, yang mana Perusahaan melaksanakan beberapa tindakan seperti pencegahan (preventif), pengobatan (kuratif), mempertahankan kesehatan (promotif) dan mengembalikan kesehatan seperti semula (rehabilitatif). Kegiatan pelatihan dan pelayanan kesehatan dilakukan Perusahaan di Kantor Pusat dan setiap wilayah operasi. Perusahaan menjamin perlindungan terhadap keselamatan dan kesehatan kerja dengan menyediakan alat-alat keselamatan kerja maupun mengikutkan pekerja dalam program perlindungan sesuai dengan peraturan perundang-undangan dan ketentuan lain yang berlaku terkait keselamatan kerja.

Seluruh pekerja tetap Perusahaan juga mendapatkan pelayanan kesehatan (*managed care*) dan pemeriksaan kesehatan berkala (*medical check-up*) setiap tahun demi menjaga derajat kesehatan pekerja.

**OCCUPATIONAL SAFETY, HEALTH AND ENVIRONMENT AND MEDICAL SERVICES**

In order to protect its workers, Pertamina Gas has established an occupational safety and health program, which includes training, continuous counseling, provision of facilities and infrastructure for work safety, as well as routine supervision and inspection. Until 2021 Pertamina Gas managed to maintain safe working hours of up to 85,199,921 working hours since 2007 or 9,451,819 throughout 2021 with details, zero fatality, zero lost time injury, zero restricted work cases, zero medical treatment, zero first aid, nil near miss and 2,456 reports of unsafe act/condition.

In addition, the Company also always pays attention to the health of its employees, in which the Company carries out several actions such as prevention (preventive), treatment (curative), maintain health (promotive) and restore health to normal (rehabilitative). Training activities and health services are carried out by the Company at the Head Office and each operating area. The company guarantees the protection of occupational safety and health by providing work safety equipment as well as involving workers in protection programs in accordance with the laws and regulations and other applicable provisions related to work safety.

All permanent employees of the Company also receive health services (managed care) and periodic medical check-ups every year in order to maintain the health status of workers.



Jaminan kesehatan *managed care* telah mencakup seluruh upaya pengelolaan kesehatan pekerja dan keluarga pekerja, yang meliputi peningkatan kesehatan (*promotif*), sosialisasi pencegahan (*preventif*), pengobatan (*kuratif*), pemulihan kesehatan (*rehabilitatif*) hingga perlindungan (*protektif*).

Perusahaan telah melaksanakan berbagai program dan kegiatan untuk mendukung kesehatan lingkungan kerja, kesehatan pekerja dan kesehatan keluarga pekerja. Total biaya yang dialokasikan untuk mendukung pelaksanaan kesehatan kerja selama tahun 2021 mencapai Rp19.169.722.122,-. Jumlah tersebut mengalami peningkatan sebesar 42,08% dibandingkan biaya yang dialokasikan pada tahun 2020 sebesar Rp13.492.128.110. Peningkatan biaya kesehatan sebagian besar dipengaruhi oleh biaya berobat kesehatan terkait COVID-19.

Pengelolaan kesehatan kerja tak hanya mencakup pada tempat kerja dan pekerja, tetapi juga keluarga pekerja. Pertamina Gas juga memberikan jaminan kesehatan untuk para pekerja dan keluarganya, meliputi suami/istri pekerja bersama tiga anak pekerja. Pemberian jaminan kesehatan dilaksanakan Pertamina Gas bekerjasama dengan Pertamedika yang merupakan anak perusahaan PT Pertamina (Persero) di bidang usaha jasa kesehatan dan rumah sakit. Kerja sama diwujudkan melalui layanan kesehatan berbasis *Managed Care*.

Selain jaminan kesehatan, Pertamina Gas juga menyediakan jaminan kesehatan dalam sistem *reimbursement*. Jaminan kesehatan ini dapat dipilih pekerja saat klaim kacamata ataupun ketika pekerja berobat ke rumah sakit di luar provider yang difasilitasi Pertamedika. Bentuk kerjasama dengan pihak Pertamedika sejak tahun 2015 berubah dari yang semula menggunakan pengiuran per kapitasi (per pekerja/anggota keluarga pekerja) menjadi sistem *Administrative Services Only (ASO)* yaitu sistem penagihan sesuai pelayanan yang diberikan dengan tambahan persentase *management fee* sesuai kesepakatan.

Perubahan tersebut merupakan hasil evaluasi dari peningkatan derajat kesehatan pekerja selama tiga tahun terakhir. Dengan pemilihan sistem ASO dapat menurunkan biaya pelayanan kesehatan Pekerja dan keluarga tanpa mengurangi *benefit* kesehatan yang diterima sebelumnya, terlihat dari biaya kesehatan per kepala yang semakin menurun.

Managed care health insurance has covered all efforts to manage the health of workers and their families, which include health promotion (*promotive*), socialization of prevention (*preventive*), treatment (*curative*), health restoration (*rehabilitative*) to protection (*protective*).

The company has implemented various programs and activities to support the health of the work environment, the health of workers and the health of the families of workers. The total cost allocated to support the implementation of occupational health during 2021 reached Rp19,169,722,122,-. This amount has increased by 42.08% compared to the costs allocated in 2020 of Rp13,492,128,110. The increase in health costs is largely influenced by the cost of medical treatment related to COVID-19.

Management of occupational health does not only cover the workplace and workers, but also the workers' families. Pertamina Gas also provides health insurance for the workers and their families, including the husband/wife of the worker along with the three children of the worker. The provision of health insurance is carried out by Pertamina Gas in collaboration with Pertamedika which is a subsidiary of PT Pertamina (Persero) in the field of health services and hospitals. Cooperation is realized through managed care-based health services.

In addition to health insurance, Pertamina Gas also provides health insurance in the reimbursement system. This health insurance can be chosen by workers when claiming glasses or when workers seek treatment at a hospital outside the provider facilitated by Pertamedika. The form of cooperation with Pertamedika since 2015 has changed from using per capitation contributions (per worker/working family member) to an Administrative Services Only (ASO) system, which is a billing system according to the services provided with an additional management fee percentage according to the agreement.

This change is the result of an evaluation of the improvement in the health status of workers over the last three years. The selection of the ASO system can reduce the cost of health services for workers and their families without reducing the previously received health benefits, as can be seen from the declining health costs per head.

Jangkauan layanan kesehatan berbasis *managed care* dibagi ke dalam 5 (lima) kelompok kegiatan, yaitu:

The range of managed care-based health services is divided into 5 (five) activity groups, namely:

**Jangkauan Layanan Kesehatan Berbasis *Managed Care***  
Coverage of Managed Care-Based Health Services

Kelompok Group	Bentuk Kegiatan Form of Activity
Peningkatan Kesehatan (Promotif) Health Improvement (Promotive)	<i>Healthy Talk</i> dari Pertamedika yang dilakukan berkala setiap 6 bulan sekali untuk seluruh Pekerja Health Talk from Pertamedika which is held regularly every 6 months for all Workers
Pencegahan (Preventif) Prevention (Preventive)	<ol style="list-style-type: none"> <li>Pemeriksaan Berkala <ul style="list-style-type: none"> <li>Pemeriksaan umum (Anamnesa, Pemeriksaan fisik, Pemeriksaan Gigi dan Mulut, Tes Penglihatan, Pemeriksaan Penunjang)</li> <li><i>Medical Check Up</i> 1 kali setahun</li> </ul> </li> <li>Imunisasi dasar Nasional</li> <li>Konsultasi dan Pemeriksaan fisik serta Pelayanan Promotif Lainnya (<i>pap smear</i>, senam hamil, klinik laktasi)</li> </ol> <ol style="list-style-type: none"> <li>Periodic Inspection <ul style="list-style-type: none"> <li>General examination (Anamnesis, Physical Examination, Dental and Oral Examination, Vision Test, Supportive Examination)</li> <li>Medical Check Up once a year</li> </ul> </li> <li>National basic immunization</li> <li>Consultation and physical examination and other promotive services (<i>pap smear</i>, pregnancy exercise, lactation clinic)</li> </ol>
Pengobatan (Kuratif) Treatment (Curative)	<ul style="list-style-type: none"> <li>Pemeriksaan dan pengobatan</li> <li>Pemeriksaan penunjang diagnosis atas indikasi medis</li> <li>Tindakan medis</li> <li>Kamar perawatan</li> <li>Examination and treatment</li> <li>Diagnostic support for medical indications</li> <li>Medical treatment</li> <li>Treatment room</li> </ul>
Pemulihan (Rehabilitatif) Recovery (Rehabilitative)	<ul style="list-style-type: none"> <li>Pemeriksaan dan pengobatan</li> <li>Pemeriksaan penunjang diagnosis atas indikasi medis</li> <li>Tindakan medis</li> <li>Kamar perawatan</li> <li>Examination and treatment</li> <li>Diagnostic support for medical indications</li> <li>Medical treatment</li> <li>Treatment room</li> </ul>
Perlindungan ( <i>Protektif</i> ) Protection (Protective)	Keluarga Berencana Family planning

**TINGKAT EMPLOYEE ENGAGEMENT**

Perusahaan senantiasa melakukan pengukuran tingkat *employee engagement* berdasarkan *employee engagement survey* sebagai indikator terhadap kepuasan pekerja atas indikator-indikator yang berpengaruh terhadap keterikatan pekerja dengan Perusahaan. Perusahaan meyakini dengan semakin tingginya *employee engagement* akan meningkatkan produktivitas pekerja yang berujung pada dukung terhadap pencapaian kinerja finansial dan operasional Perusahaan.

**WORKER SATISFACTION LEVEL**

The company always measures the level of employee engagement based on the employee engagement survey as an indicator of employee satisfaction on indicators that affect employee engagement with the company. The Company believes that higher employee engagement will increase employee productivity which will lead to support for the achievement of the Company's financial and operational performance.



Sehubungan dengan hal tersebut, berdasarkan survei yang telah dilakukan pada tahun 2021, *employee engagement* mencapai 93% atau dengan kata lain 9 dari 10 pekerja menunjukkan keterikatan terhadap Perusahaan. Tingkat *employee engagement* ini juga mengalami peningkatan dari tahun 2020 yang sebesar 88%.

## HUBUNGAN INDUSTRIAL

Perusahaan memberikan kebebasan bagi para pekerjanya untuk membentuk dan bergabung dengan serikat pekerja. Tercatat sebagian besar pekerja Perusahaan telah bergabung dengan Serikat Pekerja Pertamina Gas (SPPG).

Pembentukan SPPG ini sebagai bentuk kepatuhan Perusahaan atas Undang-undang No. 21 Tahun 2000 tentang Serikat Pekerja/ Serikat Buruh dan International Labour Organization (ILO) Convention 87 yang menjamin kebebasan semua pekerja untuk masuk dalam organisasi pekerja yang dikelola secara profesional sebagai sarana penghubung antar pekerja dan perusahaan untuk menciptakan hubungan industrial yang harmonis dan saling menguntungkan semua pihak.

Selain itu, untuk menjaga hubungan yang harmonis, Perusahaan dan Serikat Pekerja menyusun Perjanjian Kerja Bersama (PKB) untuk menjamin terpenuhinya syarat kerja, hak, dan kewajiban pekerja Pertamina Gas. Saat ini, sebagian besar pekerja tetap Pertamina Gas telah menjadi anggota serikat pekerja dan terlindungi kepentingannya oleh PKB yang telah terdaftar pada Kementerian Ketenagakerjaan RI c.q. Surat Keputusan Direktorat Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. KEP. 209/PHIJSK-PKKAD/PKB/XII/2015 tanggal 29 Desember 2015.

Manajemen Pertamina Gas berpendapat bahwa selama ini telah memiliki hubungan yang produktif dengan serikat pekerja utama Pertamina Gas. Hubungan keduanya diuraikan sebagai berikut:

In this regard, based on a survey conducted in 2021, *employee engagement* reached 93% or in other words 9 out of 10 employees showed an attachment to the Company. The level of *employee engagement* has also increased from 88% in 2020.

## INDUSTRIAL RELATIONS

The company provides freedom for its employees to form and join trade unions. It is noted that most of the Company's employees have joined the Pertamina Gas Workers Union (SPPG).

The establishment of this SPPG is a form of the Company's compliance with Law no. 21 of 2000 concerning Trade Unions/ Labor Unions and International Labor Organization (ILO) Convention 87 which guarantees the freedom of all workers to join professionally managed workers' organizations as a means of liaison between workers and companies to create harmonious industrial relations and mutually beneficial to all parties .

In addition, to maintain a harmonious relationship, the Company and the Labor Union have drawn up a Collective Labor Agreement (PKB) to ensure the fulfillment of the working conditions, rights and obligations of Pertamina Gas workers. Currently, most of Pertamina Gas' permanent workers have become members of trade unions and their interests are protected by PKB which have been registered with the Ministry of Manpower of the Republic of Indonesia c.q. Decree of the Directorate General of Industrial Relations and Labor Social Security No. KEEP. 209/PHIJSK-PKKAD/PKB/XII/2015 dated December 29, 2015.

Pertamina Gas management believes that so far it has had a productive relationship with the main Pertamina Gas union. The relationship between the two is described as follows:

### Hubungan PT Pertamina Gas dengan Serikat Kerja Relations between PT Pertamina Gas and the Labor Union

Pertemuan Manajemen dengan Serikat Kerja Management Meeting with Union	Kerja Sama Cooperation	Penyelesaian Masalah Ketenagakerjaan Employment Problem Solving
LKS Bipartit – 3 bulanan Bipartite LKS – 3 months	Pertemuan per 3 Bulan Meetings per 3 Months	Membahas hal-hal yang terkait dengan kepekerjaan baik berupa pengembangan sistem, kesejahteraan dan hal-hal lainnya Discussing matters related to work in the form of system development, welfare and other matters
Perumusan isu terkait pengelolaan pekerja Formulation of issues related to worker management	Pembentukan tim bersama Team building together	Penyusunan sistem pengelolaan karier pekerja, pemutakhiran formula upah lembur bagi pekerja Preparation of worker career management system, updating of overtime pay formula for workers

## MEKANISME PENGADUAN MASALAH KETENAGAKERJAAN

Apabila terjadi keluhan kesah, maka pekerja Pertamina Gas berhak mengajukan keluhannya dengan cara:

1. Mengisi formulir keluhan kesah  
Penyampaian keluhan kesah di Pertamina Gas dilakukan secara berjenjang melalui atasan pekerja (*Manager/setara*), VP kemudian Direktur Fungsional. Jika dalam penyelesaian keluhan kesah sampai dengan tingkat Direksi tidak mencapai kesepakatan, maka penyelesaian keluhan tersebut akan menggunakan mekanisme sesuai ketentuan perundang-undangan yang berlaku.
2. Menyampaikan langsung melalui serikat pekerja  
Pekerja menyampaikan melalui serikat pekerja, kemudian serikat pekerja menelaah dengan pengurus harian dan menyampaikan secara formal ke fungsi *Human Resources*. Selanjutnya *Human Resources* membahas keluhan tersebut dengan perwakilan serikat pekerja melalui perjanjian bipartite. Apabila tidak tercapai kesepakatan maka *Human Resources* akan membawa permasalahan tersebut melalui rapat Dewan Pembinaan Karir Pekerja/DPKP yang beranggotakan minimal 3 Direksi. Apabila upaya ini tidak membuahkan hasil langkah selanjutnya serikat pekerja akan membawa masalah tersebut ke pengadilan hubungan Industrial atau sesuai dengan perundang-undangan yang berlaku.

## RENCANA PENGELOLAAN SUMBER DAYA MANUSIA TAHUN 2022

Rencana Pengelolaan SDM untuk tahun 2022 antara lain:

1. Implementasi program akselerasi kompetensi kepemimpinan para pekerja bertalenta tinggi (*talent pool*);
2. Pelaksanaan program *succession planning* untuk pengisian jabatan *level Manager/setara* dan *Vice President/setara*;
3. Penyusunan dan implementasi fokus pembelajaran serta program pengembangan kompetensi teknis jangka panjang untuk mendukung pencapaian rencana jangka panjang Perusahaan;
4. Implementasi *review* dan kajian efektivitas struktur organisasi Perusahaan;
5. Pelaksanaan asesmen kompetensi teknis yang mana hasilnya dapat digunakan sebagai dasar dalam penyusunan pengembangan karir pekerja;
6. Implementasi *Shared Service* di lingkungan Perusahaan untuk aktivitas-aktivitas dalam lingkup *Human Capital*;
7. Internalisasi tata nilai dan budaya perusahaan melalui program-program *Culture Change Agent (CCA)* Perusahaan dan mendorong keterlibatan *top management* guna mendukung Visi dan Misi Perusahaan;
8. Implementasi *Coaching Culture* dan peningkatan proses pengelolaan kinerja pekerja;

## EMPLOYMENT PROBLEM COMPLAINT MECHANISM

In the event of a complaint, Pertamina Gas employees have the right to file a complaint by:

1. Fill out the complaint form  
Submission of complaints at Pertamina Gas is carried out in stages through the employee's superior (Manager/equivalent), VP and then the Functional Director. If in the settlement of complaints up to the level of the Board of Directors no agreement is reached, then the settlement of the complaint will use the mechanism in accordance with the applicable laws and regulations.
2. Deliver directly through the union.  
The work is conveyed through the trade union, then the union reviews it with the daily management and submits it formally to the Human Resources function. Subsequently, Human Resources discussed the complaint with the trade union representative through a bipartite agreement. If an agreement is not reached, then Human Resources will bring up the problem through a Worker Career Development Board/DPKP meeting consisting of a minimum of 3 Directors. If this effort does not produce any results, the next step is that the trade union will take the matter to the Industrial Relations Court or in accordance with the applicable laws and regulations.

## HUMAN RESOURCES MANAGEMENT PLAN 2022

The HR Management Plan for 2022 includes:

1. Implementation of the leadership competency acceleration program for highly talented workers (*talent pool*);
2. Implementation of the succession planning program for filling the positions of *Manager/equivalent* and *Vice President/equivalent*;
3. Formulation and implementation of learning focus and long-term technical competency development programs to support the achievement of the Company's long-term plans;
4. Implementation of reviews and studies on the effectiveness of the Company's organizational structure;
5. Implementation of a technical competency assessment, the results of which can be used as a basis in the preparation of employee career development;
6. Implementation of *Shared Service* within the Company for activities within the scope of *Human Capital*;
7. Internalization of corporate values and culture through the Company's *Culture Change Agent (CCA)* programs and encouraging the involvement of top management to support the Company's *Vision and Mission*;
8. Implementation of *Coaching Culture* and improvement of employee performance management processes;



9. Pelaksanaan promosi internal secara selektif yang berpotensi dalam peningkatan *revenue* perusahaan;
10. Implementasi *Employee Assistance Program* untuk peningkatan layanan terhadap kesehatan dan kesejahteraan pekerja (*Employee wellness and well-being*);
11. Pelaksanaan perundingan dan penyusunan Perjanjian Kerja Bersama PT Pertamina Gas dengan Serikat Pekerja Pertamina Gas periode 2022-2023;
12. Pelaksanaan kajian struktur upah pekerja;
13. Pelaksanaan kajian dan evaluasi atas ketentuan pengelolaan Tenaga Kerja Jasa Penunjang (TKJP);
14. 1Penyelarasan kebijakan dan implementasi program-program pengelolaan SDM Perusahaan dengan Anak Perusahaan dan *Joint Venture*.

9. Implementation of selective internal promotions that have the potential to increase company revenue;
10. Implementation of the Employee Assistance Program to improve services for the health and well-being of workers (*Employee wellness and well-being*);
11. Negotiation and preparation of the Collective Labor Agreement of PT Pertamina Gas with the Pertamina Gas Workers Union for the period 2022-2023;
12. Conducting a study on the structure of workers' wages;
13. Implementation of studies and evaluations on the provisions for the management of Manpower Support Services (TKJP);
14. Alignment of policies and implementation of HR management programs of the Company with Subsidiaries and Joint Ventures.





# 06.








# TATA KELOLA PERUSAHAAN

Good Corporate Governance



**PT Pertamina Gas berkomitmen secara penuh untuk menjadikan GCG sebagai dasar dalam setiap pengambilan keputusan di Perusahaan. Pertamina Gas meyakini bahwa penerapan GCG dapat meningkatkan efisiensi, efektivitas, dan kesinambungan usaha Perusahaan dan akan memberikan kontribusi dan nilai tambah yang berkelanjutan bagi pemegang saham, karyawan dan *stakeholders* lainnya baik dalam jangka pendek maupun jangka panjang.**

PT Pertamina Gas is fully committed to making GCG the basis for every decision making in the Company. Pertamina Gas believes that the implementation of GCG can improve the efficiency, effectiveness and sustainability of the Company's business and will provide sustainable contributions and added value for shareholders, employees and other stakeholders in the short and long term.

# Pernyataan Komitmen Penerapan Tata Kelola Perusahaan yang Baik

## Statement of Commitment to Implement Good Corporate Governance

Penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) secara konsisten merupakan faktor yang sangat penting dalam pengelolaan perusahaan, mengingat risiko dan tantangan yang dihadapi semakin meningkat. Oleh karena itu, PT Pertamina Gas atau Perusahaan berkomitmen secara penuh untuk menjadikan GCG sebagai dasar dalam setiap pengambilan keputusan di Perusahaan. Pertamina Gas meyakini bahwa penerapan GCG dapat meningkatkan efisiensi, efektivitas, dan kesinambungan usaha Perusahaan dan akan memberikan kontribusi dan nilai tambah yang berkelanjutan bagi pemegang saham, karyawan dan *stakeholders* lainnya baik dalam jangka pendek maupun jangka panjang.

Sebagai wujud penerapan GCG yang komprehensif dan guna memastikan bahwa GCG diterapkan secara konsisten di seluruh level organisasi, Pertamina Gas mengadopsi standar terbaik dalam penerapan GCG, serta mematuhi seluruh aturan perundang-undangan yang berlaku yang dilakukan secara konsisten dan sistematis.

### PENCAPAIAN TERBAIK PENERAPAN GCG 2021

Efektivitas penerapan GCG tercermin dari hasil yang telah diperoleh. Hasil dari implementasi GCG terlihat dari kepercayaan pihak eksternal kepada Perusahaan dengan pencapaian sebagai berikut:

1. Penghargaan Indonesia *Young Business Leaders Awards* 2021: Top 10 *Special Awards* – Direktur Teknik & Operasi yang diberikan oleh SWA Magazine;
2. Penghargaan *Public Relations Indonesia Awards* 2021: *Gold Winner*, Sub Kategori Tata Kelola Kehumasan dan *Bronze Winner*, Sub Kategori *Corporate PR Program* Sosialisasi Protokol Covid-19 yang diberikan oleh PR Indonesia;
3. Anugerah Humas Indonesia 2021: *Bronze Winner*, Sub Kategori Penyajian dan Pengelolaan Informasi Publik Terinovatif yang diberikan oleh PR Indonesia;
4. Penghargaan *Energy & Mining Editor Society Awards* 2021, Kategori *Best Press Release Midstream Oil and Gas Company* yang diberikan oleh Energy & Mining Editor Society;
5. Di tahun 2021, PT Pertamina Gas telah melakukan *Assessment* GCG menggunakan jasa konsultan *Assessment* GCG yaitu PT Kharisma Integrasi Manajemen. Di mana hasil *Assessment* pada Tahun 2021 menunjukkan hasil yang signifikan dari periode *Assessment* GCG pada Periode Tahun 2019, dengan Skor 89,38% dari skor maksimal 100%. Adapun skor dengan nilai tersebut masuk dalam kategori SANGAT BAIK.

The consistent implementation of the principles of Good Corporate Governance (GCG) is a very important factor in managing the company, given the increasing risks and challenges faced. Therefore, PT Pertamina Gas or the Company is fully committed to making GCG the basis for every decision-making in the Company. Pertamina Gas believes that the implementation of GCG can improve the efficiency, effectiveness and sustainability of the Company's business and will provide sustainable contributions and added value for shareholders, employees and other stakeholders in the short and long term.

As a form of comprehensive GCG implementation and to ensure that GCG is applied consistently at all levels of the organization, Pertamina Gas adopts the best standards in GCG implementation, and complies with all applicable laws and regulations which are carried out consistently and systematically.

### THE BEST ACHIEVEMENT IN THE IMPLEMENTATION OF GCG 2021

The effectiveness of GCG implementation is reflected in the results that have been obtained. The results of the implementation of GCG can be seen from the trust of external parties to the Company with the following achievements:

1. Indonesia Young Business Leaders Awards 2021: Top 10 Special Awards – Director of Technical & Operations awarded by SWA Magazine;
2. Public Relations Indonesia Awards 2021: Gold Winner, Sub-Category of Public Relations Governance and Bronze Winner, Sub-Category of Corporate PR for the Covid-19 Protocol Socialization Program given by PR Indonesia;
3. Indonesian Public Relations Award 2021: Bronze Winner, Sub-Category of Innovative Public Information Presentation and Management awarded by PR Indonesia;
4. Energy & Mining Editor Society Awards 2021, Best Press Release Midstream Oil and Gas Company category awarded by the Energy & Mining Editor Society;
5. In 2021, PT Pertamina Gas has conducted a GCG Assessment using the services of a GCG Assessment consultant, namely PT Kharisma Integrasi Manajemen. Where the Assessment results in 2021 show significant results from the GCG Assessment period in the 2019 Period, with a score of 89.38% of the maximum score of 100%. The score with this value is in the VERY GOOD category.



## HIGHLIGHT AKTIVITAS GCG 2021

## HIGHLIGHTS OF GCG ACTIVITIES 2021

Januari January	Februari February	Maret March	April April	Mei May
<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Monitoring Pelaporan LHKPN Wajib Laport PT Pertamina Gas untuk tahun laport 2020.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Monitoring of LHKPN Reporting Mandatory to Report PT Pertamina Gas for the 2020 reporting year.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Monitoring Pelaporan LHKPN Wajib Laport PT Pertamina Gas untuk tahun laport 2020;</li> <li>Revisi atas <i>Board Manual</i> PT Pertamina Gas Tahun 2017 dan Mengesahkan <i>Board Manual</i> PT Pertamina Gas Tahun 2021.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Monitoring of LHKPN Reporting Mandatory Reporting of PT Pertamina Gas for the 2020 reporting year;</li> <li>Revised the 2017 PT Pertamina Gas Board Manual and Ratified the 2021 PT Pertamina Gas Board Manual.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Monitoring Pelaporan LHKPN Wajib Laport PT Pertamina Gas untuk tahun laport 2020.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Monitoring of LHKPN Reporting Mandatory to Report PT Pertamina Gas for the 2020 reporting year.</li> </ul>	<p>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>).</p> <p>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>).</p>	<p>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>).</p> <p>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>).</p>

Agustus August	September September	Oktober October	November November	Desember December
<p>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>).</p> <p>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>).</p>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Proses Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 : 2016.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Certification Process for Anti-Bribery Management System (SMAP) ISO 37001 : 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Proses Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 : 2016.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Certification Process for Anti-Bribery Management System (SMAP) ISO 37001 : 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Proses Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 : 2016;</li> <li>Penerapan Perluasan Wajib Laporan LHKPN Perwira PT Pertamina Gas untuk periode laporan Tahun 2021.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Certification Process for Anti-Bribery Management System (SMAP) ISO 37001 : 2016;</li> <li>Implementation of the expansion of mandatory LHKPN reporting for PT Pertamina Gas officers for the 2021 reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring dan Optimalisasi Penerapan dan Pelaksanaan Kepatuhan GCG Perwira PT Pertamina Gas melalui sistem <i>online</i> (GCG <i>Online</i>);</li> <li>Pembaharuan Pedoman Etika PT Pertamina Gas Tahun 2021;</li> <li>PT Pertamina Gas memperoleh Sertifikat Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001 : 2016;</li> <li>Pelaksanaan dan Pendaftaran Perluasan Wajib Laporan LHKPN Perwira PT Pertamina Gas untuk periode laporan Tahun 2021.</li> <li>Monitoring and Optimizing the Implementation and Implementation of PT Pertamina Gas Officers' GCG Compliance through the online system (GCG <i>Online</i>);</li> <li>Renewal of the Code of Ethics for PT Pertamina Gas in 2021;</li> <li>PT Pertamina Gas obtained the Certificate of Anti-Bribery Management System (SMAP) ISO 37001 : 2016;</li> <li>Implementation and Registration of the Expansion of the mandatory LHKPN Report for PT Pertamina Gas officers for the 2021 reporting period.</li> </ul>



## TUJUAN PENERAPAN GGG

- a. Memaksimalkan nilai Perusahaan dengan cara meningkatkan penerapan prinsip-prinsip transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran dalam pelaksanaan kegiatan Perusahaan;
- b. Terlaksananya pengelolaan Perusahaan secara profesional dan mandiri;
- c. Terciptanya pengambilan keputusan oleh seluruh Organ Perusahaan yang didasarkan pada nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku;
- d. Terlaksananya tanggung jawab sosial perusahaan terhadap pemangku kepentingan;
- e. Meningkatkan iklim investasi nasional yang kondusif khususnya di industri gas.

## LANDASAN PENERAPAN GCG

Komitmen Pertamina Gas terhadap pelaksanaan GCG berpedoman pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah dengan Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tanggal 06 Juli 2012 dan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.

MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Pertamina Gas mewujudkan untuk selalu menerapkan prinsip-prinsip GCG untuk meningkatkan kualitas pengelolaan Perusahaan. Hal ini selaras dengan komitmen Perusahaan dalam menciptakan lingkungan bisnis yang sehat baik dalam jangka panjang maupun jangka pendek.

Ketentuan-ketentuan yang menjadi acuan penerapan GCG, yakni:

1. Undang-Undang RI No. 40 Tahun 2007 Tentang Perusahaan Terbatas;
2. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-05/MBU/2006 tentang Komite Audit bagi Badan Usaha Milik Negara;
3. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-05/MBU/2008 tentang Pengadaan Barang dan Jasa di Badan Usaha Milik Negara, dengan perubahan terakhirnya yaitu No. PER-15/MBU/2012 tanggal 25 September 2012;

## PURPOSE OF GGG IMPLEMENTATION

- a. Maximizing the value of the company by increasing the application of the principles of transparency, independence, accountability, responsibility, and fairness in the implementation of company activities;
- b. Implementation of professional and independent company management;
- c. The creation of decision-making by all company organs based on high moral values and compliance with applicable laws and regulations;
- d. Implementation of corporate social responsibility towards stakeholders;
- e. Improving the conducive national investment climate, especially in the gas industry.

## GCG IMPLEMENTATION FOUNDATION

Pertamina Gas's commitment to the implementation of GCG is guided by the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs as amended by Regulation of the Minister of State for SOEs No. PER-09/MBU/2012 dated July 6, 2012 and Decree of the Secretary of the Ministry of SOEs No. SK-16/S.

MBU/2012 dated 6 June 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

Pertamina Gas realizes to always apply the principles of GCG to improve the quality of the Company's management. This is in line with the Company's commitment to creating a healthy business environment both in the long and short term.

The provisions that become the reference for the implementation of GCG, namely:

1. RI Law No. 40 of 2007 concerning Limited Liability Companies;
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-05/MBU/2006 concerning the Audit Committee for State-Owned Enterprises;
3. Regulation of the Minister of State for State-Owned Enterprises No. PER-05/MBU/2008 concerning the Procurement of Goods and Services in State-Owned Enterprises, with the latest amendment No. PER-15/MBU/2012 dated September 25, 2012;

4. Peraturan Menteri Negara BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris Badan Usaha Milik Negara;
5. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
6. Peraturan Menteri Negara BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris Badan Usaha Milik Negara;
7. Peraturan Menteri Negara BUMN No. PER-03/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
8. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara dengan perubahan terakhirnya yaitu Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara;
9. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

Ketentuan lain yang menjadi acuan kepatuhan praktik-praktik terbaik GCG:

1. Principles of Corporate Governance oleh Organization for Economic Co-Operation and Development (OECD);
2. Pedoman Umum GCG Indonesia yang dikembangkan Komite Nasional Kebijakan Governance (KNKG);
3. Anggaran Dasar Pertamina Gas;
4. Pedoman Etika (*Code of Conduct*) PT Pertamina Gas;
5. *Board Manual*.

4. Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners of State-Owned Enterprises;
5. Regulation of the Minister of State for State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
6. Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners of State-Owned Enterprises;
7. Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises;
8. Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises with the latest amendment, namely the Regulation of the State Minister for State-Owned Enterprises No. PER-09/MBU/2012 concerning Amendments to Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
9. Regulation of the Minister of State for State-Owned Enterprises No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

Other provisions that serve as reference for compliance with GCG best practices:

1. Principles of Corporate Governance by the Organization for Economic Co-Operation and Development (OECD);
2. Indonesian GCG General Guidelines developed by the National Committee for Governance Policy (KNKG);
3. Pertamina Gas Articles of Association;
4. Code of Conduct of PT Pertamina Gas;
5. Board Manuals.



## **RUANG LINGKUP TATA KELOLA PERUSAHAAN PERTAMINA GAS**

Ruang lingkup kebijakan ini adalah untuk memberikan arahan kepada segenap jajaran Perusahaan dalam menjalankan aktivitas bisnis Perusahaan. Beberapa hal yang diatur dalam kebijakan ini meliputi:

1. Hubungan antara Perusahaan dengan Pemegang Saham;
2. Fungsi serta peran Dewan Komisaris dan Direksi;
3. Hubungan antara Perusahaan dengan Pemangku Kepentingan seperti pekerja, pemasok serta masyarakat; dan
4. Prinsip-prinsip mengenai kebijakan Perusahaan seperti kebijakan Pengawasan dan Pengendalian Internal, Manajemen Risiko, Manajemen Strategis Perusahaan, serta prinsip-prinsip kebijakan Perusahaan lainnya.

## **PERTAMINA GAS CORPORATE GOVERNANCE SCOPE**

The scope of this policy is to provide direction to all levels of the Company in carrying out the Company's business activities. Some of the things regulated in this policy include:

1. Relationship between the Company and Shareholders;
2. Functions and roles of the Board of Commissioners and the Board of Directors;
3. Relations between the Company and Stakeholders such as workers, suppliers and the community; and
4. The principles regarding the Company's policies such as the policies of Internal Supervision and Control, Risk Management, Strategic Management of the Company, as well as the principles of other Company policies.

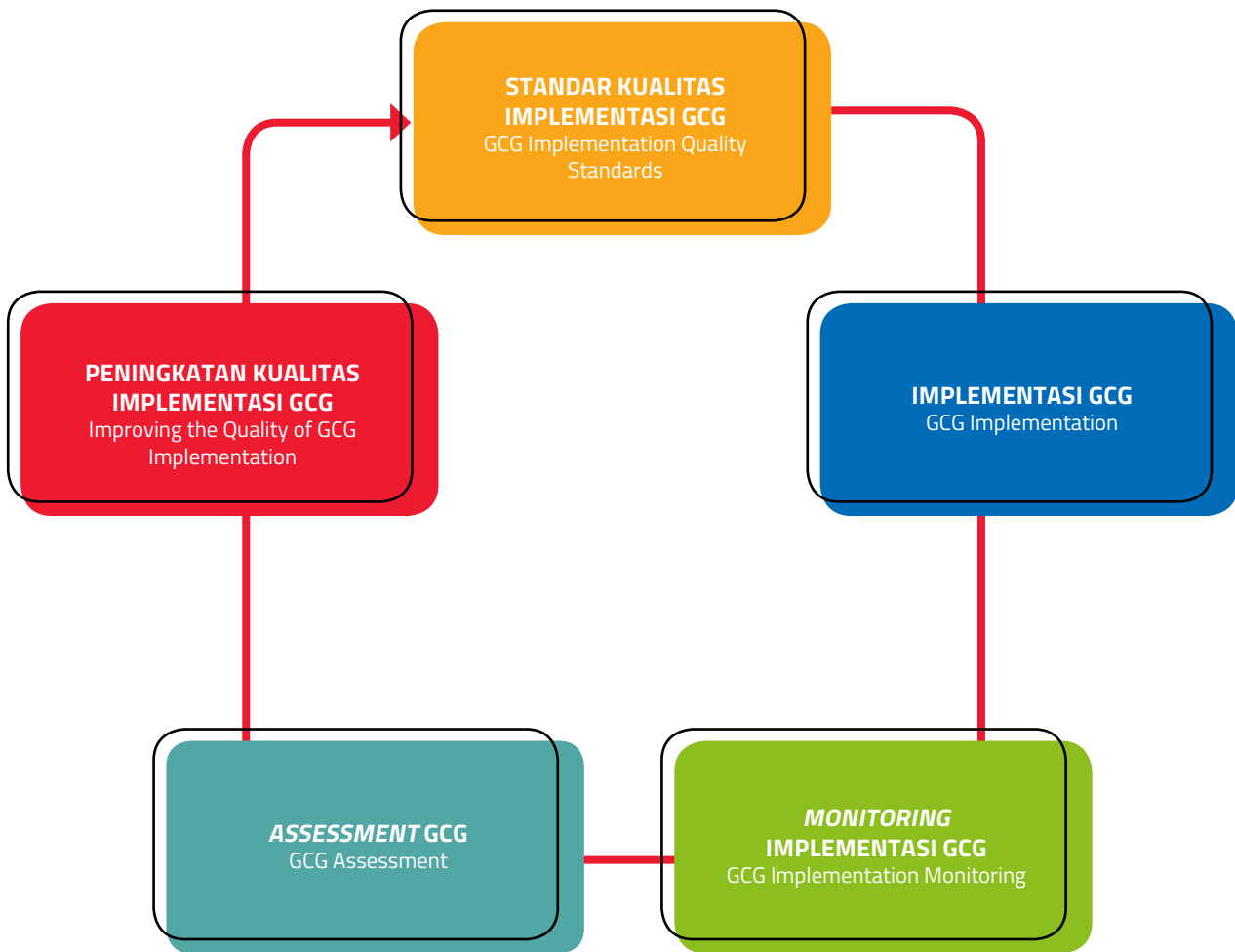


# Penerapan Tata Kelola Perusahaan Secara Berkelanjutan

## Sustainable Implementation of Corporate Governance

Sebagai wujud komitmen Pertamina Gas dalam menerapkan prinsip-prinsip GCG secara berkelanjutan, Pertamina Gas melakukan tahapan-tahapan implementasi GCG agar dapat meningkatkan kualitas penerapan GCG sesuai dengan standar terbaik serta peraturan dan perundang-undangan yang berlaku. Tahapan-tahapan tersebut dapat digambarkan sebagai berikut:

As a manifestation of Pertamina Gas' commitment to implementing GCG principles in a sustainable manner, Pertamina Gas carries out GCG implementation stages in order to improve the quality of GCG implementation in accordance with the best standards and applicable laws and regulations. These stages can be described as follows:



### PENETAPAN STANDAR KUALITAS PENERAPAN CORPORATE GOVERNANCE

Dalam memastikan kualitas penerapan GCG, Perusahaan sebagai entitas anak usaha Badan Usaha Milik Negara (BUMN) di bidang minyak dan gas, yaitu PT Perusahaan Gas Negara (Persero) Tbk dan PT Pertamina (Persero), mengadopsi standar penerapan GCG yang berlaku di perusahaan BUMN, yaitu Undang-Undang No. 19 Tahun 2003 tentang BUMN Pasal 5 ayat 3, PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), Kantor Kementerian Negara Badan Usaha Milik Negara (BUMN) No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola

### DETERMINATION OF QUALITY STANDARDS FOR IMPLEMENTATION OF CORPORATE GOVERNANCE

In ensuring the quality of GCG implementation, the Company as a subsidiary of State-Owned Enterprises (BUMN) in the oil and gas sector, namely PT Perusahaan Gas Negara (Persero) Tbk and PT Pertamina (Persero), adopts the GCG implementation standards applicable in state-owned companies, namely Law no. 19 of 2003 concerning BUMN Article 5 paragraph 3, PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance, Office of the State Ministry of State-Office of the Ministry of State-Owned Enterprises (BUMN) No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the



Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, dan Pedoman Etika (*Code of Conduct*) PT Pertamina Gas.

Acuan tersebut mengatur peran Dewan Komisaris menjalankan fungsi pengawasannya untuk memastikan bahwa kepengurusan Perusahaan dilaksanakan oleh Direksi sesuai dengan peraturan perundangan yang berlaku dan memberikan nasihat/pendapat atas tindakan/kegiatan strategis yang akan dan telah dilaksanakan oleh Direksi secara hati-hati untuk mencapai tujuan Perusahaan. Direksi menegaskan dalam menjalankan fungsi kepengurusannya dilaksanakan secara amanah dan profesional serta menghindari terjadinya segala potensi benturan kepentingan. Demikian juga dengan organ-organ GCG lainnya yang saling bersinergi untuk menciptakan seluruh kegiatan operasional Perusahaan berjalan sesuai dengan peraturan perundang-undangan yang berlaku.

#### IMPLEMENTASI PRINSIP-PRINSIP GCG

Pertamina Gas memiliki komitmen yang kuat dalam mengimplementasikan atau menerapkan prinsip-prinsip GCG secara konsisten dan komprehensif. Prinsip-prinsip GCG Pertamina Gas mengacu pada Undang-Undang No. 19 Tahun 2003 tentang BUMN Pasal 5 ayat 3, PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*), Pedoman Etika (*Code of Conduct*) PT Pertamina Gas, serta Pedoman Umum GCG yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG), adalah transparansi, akuntabilitas, tanggungjawab atau pertanggungjawaban, independensi atau kemandirian, dan *fairness* atau kewajaran.

Implementation of Good Corporate Governance in BUMN, and the Code of Conduct for PT Pertamina Gas.

The reference regulates the role of the Board of Commissioners in carrying out its supervisory function to ensure that the management of the Company is carried out by the Board of Directors in accordance with applicable laws and regulations and to provide advice/opinions on strategic actions/activities that will be and have been carried out by the Board of Directors carefully to achieve the Company's objectives. The Board of Directors emphasizes that in carrying out its management functions, it is carried out in a trustworthy and professional manner and avoids any potential conflicts of interest. Likewise with other GCG organs that synergize with each other to make all of the Company's operational activities run in accordance with the applicable laws and regulations.

#### IMPLEMENTATION OF GCG PRINCIPLES

Pertamina Gas has a strong commitment in implementing or implementing GCG principles consistently and comprehensively. Pertamina Gas's GCG principles refer to Law no. 19 of 2003 concerning BUMN Article 5 paragraph 3, PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance, The Code of Conduct of PT Pertamina Gas, as well as the General Guidelines for GCG issued by the National Governance Policy Committee (KNKG), are transparency, accountability, responsibility or accountability, independence or independence, and fairness or fairness.

#### Prinsip Tata Kelola Perusahaan yang Baik Pertamina Gas Pertamina Gas Principles of Good Corporate Governance



Penerapan atau realisasi prinsip-prinsip GCG di lingkup Pertamina Gas dapat dilihat dari tabel berikut ini:

The implementation or realization of GCG principles within Pertamina Gas can be seen from the following table:

Prinsip Dasar Basic Principles	Komitmen Pertamina Gas Pertamina Gas Commitment	Penerapan di Lingkup Pertamina Gas Application in the Scope of Pertamina Gas
Keterbukaan Disclosure	<p>PT Pertamina Gas berkomitmen untuk menyediakan informasi yang material dan relevan sehingga mudah diakses dan dipahami oleh seluruh pemangku kepentingan.</p> <p>PT Pertamina Gas is committed to providing material and relevant information so that it is easily accessible and understood by all stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ Perusahaan menerbitkan Laporan Keuangan dan Laporan Tahunan yang disampaikan kepada Pemegang Saham dan Pemangku Kepentingan lainnya secara tepat waktu dan terbuka;</li> <li>▪ Perusahaan telah membuat saluran informasi internal maupun eksternal Perusahaan. Saluran internal Perusahaan berupa portal internal, yaitu <a href="http://portal.pertaminagas.com/">http://portal.pertaminagas.com/</a>. Sedangkan saluran eksternal Perusahaan berupa <i>website</i> resmi Perusahaan <a href="http://www.pertagas.pertamina.com/">www.pertagas.pertamina.com/</a>;</li> <li>▪ Perusahaan berkomitmen menerapkan prinsip keterbukaan, namun tetap memperhatikan ketentuan rahasia Perusahaan sesuai dengan ketentuan yang berlaku.</li> <li>▪ The Company publishes Financial Statements and Annual Reports that are submitted to Shareholders and other Stakeholders in a timely and open manner;</li> <li>▪ The Company has established internal and external information channels for the Company. The Company's internal channel is an internal portal, namely <a href="http://portal.pertaminagas.com/">http://portal.pertaminagas.com/</a>. Meanwhile, the Company's external channels are in the form of the Company's official website <a href="http://www.pertagas.pertamina.com/">www.pertagas.pertamina.com/</a>;</li> <li>▪ The Company is committed to implementing the principle of openness, but still pays attention to the provisions of the Company's confidentiality in accordance with applicable regulations.</li> </ul>
Akuntabilitas Accountability	<p>PT Pertamina Gas berkomitmen dalam menjalankan usahanya secara transparan dan wajar.</p> <p>PT Pertamina Gas is committed to running its business in a transparent and fair manner.</p>	<ul style="list-style-type: none"> <li>▪ Perusahaan memastikan semua keputusan dan tindakan Perusahaan dapat dipertanggungjawabkan sebagaimana diatur dalam Anggaran Dasar Perusahaan dan Pedoman Etika Bisnis Pertamina Gas;</li> <li>▪ Direksi dan Komisaris menandatangani Pernyataan atas isi Laporan Tahunan Perusahaan merupakan salah satu bentuk pertanggungjawaban Direksi dan Dewan Komisaris dalam mengelola Perusahaan kepada seluruh Pemangku Kepentingan.</li> <li>▪ Seluruh karyawan Perusahaan telah ditetapkan tugas dan tanggung jawabnya yang selaras dengan visi, misi, nilai-nilai Perusahaan, sasaran usaha dan strategi Perusahaan, serta diharapkan telah memahami perannya, kemudian melaporkannya secara berkala kepada atasannya masing-masing.</li> <li>▪ The Company ensures that all decisions and actions of the Company can be accounted for as stipulated in the Company's Articles of Association and Pertamina Gas Business Ethics Guidelines;</li> <li>▪ The Board of Directors and the Board of Commissioners sign a statement on the contents of the Company's Annual Report as a form of accountability for the Board of Directors and the Board of Commissioners in managing the Company to all Stakeholders.</li> <li>▪ All Company employees have assigned duties and responsibilities that are in line with the Company's vision, mission, values, business goals and strategies, and are expected to understand their roles, then report them regularly to their respective superiors.</li> </ul>



Prinsip Dasar Basic Principles	Komitmen Pertamina Gas Pertamina Gas Commitment	Penerapan di Lingkup Pertamina Gas Application in the Scope of Pertamina Gas
Pertanggungjawaban Accountability	<p>PT Pertamina Gas dalam menjalankan usahanya berkomitmen senantiasa taat terhadap peraturan perundang-undangan dan melaksanakan tanggung jawab terhadap masyarakat dan lingkungan.</p> <p>PT Pertamina Gas in carrying out its business is committed to always complying with laws and regulations and carrying out responsibilities to the community and the environment.</p>	<ul style="list-style-type: none"> <li>Di setiap surat kebijakan Direksi terdapat dasar hukum atau undang-undang sebagai bentuk kepatuhan terhadap undang-undang yang berlaku;</li> <li>Perusahaan telah memiliki Fungsi <i>Compliance</i> yang bertanggung jawab untuk memantau atau melakukan <i>monitoring</i> dan memastikan prinsip-prinsip GCG, tata nilai Perusahaan, serta peraturan dan perundang-undangan yang berlaku telah diterapkan secara menyeluruh di setiap level organisasi Perusahaan.</li> <li>Each policy letter of the Board of Directors contains a legal basis or legislation as a form of compliance with applicable laws;</li> <li>The Company has a Compliance Function which is responsible for monitoring or monitoring and ensuring that the principles of GCG, corporate values, and applicable laws and regulations have been thoroughly implemented at every level of the Company's organization.</li> </ul>
Kemandirian independence	<p>PT Pertamina Gas berkomitmen bahwa dalam menjalankan usahanya dikelola secara independen.</p> <p>PT Pertamina Gas is committed that in running its business it is managed independently.</p>	<ul style="list-style-type: none"> <li>Seluruh Insan Pertamina Gas telah menandatangani Komitmen Kode Etik Perusahaan yang berisi komitmen untuk menjalankan kegiatan usaha sehari-hari secara mandiri, atau tekanan dari pihak manapun, serta menghindari benturan kepentingan dan penyalahgunaan jabatan.</li> <li>All Pertamina Gas personnel have signed a Commitment to the Company's Code of Ethics which contains a commitment to carry out daily business activities independently, or pressure from any party, and to avoid conflicts of interest and abuse of office.</li> </ul>
Kewajaran Fairness	<p>PT Pertamina Gas berkomitmen bahwa di dalam menjalankan usahanya akan bersikap adil kepada seluruh pemangku kepentingan</p> <p>PT Pertamina Gas is committed that in running its business it will be fair to all stakeholders</p>	<p>Seluruh Insan Pertamina Gas telah menandatangani Komitmen Kode Etik Perusahaan yang berisi komitmen untuk menjalankan serta memenuhi hak-hak pemangku kepentingan dan bersikap secara adil dan setara, serta menghargai setiap perbedaan gender, suku, agama, ras dan golongan.</p> <p>All Pertamina Gas personnel have signed a Commitment to the Company's Code of Ethics which contains a commitment to carry out and fulfill the rights of stakeholders and to act fairly and equally, and to respect every difference in gender, ethnicity, religion, race and class.</p>

## MONITORING IMPLEMENTASI GCG

Berdasarkan struktur organisasi yang disahkan oleh Direksi Pertamina Gas melalui Surat Keputusan Direksi No. Kpts-044/PG0000/2019-SO tanggal 15 November 2019 tentang Struktur Organisasi dan Pertamina *Reference Level* (PRL) organisasi PT Pertamina Gas penanggungjawab penerapan GCG penerapan GCG dilaksanakan oleh Fungsi *Corporate Secretary*. Fungsi *Corporate Secretary* bertanggung jawab untuk memantau atau melakukan *monitoring* dan memastikan prinsip-prinsip GCG, tata nilai Perusahaan, serta peraturan dan perundang-undangan yang berlaku telah diterapkan secara menyeluruh di setiap level organisasi Perusahaan.

## GCG IMPLEMENTATION MONITORING

Based on the organizational structure approved by the Board of Directors of Pertamina Gas through the Decree of the Board of Directors No. Kpts-044/PG0000/2019-SO dated November 15, 2019 regarding the Organizational Structure and Pertamina Reference Level (PRL) of the PT Pertamina Gas organization responsible for the implementation of GCG. GCG implementation is carried out by the Corporate Secretary Function. The Corporate Secretary function is responsible for monitoring or monitoring and ensuring that the principles of GCG, corporate values, and applicable laws and regulations have been thoroughly implemented at every level of the Company's organization.

Dalam penerapan prinsip-prinsip GCG, Fungsi *Corporate Secretary* memiliki tugas dan tanggung jawab, antara lain:

1. Memastikan pelaksanaan dan pengkajian GCG sesuai dengan standar, perkembangan dan kebutuhan perusahaan;
2. Memastikan pelaksanaan sosialisasi GCG kepada seluruh karyawan;
3. Memastikan pelaksanaan kegiatan pemantauan implementasi GCG;
4. Memastikan pelaksanaan pendampingan dan penyiapan fasilitas untuk pelaksanaan *assessment* GCG serta memastikan pelaksanaan koordinasi tindak lanjut rekomendasi hasil *assessment* yang dilaksanakan *assessor* eksternal;
5. Memastikan pelaksanaan hubungan kelembagaan dengan pihak eksternal;
6. Memastikan penyusunan dan penyampaian laporan secara berkala maupun insidental atas pelaksanaan Rencana Kerja Lingkup GCG dan Kelembagaan kepada pihak yang berkepentingan.

## ASSESSMENT GCG

Sebagai wujud komitmen Perusahaan dalam meningkatkan kualitas penerapan prinsip-prinsip GCG di Perusahaan, Pertamina Gas secara berkala setiap 2 (dua) tahun, melakukan penilaian GCG untuk mengukur kualitas penerapan GCG secara berkesinambungan dalam seluruh proses bisnisnya. Pelaksanaan penilaian GCG terakhir dilaksanakan pada tahun 2021.

Penilaian GCG mengacu pada Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tertanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Penilaian mencakup 6 (enam) aspek pokok, 43 indikator, dan 153 parameter.

In implementing GCG principles, the Corporate Secretary function has duties and responsibilities, including:

1. Ensure the implementation and assessment of GCG in accordance with company standards, developments and needs;
2. Ensure the implementation of GCG socialization to all employees;
3. Ensure the implementation of GCG implementation monitoring activities;
4. Ensure the implementation of assistance and preparation of facilities for the implementation of the GCG assessment and ensure the implementation of coordination of follow-up to the recommendations of the assessment results carried out by external assessors;
5. Ensure the implementation of institutional relations with external parties;
6. Ensure the preparation and submission of periodic and incidental reports on the implementation of the GCG and Institutional Work Plans to interested parties.

## GCG ASSESSMENT

As a form of the Company's commitment to improving the quality of the implementation of GCG principles in the Company, Pertamina Gas periodically conducts GCG assessments every 2 (two) years to measure the quality of GCG implementation on an ongoing basis in all its business processes. The last GCG assessment was carried out in 2021.

GCG assessment refers to the Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in BUMN. The assessment includes 6 (six) main aspects, 43 indicators, and 153 parameters.

### 6 Aspek Assessment GCG (Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012)

6 Aspects of GCG Assessment (Decree of the Secretary of the Ministry of BUMN No. SK-16/S.MBU/2012)





## ASSESSMENT PENERAPAN GCG PERIODE 2018-2019: HASIL, REKOMENDASI DAN TINDAK LANJUTNYA DI TAHUN 2021

## GCG IMPLEMENTATION ASSESSMENT 2018-2019 PERIOD, RESULTS, RECOMMENDATIONS AND FOLLOW-UPS IN 2021

### Assessment Penerapan GCG Periode 2018-2019 GCG Implementation Assessment 2018-2019 Period

<b>Jenis Penilaian</b> Rating Type	: Assessment
<b>Assessor/Penilai</b> Assessor/Appraiser	: PT Multi Utama Indojasa
<b>Tahun Ukur</b> Measuring Year	: 2019
<b>Periode Penerapan</b> Implementation Period	: 2018-2019
<b>Tempat</b> The place	: Jakarta
<b>Waktu Pengukuran</b> Measurement Time	: 1 Januari 2020-29 Februari 2020 January 1, 2020 – February 29, 2020

Rincian hasil *assessment* GCG Perusahaan Periode 2018-2019 sebagai berikut:

The details of the results of the Company's 2018-2019 period GCG assessment are as follows:

Aspek Pengujian Aspect of Testing	Bobot Weight	Pencapaian Periode 2018-2019 2018-2019 Period Year Achievements	
		Nilai Value	Pencapaian (%) Achievement
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,45	92,11
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00	8,61	95,67
Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00	29,30	83,72
Direksi Board of Directors	35,00	32,38	92,52
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	8,36	92,84
Aspek Lainnya Other Aspects	5,00	1,25	25,00
<b>Skor Keseluruhan</b> Overall Score	<b>100,00</b>	<b>86,35</b>	<b>86,35</b>
Kualifikasi Kualitas Penerapan GCG GCG Implementation Quality Qualification		"Sangat Baik" "Very Good"	

Keterangan:  
0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Information:  
0-50 : Not Good | 50-60 : Not Good | 60-75 : Fairly Good | 75-85 : OK | 85-100 : Very Good

Komitmen Perusahaan dalam menyempurnakan implementasi GCG diantaranya dilakukan dengan menindaklanjuti setiap temuan dalam penilaian GCG yang menjadi rekomendasi dalam area peningkatan atau *Area of Improvement* implementasi GCG.

Sepanjang tahun 2021, Perusahaan telah menindaklanjuti rekomendasi *assessment* penerapan GCG untuk periode 2018-2019 sebanyak 95 rekomendasi, dengan rincian: Aspek Komitmen terhadap Penerapan tata Kelola Perusahaan sebanyak 5 rekomendasi; Aspek Pemegang Saham dan RUPS/Pemilik Modal sebanyak 5 rekomendasi; Aspek Dewan Komisaris/Dewan Pengawas sebanyak 47 rekomendasi; Aspek Direksi sebanyak 32 rekomendasi; Aspek Pengungkapan Informasi dan Transparansi sebanyak 5 rekomendas; dan Aspek Lain sebanyak 1 rekomendasi.

The Company's commitment to improving the implementation of GCG is carried out by following up on any findings in the GCG assessment that become recommendations in the area of improvement or the Area of Improvement for GCG implementation.

Throughout 2021, the Company has followed up on 95 recommendations for the assessment of the implementation of GCG for the period 2018-2019, with details: Aspects of Commitment to the Implementation of Good Corporate Governance as many as 5 recommendations; Aspects of Shareholders and GMS/Capital Owners as many as 5 recommendations; Aspects of the Board of Commissioners/Supervisory Board as many as 47 recommendations; Aspects of the Board of Directors as many as 32 recommendations; Aspects of Information Disclosure and Transparency as many as 5 recommendations; and Other Aspects as much as 1 recommendation.

**Assessment Penerapan GCG Periode 2020-2021**  
GCG Implementation Assessment 2020-2021 Period

<b>Jenis Penilaian</b> Rating Type	: <i>Assessment</i>
<b>Assessor/Penilai</b> Assessor/Appraiser	: PT Kharisma Integrasi Manajemen
<b>Periode Penerapan</b> Implementation Period	: 2020-2021
<b>Tahun Ukur</b> Measuring Year	: 2021
<b>Tempat</b> The place	: Jakarta
<b>Waktu Pengukuran</b> Measurement Time	: 1 Januari 2022-28 Februari 2022 January 1, 2022 – February 28, 2022

Rincian hasil *assessment* penerapan GCG Perseroan untuk tahun buku 2021 sebagai berikut:

Details of the results of the Company's GCG implementation assessment for the 2021 financial year are as follows:

Aspek Pengujian Aspect of Testing	Bobot Weight	Pencapaian Periode 2020-2021 2020-2021 Period Achievements	
		Nilai Value	Pencapaian (%) Achievement (%)
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,10	87,19
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00	8,23	91,50
Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00	30,07	85,91





Aspek Pengujian Aspect of Testing	Bobot Weight	Pencapaian Periode 2020-2021 2020-2021 Period Achievements	
		Nilai Value	Pencapaian (%) Achievement (%)
Direksi Board of Directors	35,00	33,13	94,67
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	8,71	96,85
Aspek Lainnya Other Aspects	5,00	3,12	62,50
<b>Skor Keseluruhan Overall Score</b>	<b>100,00</b>	<b>89,38</b>	<b>89,38</b>
Kualifikasi Kualitas Penerapan GCG GCG Implementation Quality Qualification		"Sangat Baik" "Very Good"	

Keterangan:  
0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Information:  
0-50 : Not Good | 50-60 : Not Good | 60-75 : Fairly Good | 75-85 : OK | 85-100 : Very Good

#### Rekomendasi *Assessment* Penerapan GCG Periode 2020-2021

*Assessment* Penerapan GCG Periode 2020 menghasilkan 84 *Area Of Improvement* (AOI) atau rekomendasi. Jumlah ini menurun dibandingkan dengan AOI penerapan GCG periode 2018-2019 sebanyak 95 rekomendasi.

#### Perkembangan *Assessment* Penerapan GCG Pertamina gas

Skor *assessment* penerapan GCG di Pertamina Gas terus mengalami perbaikan dan peningkatan. Hal ini dapat mencerminkan bahwa penerapan GCG di lingkup Pertamina gas terus meningkat.

#### Recommendations for *Assessment* of GCG Implementation for the Period 2020-2021

GCG Implementation *Assessment* Period 2020-produced 84 Areas of Improvement (AOI) or recommendations. This number decreased compared to the AOI for the implementation of GCG for the 2018-2019 period of 95 recommendations.

#### Development of Pertamina gas GCG Implementation *Assessment*

The *assessment* score for the implementation of GCG at Pertamina Gas continues to improve and improve. This can reflect that the implementation of GCG within Pertamina gas continues to increase.

Aspek Penilaian Assessment Aspect	Nilai Maksimum Maximum Value	Hasil <i>Assessment</i> Penerapan GCG GCG Implementation Assessment Results			
		2020-2021	2018-2019	2016-2017	2014-2015
Komitmen terhadap Penerapan Tata Kelola Berkelanjutan Commitment to the Implementation of Sustainable Governance	7	6,10	6,45	6,26	5,78
Pemegang Saham dan RUPS Shareholders and GMS	9	8,23	8,61	8,32	7,99
Dewan Komisaris Board of Commissioners	35	30,07	29,30	25,18	24,83
Direksi Board of Directors	35	33,13	32,38	31,14	30,83

Aspek Penilaian Assessment Aspect	Hasil <i>Assessment</i> Penerapan GCG GCG Implementation Assessment Results				
	Nilai Maksimum Maximum Value	2020- 2021	2018-2019	2016-2017	2014-2015
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9	8,71	8,36	7,18	7,50
Aspek Lainnya Other Aspects	5	3,12	1,25	5,00	4,11
<b>Total</b>	<b>100</b>	<b>89,38</b>	<b>86,35</b>	<b>83,08</b>	<b>81,03</b>

## PENINGKATAN KUALITAS IMPLEMENTASI GCG

### ROADMAP GCG

Sebagai wujud komitmen Perusahaan dalam meningkatkan kualitas penerapan GCG, Pertamina Gas memiliki gambaran tahapan penerapan GCG, sebagai berikut:



## INCREASING THE QUALITY OF GCG IMPLEMENTATION

### GCG ROADMAP

As a manifestation of the Company's commitment to improving the quality of GCG implementation, Pertamina Gas has a description of the stages of GCG implementation, as follows:

Peningkatan Penerapan GCG Improved GCG Implementation				
	2012-2014	2015-2017	2018-2020	2021
Sasaran Target	Tahap perencanaan dan pembangunan sistem GCG GCG system planning and development stage	Tahap implementasi dan evaluasi sistem GCG GCG system implementation and evaluation stage	Membangun budaya GCG dalam kegiatan usaha Perusahaan Building a GCG culture in the Company's business activities	Memastikan dan menjaga bahwa GCG sebagai bagian budaya Perusahaan dalam melakukan kegiatan usahanya dapat terus diterapkan dengan baik Ensure and maintain that GCG as part of the Company's culture in carrying out its business activities can continue to be implemented properly



**Peningkatan Penerapan GCG**  
Improved GCG Implementation

	2012-2014	2015-2017	2018-2020	2021
Kegiatan Activity	<ul style="list-style-type: none"> <li>Menyusun struktur organisasi GCG</li> <li>Pemetaan praktik GCG</li> <li>Komitmen Direksi dan Dewan Komisaris untuk pengelolaan GCG</li> <li>Menyusun dokumen pedoman-pedoman GCG</li> <li>Develop the organizational structure of GCG</li> <li>Mapping of GCG practices</li> <li>Commitment of the Board of Directors and Board of Commissioners to the management of GCG</li> <li>Prepare documents for GCG guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Menyusun GCG <i>Champion</i></li> <li>Pemutakhiran pedoman-pedoman GCG</li> <li>Melaksanakan sosialisasi, diseminasi, dan pelatihan mengenai GCG Perusahaan</li> <li>Develop GCG Champion</li> <li>Updating of GCG guidelines</li> <li>Carry out socialization, dissemination, and training regarding the Company's GCG</li> </ul>	<ul style="list-style-type: none"> <li>Melaksanakan sistem kerja yang mengacu pada praktik GCG</li> <li>Mengimplementasikan sistem GCG berbasis IT</li> <li>Implement a work system that refers to GCG practices</li> <li>Implementing an IT-based GCG system</li> </ul>	<ul style="list-style-type: none"> <li>Melakukan <i>improvement</i> atas penerapan GCG Perusahaan dengan menindaklanjuti rekomendasi hasil <i>assessment</i> GCG agar seluruh parameter yang menjadi tolak ukur dapat tercapai dan dilaksanakan oleh Perusahaan</li> <li>Melakukan <i>improvement</i> atas pedoman GCG yang sudah ada agar sesuai dengan kondisi saat ini sehingga dapat menunjang terlaksananya kegiatan usaha dengan optimal</li> <li>Make improvements to the Company's GCG implementation by following up on the recommendations from the GCG assessment results so that all parameters that become benchmarks can be achieved and implemented by the Company</li> <li>Make improvements to the existing GCG guidelines so that they are in line with current conditions so that they can support the implementation of business activities optimally</li> </ul>

**SOSIALISASI KEBIJAKAN TATA KELOLA PERUSAHAAN**

Pertamina Gas senantiasa berkomitmen dalam menerapkan prinsip-prinsip GCG untuk mencapai visi dan misi Perusahaan. Komitmen ini diwujudkan melalui sosialisasi Tata Kelola Perusahaan yang bertujuan untuk memberikan pemahaman dan mendorong seluruh Insan Pertamina Gas untuk menaati dan menerapkan kebijakan-kebijakan penerapan GCG meliputi Implementasi GCG, *softstructure* dan *Infrastructure* GCG, *Whistleblowing System*, Pencegahan Gratifikasi dan pelaporan LHKPN.

Bentuk sosialisasi yang diberikan berupa beberapa kegiatan, di antaranya *webinar*, pemasangan poster di setiap area bisnis dan penyiaran pesan bersama ke setiap pekerja, sosialisasi internal seperti *broadcast*. Untuk setiap pekerja baru mendapatkan pengenalan serta sosialisasi atas kebijakan Etika Usaha dan Tata Perilaku (CoC) dan kebijakan-kebijakan pendukung lainnya.

**CORPORATE GOVERNANCE POLICY SOCIALIZATION**

Pertamina Gas is always committed to implementing GCG principles to achieve the Company's vision and mission. This commitment is realized through the socialization of Corporate Governance which aims to provide understanding and encourage all Pertamina Gas personnel to comply with and implement GCG implementation policies including GCG Implementation, GCG Softstructure and Infrastructure, Whistleblowing System, Gratification Prevention and LHKPN reporting.

The form of socialization provided is in the form of several activities, including webinars, poster installation in every business area and broadcasting of shared messages to each employee, internal socialization such as broadcasts. Every new employee gets an introduction and socialization of the Business Ethics and Code of Conduct (CoC) policies and other supporting policies.

## Struktur Tata Kelola Governance Structure

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Perusahaan memiliki struktur tata kelola perusahaan yang terdiri atas organ utama, sebagai berikut:

1. Rapat Umum Pemegang Saham (RUPS) adalah Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-undang dan/atau Anggaran Dasar;
2. Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar;
3. Dewan Komisaris adalah Organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.

Untuk meningkatkan kualitas penerapan prinsip-prinsip GCG, Perusahaan telah melengkapi berbagai kebijakan/pedoman dalam menjalankan fungsi dan tugasnya yang disebut dengan *soft structure* GCG. Tujuan membangun *soft structure* GCG, antara lain sebagai berikut:

1. Melengkapi kebijakan pendukung dalam penerapan GCG;
2. Menjadi pedoman bagi Pertamina Gas dalam menjalankan aktivitas sehari-hari sesuai dengan budaya (*corporate culture*) yang diharapkan;
3. Merupakan bentuk komitmen tertulis bagi seluruh jajaran dan tingkatan organisasi Pertamina Gas dalam rangka meningkatkan disiplin dan tanggung jawab organ perusahaan dalam rangka menjaga kepentingan pemangku kepentingan sesuai dengan tanggung jawab masing-masing.

*Soft structure* GCG yang telah dimiliki oleh Pertamina Gas antara lain:

1. Anggaran Dasar Perusahaan;
2. Kode Etik;
3. Pedoman Tata Tertib Kerja Dewan Komisaris & Direksi (*Board Manual*);
4. Piagam Komite Audit;
5. Piagam Komite Manajemen Risiko;
6. Piagam Manajemen Risiko;
7. Pedoman Pengadaan Barang dan Jasa;
8. Pedoman Manajemen Risiko;
9. Kebijakan *Whistleblowing System*;
10. Pedoman aktivitas pemantauan GCG dan Laporan Penilaian Sendiri;
11. Pedoman Penyusunan Rencana Jangka Panjang Perusahaan;
12. Pedoman Penyusunan Rencana Kerja dan Anggaran Perusahaan;
13. Pedoman Pengelolaan Kebijakan Akuntansi;
14. Pedoman Pengelolaan Anak Perusahaan dan *Joint Venture* Pertamina Gas;
15. Pedoman Kepegawaian tentang Penilaian Kinerja;
16. Pedoman Kepegawaian tentang Tata Tertib Pegawai.

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Company has a corporate governance structure consisting of the following main organs:

1. The General Meeting of Shareholders (GMS) is a company organ that has authority that is not given to the Board of Directors or the Board of Commissioners within the limits specified in the Act and/or the Articles of Association;
2. The Board of Directors is a Company Organ that is authorized and fully responsible for the management of the Company for the benefit of the Company, in accordance with the purposes and objectives of the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association;
3. The Board of Commissioners is the Company's Organ in charge of conducting general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors.

To improve the quality of the implementation of GCG principles, the Company has completed various policies/guidelines in carrying out its functions and duties, which is known as the GCG soft structure. The objectives of building the GCG soft structure are as follows:

1. Completing supporting policies in the implementation of GCG;
2. Become a guideline for Pertamina Gas in carrying out daily activities in accordance with the expected corporate culture;
3. It is a form of written commitment for all levels and levels of the Pertamina Gas organization in order to improve the discipline and responsibility of the company's organs in order to safeguard the interests of stakeholders in accordance with their respective responsibilities.

The GCG soft structures that have been owned by Pertamina Gas include:

1. Company's Articles of Association;
2. Code of Ethics;
3. The Board of Commissioners' Code of Conduct (Board Manual);
4. Board Manual of the Board of Commissioners & Directors (Board Manual);
5. Audit Committee Charter;
6. Risk Management Committee Charter;
7. Risk Management Charter;
8. Guidelines for the Procurement of Goods and Services; Risk Management Guidelines;
9. Whistleblowing System Policy;
10. Guidelines for GCG monitoring activities and Self-Assessment Reports;
11. Guidelines for the Preparation of the Company's Long Term Plan;
12. Guidelines for the Preparation of the Company's Work Plan and Budget;
13. Guidelines for Management of Accounting Policies;
14. Guidelines for the Management of Pertamina Gas Subsidiaries and Joint Ventures;
15. Staffing Guidelines on Performance Appraisal;
16. Employment Guidelines on Employee Code of Conduct.



# Rapat Umum Pemegang Saham

## General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan Organ Tata Kelola Perusahaan yang memegang kewenangan tertinggi dan tidak dapat disubstitusi oleh siapapun. RUPS berperan sebagai wadah bagi para Pemegang Saham untuk mengambil keputusan strategis berkaitan dengan modal yang ditanam dalam Perusahaan, dengan memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Wewenang tersebut mencakup termasuk namun tidak terbatas pada permintaan pertanggungjawaban Dewan Komisaris dan Direksi terkait dengan pengelolaan Pertamina Gas, mengubah Anggaran Dasar, mengangkat dan memberhentikan Direksi dan Dewan Komisaris dan lainnya sebagaimana diatur dalam peraturan perundang-undangan.

Dalam melaksanakan wewenangnya, RUPS memperhatikan kepentingan pengembangan dan kesehatan Pertamina Gas, kepentingan para pemangku kepentingan serta hak-hak Pertamina Gas. Penyelenggaraan RUPS adalah sebagai berikut:

- Rapat Umum Pemegang Saham Tahunan yang diselenggarakan setiap tahun buku selambat-lambatnya 6 (enam) bulan setelah tahun buku Perusahaan berakhir;
- Rapat Umum Pemegang Saham Luar Biasa yaitu Rapat Umum Pemegang Saham yang diadakan sewaktu-waktu berdasarkan kebutuhan.

### PEMEGANG SAHAM

Pemegang Saham sebagai pemilik modal memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perusahaan.

The General Meeting of Shareholders (GMS) is a corporate governance organ that holds the highest authority and cannot be substituted by anyone. The GMS acts as a forum for Shareholders to make strategic decisions regarding the capital invested in the Company, taking into account the provisions of the Articles of Association and the prevailing laws and regulations. This authority includes but is not limited to requests for accountability of the Board of Commissioners and Directors related to the management of Pertamina Gas, amending the Articles of Association, appointing and dismissing the Board of Directors and Board of Commissioners and others as regulated in laws and regulations.

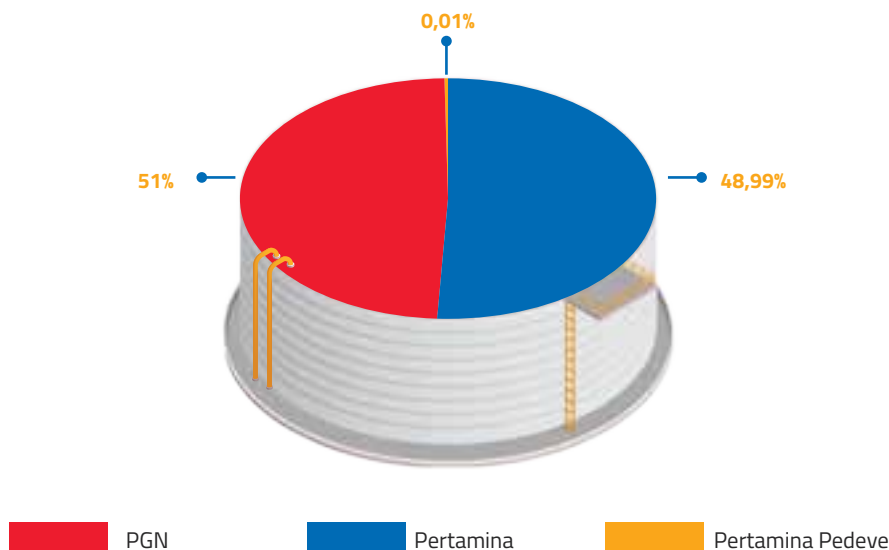
In exercising its authority, the GMS takes into account the interests of Pertamina Gas' development and health, the interests of stakeholders and the rights of Pertamina Gas. The holding of the GMS is as follows:

- Annual General Meeting of Shareholders which is held every financial year no later than 6 (six) months after the Company's financial year ends;
- Extraordinary General Meeting of Shareholders, namely General Meeting of Shareholders which is held from time to time based on need.

### SHAREHOLDERS

Shareholders as owners of capital have rights and responsibilities in accordance with the laws and regulations and the Company's Articles of Association.

**Komposisi Pemegang Saham Pertamina Gas Per 31 Desember 2021**  
Shareholder Composition of Pertamina Gas As of December 31, 2021

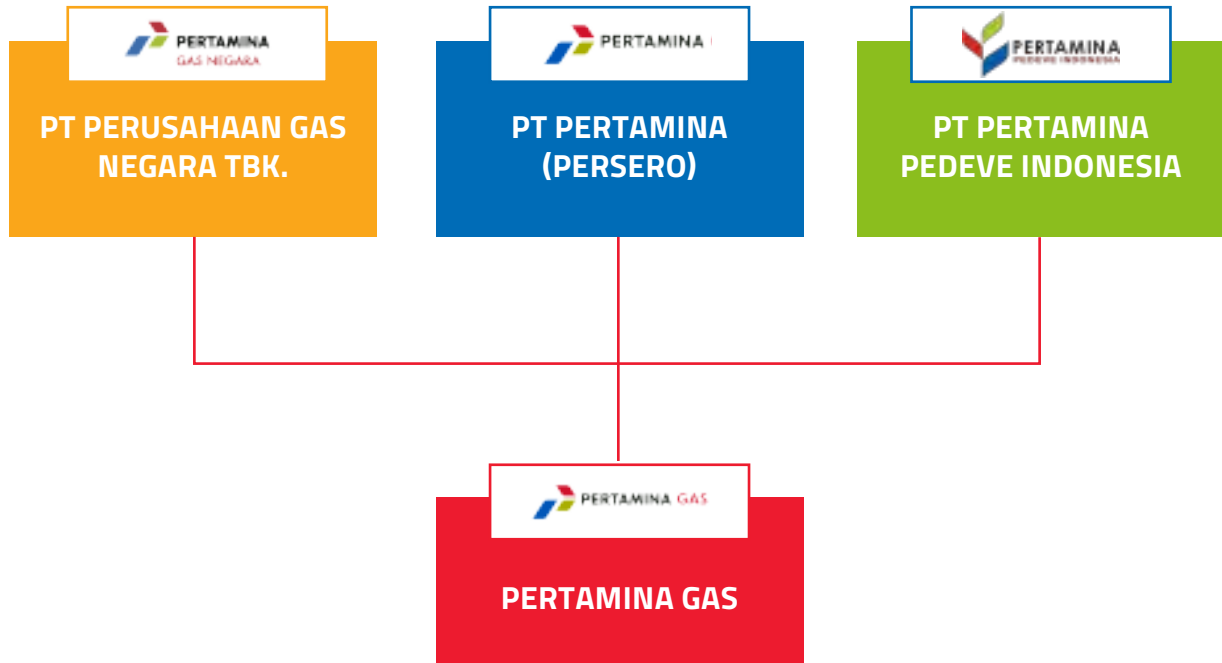


Komposisi kepemilikan saham Perusahaan, sebesar 51% dimiliki oleh PT Perusahaan Gas Nasional Tbk, sebesar 48,99% dimiliki oleh PT Pertamina (Persero), dan 0,01% oleh PT Pertamina Pedeve Indonesia.

The composition of the Company's share ownership is 51% owned by PT Perusahaan Gas Nasional Tbk, 48.99% owned by PT Pertamina (Persero), and 0.01% by PT Pertamina Pedeve Indonesia.

### INFORMASI PEMEGANG SAHAM UTAMA

### MAIN SHAREHOLDER INFORMATION



PT Perusahaan Gas Negara (Persero) Tbk yang merupakan Badan Usaha Milik Negara (BUMN) adalah Pemegang Saham Utama Pertamina Gas dengan kepemilikan sebesar (51%) dan dengan Pemegang Saham Utama adalah Pemerintah Indonesia. PT Perusahaan Gas Negara (Persero) Tbk berkedudukan di Indonesia, dengan Kantor Pusat berada di Jakarta.

PT Perusahaan Gas Negara (Persero) Tbk which is a State-Owned Enterprise (BUMN) is the Main Shareholder of Pertamina Gas with an ownership of (51%) and the Main Shareholder is the Government of Indonesia. PT Perusahaan Gas Negara (Persero) Tbk is domiciled in Indonesia, with the Head Office located in Jakarta.

Kegiatan usaha PT Perusahaan Gas Negara (Persero) Tbk adalah:

The business activities of PT Perusahaan Gas Negara (Persero) Tbk are:

1. Perencanaan, pembangunan dan pengembangan usaha hilir bidang gas bumi yang meliputi kegiatan pengolahan, pengangkutan, penyimpanan dan niaga;
2. Perencanaan, pembangunan, pengembangan produksi, penyediaan, penyaluran dan distribusi gas buatan (gas hidrokarbon);
3. Selain kegiatan usaha utama, PGN juga melakukan kegiatan usaha penunjang lain yang berkaitan langsung dan/atau yang mendukung kegiatan usaha utama sesuai peraturan Perundang-undangan yang berlaku.

1. Planning, development and development of downstream business in natural gas sector which includes processing, transportation, storage and commercial activities;
2. Planning, development, development of production, supply, distribution and distribution of artificial gas (hydrocarbon gas);
3. In addition to the main business activities, PGN also carries out other supporting business activities that are directly related and/or that support the main business activities in accordance with the applicable laws and regulations.

Informasi lebih lengkap tentang PT Perusahaan Gas Negara (Persero) Tbk dan pencapaian kinerjanya selama tahun 2021, dapat disimak dalam Laporan Tahunan 2021 PT Perusahaan Gas Negara (Persero) Tbk.

More complete information about PT Perusahaan Gas Negara (Persero) Tbk and its performance achievements during 2021, can be seen in the 2021 Annual Report of PT Perusahaan Gas Negara (Persero) Tbk.



### Hak dan Tanggung Jawab Pemegang Saham dalam RUPS

Dalam RUPS, Pemegang Saham berhak memperoleh perlakuan yang sama dalam menyuarakan pendapatnya dan berkontribusi dalam proses pengambilan keputusan penting dan strategis Perusahaan, di antaranya terkait hal-hal sebagai berikut:

- Pengangkatan dan pemberhentian Dewan Komisaris dan Direksi;
- Penetapan jumlah remunerasi dan tunjangan Dewan Komisaris dan Direksi;
- Penilaian kinerja Pertamina Gas untuk tahun buku yang bersangkutan;
- Persetujuan penggunaan laba bersih Pertamina Gas, termasuk di antaranya terkait dividen;
- Perubahan Anggaran Dasar Pertamina Gas;
- Seluruh aksi korporasi yang membutuhkan keputusan RUPS sebagaimana tertuang di dalam Anggaran Dasar Pertamina Gas.

RUPS Tahunan berwenang untuk mengesahkan Laporan Keuangan dan Laporan Tahunan. PT Pertamina (Persero), PT Perusahaan Gas Negara, Tbk dan PT Pertamina Pedeve Indonesia sebagai Pemegang Saham wajib memperhatikan tanggung jawabnya dalam menggunakan haknya, baik saat menggunakan hak suara maupun dalam hal lain.

Dalam RUPS Tahunan, Dewan Komisaris dan Direksi memaparkan Laporan Tahunan, rekomendasi penggunaan laba bersih, serta hal-hal lain yang memerlukan persetujuan pemegang saham dalam RUPS.

Sebagai perseroan terbatas yang didirikan berdasarkan hukum Republik Indonesia yang mengacu pada Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas yang mewajibkan Perusahaan untuk melaporkan kinerjanya kepada Pemegang Saham yang dituangkan dalam Laporan Tahunan untuk mendapatkan pengesahan RUPS, paling lambat lima bulan setelah akhir tahun buku.

### PENYELENGGARAAN RUPS

Sesuai Anggaran Dasar Perusahaan, RUPS terdiri dari 2 (dua) jenis RUPS, yaitu RUPS Tahunan dan RUPS lainnya atau disebut juga RUPS Luar Biasa. Penyelenggaraan RUPS dapat dilakukan dalam 2 (dua) metode, yaitu RUPS dengan kehadiran (RUPS fisik) dan RUPS Sirkuler.

### PENYELENGGARAAN RUPS DI TAHUN 2021

Di tahun 2021, Perusahaan menyelenggarakan 1 (satu) kali RUPS, yaitu RUPS Tahunan Tahun Buku 2020, dan 12 (dua belas) kali RUPS Sirkuler.

### Rights and Responsibilities of Shareholders in GMS

In the GMS, Shareholders are entitled to equal treatment in voicing their opinions and contributing to the Company's important and strategic decision-making processes, including those related to the following:

- Appointment and dismissal of the Board of Commissioners and the Board of Directors;
- Determination of the amount of remuneration and allowances for the Board of Commissioners and the Board of Directors;
- Pertamina Gas performance appraisal for the relevant financial year;
- Approval for the use of Pertamina Gas' net profit, including among others related to dividends;
- Amendments to Pertamina Gas' Articles of Association;
- All corporate actions that require a GMS decision as stated in Pertamina Gas' Articles of Association.

The Annual GMS is authorized to ratify the Financial Statements and Annual Reports. PT Pertamina (Persero), PT Perusahaan Gas Negara, Tbk and PT Pertamina Pedeve Indonesia as Shareholders are required to pay attention to their responsibilities in exercising their rights, both when exercising voting rights and in other matters.

In the Annual GMS, the Board of Commissioners and the Board of Directors present the Annual Report, recommendations for the use of net profit, and other matters that require shareholder approval at the GMS.

As a limited liability company established under the laws of the Republic of Indonesia which refers to Law no. 40 of 2007 concerning Limited Liability Companies which requires the Company to report its performance to the Shareholders as outlined in the Annual Report for approval by the GMS, no later than five months after the end of the financial year.

### GMS IMPLEMENTATION

In accordance with the Company's Articles of Association, the GMS consists of 2 (two) types of GMS, namely the Annual GMS and another GMS or also known as the Extraordinary GMS. GMS can be held in 2 (two) methods, namely GMS with attendance (physical GMS) and Circular GMS.

### HOLDING GMS IN 2021

In 2021, the Company held 1 (one) GMS, namely the Annual GMS for Fiscal Year 2020, and 12 (twelve) times the Circular GMS.



### RUPS Tahunan Tahun Buku 2020

RUPS Tahunan Tahun Buku 2020 diselenggarakan pada hari Kamis, 3 Juni 2021 bertempat di Kantor Pusat PT Pertamina Gas, Gd. Oil Centre Lt. 2, Jl. MH Thamrin No. 55, Jakarta dan telah diaktakan dengan Akta Notaris No. 7 tanggal 16 Juni 2021 dan Akta Notaris No. 8 tanggal 16 Juni 2021.

RUPS Tahunan Tahun Buku 2020 dihadiri oleh Dewan Komisaris, Direksi, dan seluruh Pemegang Saham/perwakilan.

Adapun agenda, hasil, dan realisasi RUPS Tahunan Tahun Buku 2020 oleh Manajemen Perusahaan, sebagai berikut:

### Annual GMS for Fiscal Year 2020

The 2020 Fiscal Year Annual GMS will be held on Thursday, 3 June 2021 at PT Pertamina Gas Head Office, Gd. Oil Center Lt. 2, Jl. MH Thamrin No. 55, Jakarta and has been notarized by Notarial Deed. 7 dated 16 June 2021 and Notarial Deed No. 8 on 16 June 2021.

The 2020 Fiscal Year Annual GMS was attended by the Board of Commissioners, the Board of Directors, and all Shareholders/representatives.

The agenda, results, and realization of the 2020 Fiscal Year Annual GMS by the Company's Management are as follows:

### RUPS Tahunan Tahun Buku 2020 Annual GMS for Fiscal Year 2020

Tanggal Date	Judul Title	Keputusan Decision	Realisasi Realization
		Persetujuan Laporan Tahunan Tahun Buku 2020 Approval of the 2020 Fiscal Year Annual Report	Sudah terealisasi Realized
		Persetujuan Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2020 Approval of the Supervisory Report of the Board of Commissioners for Fiscal Year 2020	Sudah terealisasi Realized
		Pengesahan Laporan Keuangan Perseroan Tahun Buku 2020 yang telah diaudit Ratification of the Company's Financial Statements for Fiscal Year 2020 which has been audited	Sudah terealisasi Realized
		Pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dilakukan selama Tahun Buku 2020 Giving full discharge and release of responsibility to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions that have been carried out during the 2020 Fiscal Year	Sudah terealisasi Realized
3 Juni 2021 June 3, 2021	RUPS Tahunan Tahun Buku 2020 Annual GMS for Fiscal Year 2020	Penetapan penggunaan laba Tahun Buku 2020 Determination of the use of profit for Fiscal Year 2020	Sudah terealisasi Realized
		Penetapan Kantor Akuntan Publik untuk melaksanakan audit Laporan Keuangan Konsolidasian Tahun Buku 2021 Determination of a Public Accounting Firm to audit the Consolidated Financial Statements for the 2021 Fiscal Year.	Sudah terealisasi Realized
		Penetapan Penghargaan atas Kinerja (Tantiem) Tahun Buku 2020 bagi Direksi dan Dewan Komisaris Determination of Awards for Performance (Tantiem) for Fiscal Year 2020 for Directors and Board of Commissioners	Sudah terealisasi Realized
		Penetapan Remunerasi Tahun 2021 bagi Direksi dan Dewan Komisaris Determination of 2021 Remuneration for the Board of Directors and the Board of Commissioners	Sudah terealisasi Realized
		Pemberhentian dengan hormat Sdr. Achmad Herry Syarifuddin dari jabatannya sebagai Direktur Komersial Dismissal with honor Mr. Achmad Herry Syarifuddin from his position as Commercial Director.	Sudah terealisasi Realized



### RUPS Sirkuler Tahun 2021

Di tahun 2021, Perusahaan melaksanakan RUPS Sirkuler sebanyak 12 (dua belas) kali, dengan rincian sebagai berikut:

### 2021 Circular GMS

In 2021, the Company held 12 (twelve) Circular GMS, with the following details:

#### RUPS Sirkuler Tahun 2021 2021 Circular GMS

Tanggal Date	Keputusan Pemegang Saham Secara Sirkuler Circular Shareholder Decision	Realisasi Realization
27 Januari 2021 January 27, 2021	Penghapusan Sebagian Ketentuan terkait Gaji Direksi dan Honorarium Dewan Komisaris Partial Elimination of Provisions related to the Salary of the Board of Directors and the Honorarium of the Board of Commissioners	Sudah terealisasi Realized
10 Maret 2021 March 10, 2021	Persetujuan Kerja Sama/Partnership pada Proyek Pipa Minyak Rokan Approval of Cooperation/Partnership on the Rokan Oil Pipeline Project	Sudah terealisasi Realized
15 Juni 2021 June 15, 2021	Persetujuan Rencana Kerja & Anggaran Perusahaan (RKAP) Tahun 2021 Approval of the Company's Work Plan & Budget (RKAP) 2021	Sudah terealisasi Realized
14 Juli 2021 July 14, 2021	Perubahan Dewan Komisaris Perseroan Changes to the Company's Board of Commissioners	Sudah terealisasi Realized
25 Agustus 2021 August 25, 2021	Perubahan Direksi PT Pertagas Niaga Changes in the Board of Directors of PT Pertagas Niaga	Sudah terealisasi Realized
7 September 2021 September 7, 2021	Penggunaan Laba Bersih Tahun Buku 2020 Use of Net Profit for Fiscal Year 2020	Sudah terealisasi Realized
19 Oktober 2021 October 19, 2021	Perubahan Dewan Komisaris Perseroan dan Perubahan Dewan Komisaris PT Perta Daya Gas Changes in the Board of Commissioners of the Company and Changes in the Board of Commissioners of PT Perta Daya Gas	Sudah terealisasi Realized
8 November 2021 November 8, 2021	Perubahan Komisaris Utama PT Pertagas Niaga Changes to the President Commissioner of PT Pertagas Niaga	Sudah terealisasi Realized
25 November 2021 November 25, 2021	Amendemen Perjanjian Kerja Sama Operasi antara PT Pertamina Gas dan PT Sistima Aliran Gas Nusantara di Wilayah Kalimantan Timur Amendment to the Joint Operation Agreement between PT Pertamina Gas and PT Sistima Aliran Gas Nusantara in the East Kalimantan Region	Sudah terealisasi Realized
29 November 2021 November 29, 2021	Penerimaan Pinjaman Jangka Panjang dari Bank untuk Pendanaan Proyek Pembangunan Pipa Minyak Rokan Receipt of Long-Term Loans from the Bank for Funding for the Rokan Oil Pipeline Construction Project	Sudah terealisasi Realized
9 Desember 2021 December 9, 2021	Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 Determination of Awards for the Annual Performance (Tantiem) of the Company's Board of Directors and Board of Commissioners for Financial Year 2020	Sudah terealisasi Realized
31 Desember 2021 December 31, 2021	Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 Revision of the Company's Work Plan and Budget (RKAP) 2021	Sudah terealisasi Realized

### PENYELENGGARAAN RUPS DI TAHUN 2020

Di tahun 2020, Pertamina Gas menyelenggarakan RUPS Sirkuler sebanyak 11 kali RUPS, termasuk RUPS Tahunan Tahun Buku 2019 yang dilakukan secara sirkuler.

### RUPS Tahunan Tahun Buku 2019

RUPS Tahunan Tahun Buku 2019 dilaksanakan secara sirkuler pada tanggal 29 Juni 2020. Hasil keputusan RUPS tersebut disahkan oleh Pemegang Saham secara sirkuler dan telah diaktakan dengan Akta Notaris No. 12 tanggal 12 Agustus 2020. Adapun agenda, hasil keputusan, dan realisasi oleh Manajemen Perusahaan, sebagai berikut:

### HOLDING GMS IN 2020

In 2020, Pertamina Gas held a Circular GMS for 11 times, including the 2019 Annual GMS which was conducted in a circular manner.

### Annual GMS for Fiscal Year 2019

The 2019 Annual GMS was held circularly on June 29, 2020. The resolutions of the GMS were ratified by the Shareholders in a circular manner and notarized by Notarial Deed No.12 dated August 12, 2020. The agenda, decision results, and realization by the Company's Management are as follows:

#### RUPS Tahunan Sirkuler Tahun Buku 2019 Circular Annual GMS for Fiscal Year 2019

Tanggal Date	Judul Title	Keputusan Decision	Realisasi Realization
		Ratifikasi Tindakan Direksi atas Realisasi Anggaran Biaya Investasi Tahun Buku 2019 Ratification of the Board of Directors' Actions on the Realization of the 2019 Fiscal Year's Investment Budget	Sudah terealisasi Realized
		Persetujuan Laporan Tahunan Tahun Buku 2019 Approval of the 2019 Fiscal Year Annual Report	Sudah terealisasi Realized
29 Juni 2020 June 29, 2020	RUPS Tahunan Tahun Buku 2019 Annual GMS for Fiscal Year 2019	Pengesahan Laporan Keuangan Perseroan Tahun Buku 2019 sekaligus Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya kepada Direksi atas Pengurusan dan Dewan Komisaris atas Pengawasan Perseroan Tahun Buku 2019 Ratification of the Company's Financial Statements for the 2019 Fiscal Year as well as the Granting of Full Settlement and Release of Responsibilities to the Board of Directors for Management and the Board of Commissioners for the Company's Supervision for the 2019 Fiscal Year	Sudah terealisasi Realized
		Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2019 Determination of the Use of the Company's Net Profit for the 2019 Fiscal Year	Sudah terealisasi Realized
		Penetapan Kantor Akuntan Publik (KAP) untuk melaksanakan Audit Laporan Keuangan Tahun Buku 2020 Appointment of a Public Accounting Firm (KAP) to carry out an Audit of Financial Statements for the Financial Year 2020	Sudah terealisasi Realized
		Penetapan Remunerasi Tahun 2020 dan Penghargaan atas Kinerja (Tantiem) Tahun 2019 kepada Dewan Komisaris dan Direksi Determination of 2020 Remuneration and 2019 Performance Award (Tantiem) to the Board of Commissioners and Directors	Sudah terealisasi Realized

Penyelenggaraan RUPS Tahunan tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83.

The holding of the Annual GMS has gone through a process of preparation and implementation in accordance with Law No.40 of 2007 concerning Limited Liability Companies Articles 81, 82, and 83.



### RUPS Sirkuler Tahun 2020

Di tahun 2020, Perusahaan melaksanakan RUPS Sirkuler sebanyak 10 (sepuluh) kali, dengan rincian sebagai berikut:

### 2020 Circular GMS

In 2020, the Company held 10 (ten) Circular GMS, with the following details:

#### RUPS Sirkuler Tahun 2020 2020 Circular GMS

Tanggal Date	Keputusan Pemegang Saham Secara Sirkuler Circular Shareholder Decision	
28 Januari 2020 January 28, 2020	Batasan Nilai dan/atau Kriteria Kewenangan Tindakan Direksi Perseroan Value Limits and/or Criteria for Authority Actions of the Company's Board of Directors	Sudah terealisasi Realized
1 April 2020 April 1, 2020	Perubahan Faktor Jabatan, Besaran Tunjangan Perumahan dan Aturan Rangkap Jabatan Changes in Occupational Factors, Amount of Housing Allowances and Rules for Concurrent Positions	Sudah terealisasi Realized
13 April 2020 April 13, 2020	Perubahan Dewan Komisaris Perseroan Changes to the Company's Board of Commissioners	Sudah terealisasi Realized
18 Mei 2020 May 18, 2020	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 Company Work Plan and Budget (RKAP) 2020	Sudah terealisasi Realized
29 Juni 2020 June 29, 2020	Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019 Annual General Meeting of Shareholders for Fiscal Year 2019	Sudah terealisasi Realized
3 Agustus 2020 August 3, 2020	Pencalonan Wakil Perseroan Untuk Ditempatkan Sebagai Anggota Dewan Komisaris Pada PT Pertagas Niaga Nomination of Company Representatives to be Placed as Members of the Board of Commissioners at PT Pertagas Niaga	Sudah terealisasi Realized
21 September 2020 September 21, 2020	Pemberhentian dan Pencalonan Wakil PT Pertamina Gas Untuk Ditempatkan Sebagai Anggota Direksi Pada PT Perta Arun Gas Dismissal and Nomination of Representatives of PT Pertamina Gas to be Placed as Members of the Board of Directors at PT Perta Arun Gas	Sudah terealisasi Realized
5 Oktober 2020 October 5, 2020	Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 serta Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 Determination of Awards for the Annual Performance (Tantiem) of the Company's Directors and Board of Commissioners for Fiscal Year 2019 and Remuneration of the Company's Directors and Board of Commissioners for Fiscal Year 2020	Sudah terealisasi Realized
25 November 2020 November 25, 2020	Pemberhentian dan Pengangkatan Direktur Keuangan dan Dukungan Bisnis Dismissal and Appointment of Director of Finance and Business Support	Sudah terealisasi Realized
28 Desember 2020 December 28, 2020	Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 dan Key Performance Indicator (KPI)/Kesepakatan Kinerja Tahun 2020 Revised Company Work Plan and Budget (RKAP) for 2020 and Key Performance Indicators (KPI)/Performance Agreements for 2020	Sudah terealisasi Realized
30 Desember 2020 December 30, 2020	Penempatan Wakil Perseroan Sebagai Anggota Direksi PT Perta Arun Gas Placement of Company Representatives as Members of the Board of Directors of PT Perta Arun Gas	Sudah terealisasi Realized

# Dewan Komisaris dan Komisaris Independen

## Board of Commissioners and Independent Commissioners

Dewan Komisaris adalah organ Perusahaan yang mempunyai tugas utama melakukan pengawasan dan memberikan nasihat kepada Direksi terkait dengan kegiatan dan pengelolaan Perusahaan yang dijalankan Direksi. Hubungan kerja Dewan Komisaris dan Direksi adalah hubungan *checks and balances* dengan prinsip bahwa kedua organ mempunyai kedudukan yang setara dan diperlukan untuk mencapai tujuan Perusahaan.

Dalam melaksanakan tugas dan tanggung jawabnya Dewan Komisaris tunduk dan wajib taat pada ketentuan Anggaran Dasar Perusahaan, keputusan RUPS dan peraturan perundang-undangan yang berlaku. Dewan Komisaris bertanggung jawab kepada Rapat Umum Pemegang Saham (RUPS).

Fungsi pengawasan Dewan Komisaris terwujud dalam 2 (dua) tingkatan:

- a. *Level Performance*, yaitu fungsi pengawasan di mana Dewan Komisaris memberikan pengarahan dan petunjuk kepada Direksi serta memberikan masukan kepada Rapat Umum Pemegang Saham (RUPS).
- b. *Level Conformance*, yaitu berupa pelaksanaan kegiatan pengawasan pada tahap selanjutnya untuk memastikan nasihat telah dijalankan serta dipenuhinya ketentuan dalam peraturan perundang-undangan dan Anggaran Dasar yang berlaku.

The Board of Commissioners is an organ of the Company which has the main task of supervising and providing advice to the Board of Directors related to the activities and management of the Company carried out by the Board of Directors. The working relationship between the Board of Commissioners and the Board of Directors is a checks and balances relationship with the principle that both organs have an equal position and are needed to achieve the Company's goals.

In carrying out its duties and responsibilities, the Board of Commissioners is subject to and must comply with the provisions of the Company's Articles of Association, resolutions of the GMS and the prevailing laws and regulations. The Board of Commissioners is responsible to the General Meeting of Shareholders (GMS).

The supervisory function of the Board of Commissioners is realized in 2 (two) levels:

- a. Performance Level, which is a supervisory function where the Board of Commissioners provides direction and guidance to the Board of Directors and provides input to the General Meeting of Shareholders (GMS).
- b. Conformance level, which is in the form of carrying out supervisory activities at a later stage to ensure that the advice has been carried out and the provisions in the laws and regulations and the applicable Articles of Association are complied with.

### 2 Tingkatan Fungsi Pengawasan Dewan Komisaris 2 Levels of the Supervisory Function of the Board of Commissioners

Level Performance	Level Conformance
<p>Fungsi Dewan pengawasan dengan memberikan pengarahan dan petunjuk kepada Direksi serta memberikan masukan kepada RUPS The function of the supervisory board is to provide direction and guidance to the Board of Directors and provide input to the GMS</p>	<p>Pelaksanaan kegiatan pengawasan pada tahap selanjutnya untuk memastikan nasihat telah dijalankan serta dipenuhinya ketentuan dalam peraturan perundang-undangan dan Anggaran Dasar yang berlaku Implementation of supervisory activities at a later stage to ensure that the advice has been carried out and the provisions in the legislation and the applicable Articles of Association are complied with</p>

### REFERENSI PERATURAN TERKAIT TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Sesuai Anggaran Dasar Perusahaan, Dewan Komisaris bertugas melakukan pengawasan atas proses penerapan kebijakan, jalannya operasi Perusahaan, serta pemberian nasihat kepada Direksi. Setiap anggota Dewan Komisaris juga ikut bertanggung jawab secara tanggung renteng atas kerugian Perusahaan apabila yang bersangkutan salah atau lalai menjalankan tugasnya.

### REGULATORY REFERENCES RELATED TO DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In accordance with the Company's Articles of Association, the Board of Commissioners is in charge of supervising the process of implementing policies, running the Company's operations, as well as providing advice to the Board of Directors. Each member of the Board of Commissioners is also jointly and severally responsible for the loss of the Company if the person concerned is wrong or negligent in carrying out his duties.



Selain itu, Dewan Komisaris juga memiliki tanggung jawab untuk melakukan pemantauan terhadap efektivitas praktik GCG dan memberikan saran-saran perbaikan sistem dan penerapan GCG. Dalam melaksanakan tanggung jawabnya, Dewan Komisaris mengacu pada beberapa ketentuan, yakni:

- a. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
- b. Undang-undang No. 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat;
- c. Peraturan Pemerintah No. 12 Tahun 1998 tentang Perusahaan Perseroan (Persero), jo. Peraturan Pemerintah No. 45 Tahun 2001 tentang Perubahan Atas Peraturan Pemerintah No. 12 Tahun 1998 tentang Perusahaan Perseroan (Persero);
- d. Peraturan Menteri BUMN No. Per-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN;
- e. Peraturan Menteri BUMN No. Per-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, jo. Peraturan Menteri BUMN No. Per-09/MBU/2012 tentang Perubahan atas Peraturan Menteri BUMN No. Per-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
- f. Pedoman Umum GCG Indonesia, Komite Nasional Kebijakan Governance, 2006;
- g. Pedoman Komisaris Independen, Komite Nasional Kebijakan Governance, 2004;
- h. Anggaran Dasar Pertamina Gas;
- i. *Board Manual* PT Pertamina Gas.

## PEDOMAN KERJA DEWAN KOMISARIS

Perusahaan memiliki *Board Manual* PT Pertamina Gas yang menjadi pedoman bagi Dewan Komisaris dalam menjalankan peran dan fungsi pengawasan terhadap pengelolaan Perusahaan serta mengelola hubungan dengan Direksi.

Di tahun 2021, *Board Manual* PT Pertamina Gas diperbarui dan disahkan oleh Dewan Komisaris dan Direksi melalui Surat Keputusan No. Kpts-003/PG0000/2021-S0 dan No. KPTS-015/DK-PG/II/2021-S0 tanggal 28 Februari 2021 tentang Dokumen *Good Corporate Governance*.

*Board Manual* PT Pertamina Gas berisi tentang petunjuk tata laksana kerja Dewan Komisaris dan Direksi serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, serta menjadi acuan bagi Dewan Komisaris dan Direksi dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang selaras dengan prinsip-prinsip GCG.

In addition, the Board of Commissioners also has the responsibility to monitor the effectiveness of GCG practices and provide suggestions for system improvement and GCG implementation. In carrying out its responsibilities, the Board of Commissioners refers to several provisions, namely:

- a. Law No. 40 of 2007 concerning Limited Liability Companies;
- b. Law No. 5 of 1999 concerning the Prohibition of Monopolistic Practices and Unfair Business Competition;
- c. Government Regulation No. 12 of 1998 concerning Limited Liability Companies (Persero), jo. Government Regulation No. 45 of 2001 concerning Amendments to Government Regulation No. 12 of 1998 concerning Limited Liability Companies (Persero);
- d. SOE Minister Regulation No. Per-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs;
- e. SOE Minister Regulation No. Per-01/MBU/2011 concerning the Implementation of Good Corporate Governance in BUMN, jo. SOE Minister Regulation No. Per-09/MBU/2012 concerning Amendments to the Regulation of the Minister of SOEs No. Per-01/MBU/2011 concerning the Implementation of Good Corporate Governance in BUMN;
- f. Indonesian GCG General Guidelines, National Committee on Governance Policy, 2006;
- g. Independent Commissioner Guidelines, National Committee on Governance Policy, 2004;
- h. Pertamina Gas Articles of Association;
- i. PT Pertamina Gas Board Manual.

## BOARD OF COMMISSIONERS WORK GUIDELINES

The Company has a Board Manual of PT Pertamina Gas which serves as a guide for the Board of Commissioners in carrying out its supervisory role and function on the management of the Company as well as managing the relationship with the Board of Directors.

In 2021, the Board Manual of PT Pertamina Gas was updated and ratified by the Board of Commissioners and the Board of Directors through Decree No. Kpts-003/PG0000/2021-S0 and No. KPTS-015/DK-PG/II/2021-S0 dated February 28, 2021 regarding Good Corporate Governance Documents.

The PT Pertamina Gas Board Manual contains instructions for the work management of the Board of Commissioners and the Board of Directors and explains the stages of activities in a structured, systematic, easy to understand and consistent manner, as well as being a reference for the Board of Commissioners and Directors in carrying out their respective duties to achieve the Vision and The Company's mission, so that it is hoped that work standards will be achieved that are in line with GCG principles.

Penyusunan *Board Manual* merupakan salah satu wujud komitmen Perusahaan dalam mengimplementasikan *Good Corporate Governance* (GCG) secara konsisten dalam rangka pengelolaan Perusahaan untuk menjalankan misi dan mencapai visi yang telah ditetapkan.

*Board Manual* disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan induk perusahaan serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*.

Pengaturan dari *Board Manual* terkait Dewan Komisaris mengatur sebagai berikut:

- a. Prinsip Dasar;
- b. Persyaratan Dewan Komisaris;
- c. Keanggotaan Dewan Komisaris;
- d. Program Pengenalan dan Peningkatan Kapabilitas;
- e. Komisaris Independen;
- f. Etika Jabatan Dewan Komisaris;
- g. Tugas dan Kewajiban Dewan Komisaris;
- h. Hak dan Wewenang Dewan Komisaris;
- i. Rapat Dewan Komisaris;
- j. Evaluasi Kinerja Dewan Komisaris;
- k. Organ Pendukung Dewan Komisaris
  - Komite Dewan Komisaris;
  - Sekretaris Dewan Komisaris.
- l. Pertanggungjawaban Dewan Komisaris.

## TANGGUNG JAWAB DEWAN KOMISARIS

Dalam melaksanakan tanggung jawabnya, Dewan Komisaris mengacu beberapa ketentuan, yakni:

- a. UU No. 40 Tahun 2007 tentang Perusahaan Terbatas;
- b. UU No. 19 Tahun 2003 tentang BUMN;
- c. Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan Peraturan Menteri BUMN No. PER-09/MBU/2012 tanggal 6 Juli 2012;
- d. Anggaran Dasar Perusahaan.

The preparation of the Board Manual is a manifestation of the Company's commitment to implementing Good Corporate Governance (GCG) consistently in the context of managing the Company to carry out its mission and achieve the vision that has been set.

The Board Manual is prepared based on the principles of corporate law, provisions of the Articles of Association, applicable laws and regulations, directives from the parent company and best practices of Good Corporate Governance.

The settings of the Board Manual related to the Board of Commissioners are as follows:

- a. Basic Principles;
- b. Requirements for the Board of Commissioners;
- c. Membership of the Board of Commissioners;
- d. Capability Recognition and Improvement Program;
- e. Independent Commissioner;
- f. Ethics of the Board of Commissioners;
- g. Duties and Obligations of the Board of Commissioners;
- h. Rights and Authorities of the Board of Commissioners;
- i. Meetings of the Board of Commissioners;
- j. Performance Evaluation of the Board of Commissioners;
- k. Supporting Organs of the Board of Commissioners
  - Committee of the Board of Commissioners;
  - Secretary to the Board of Commissioners.
- l. Accountability of the Board of Commissioners.

## RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In carrying out its responsibilities, the Board of Commissioners refers to several provisions, namely:

- a. Law No. 40 of 2007 concerning Limited Liability Companies;
- b. Law No. 19 of 2003 concerning BUMN;
- c. SOE Minister Regulation No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by Regulation of the Minister of SOEs No. PER-09/MBU/2012 dated July 6, 2012;
- d. Company's articles of association.





## TUGAS DAN KEWAJIBAN DEWAN KOMISARIS

Berkaitan dengan pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris mempunyai tugas dan/atau kewajiban untuk:

- a. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
- b. Memberikan pendapat dan rekomendasi tertulis kepada RUPS mengenai Rencana Kerja dan Anggaran Tahunan Perusahaan, serta rencana kerja lainnya yang disiapkan Direksi sesuai dengan ketentuan Anggaran Dasar;
- c. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
- d. Melaporkan kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan;
- e. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
- f. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
- g. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS;
- h. Mematuhi ketentuan-ketentuan lain yang berlaku di induk perusahaan Perusahaan dan/atau ketentuan-ketentuan lain yang ditetapkan dan disetujui oleh RUPS;
- i. Memantau dan memastikan bahwa GCG telah diterapkan secara efektif dan berkelanjutan;
- j. Mengevaluasi kinerja Auditor Eksternal sesuai ketentuan dan standar yang berlaku;
- k. Dewan Komisaris Perusahaan melakukan penilaian terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/perusahaan patungan, serta memberikan penetapan tertulis (setuju atau tidak setuju) terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/perusahaan patungan;
- l. Dewan Komisaris mengusulkan calon Anggota Direksi kepada Pemegang Saham sesuai kebijakan dan kriteria seleksi yang ditetapkan;
- m. Dewan Komisaris menilai Direksi dan melaporkan hasil penilaian tersebut kepada Pemegang Saham;
- n. Dewan Komisaris mengusulkan remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi.

## DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In relation to the implementation of the supervisory function and providing advice to the Board of Directors, the Board of Commissioners has the duties and/or obligations to:

- a. Provide advice to the Board of Directors in carrying out the management of the Company;
- b. Provide written opinions and recommendations to the GMS regarding the Company's Annual Work Plan and Budget, as well as other work plans prepared by the Board of Directors in accordance with the provisions of the Articles of Association;
- c. Following the development of the Company's activities, providing opinions and suggestions to the GMS regarding any issues deemed important to the management of the Company;
- d. Report to the GMS if there are symptoms of declining Company performance;
- e. Researching and reviewing periodic reports and annual reports prepared by the Board of Directors and signing the annual report;
- f. Make the minutes of the Board of Commissioners meeting and keep a copy thereof;
- g. Carry out other obligations in the context of supervisory duties and providing advice, as long as they do not conflict with the laws and regulations, the Articles of Association, and/or the resolutions of the GMS;
- h. Comply with other provisions applicable in the parent company of the Company and/or other provisions stipulated and approved by the GMS;
- i. Monitor and ensure that GCG has been implemented effectively and sustainably;
- j. Evaluating the performance of the External Auditor in accordance with applicable regulations and standards;
- k. The Company's Board of Commissioners evaluates the process of appointing the Board of Directors and Board of Commissioners of the Subsidiary/joint venture company, and provides a written determination (agree or disagree) on the process of appointing the Board of Directors and Board of Commissioners of the Subsidiary/joint venture;
- l. The Board of Commissioners proposes candidates for members of the Board of Directors to the Shareholders in accordance with the established selection policies and criteria;
- m. The Board of Commissioners assesses the Board of Directors and reports the results of the assessment to the Shareholders;
- n. The Board of Commissioners proposes the remuneration of the Board of Directors in accordance with applicable regulations and the performance assessment of the Board of Directors.

## HAK DAN WEWENANG DEWAN KOMISARIS

Dewan Komisaris mempunyai hak untuk:

- i. Anggota Dewan Komisaris diberikan honorarium dan tunjangan/fasilitas yang jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan perundang-undangan yang berlaku;
- ii. Anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perusahaan paling kurang 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya;
- iii. Setiap Anggota Dewan Komisaris yang hadir berhak mengeluarkan 1 (satu) suara dan tambahan 1 (satu) suara untuk setiap anggota Dewan Komisaris lain yang diwakilinya.

Dewan Komisaris mempunyai kewenangan untuk:

- Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan;
- Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
- Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
- Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
- Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri Rapat Dewan Komisaris;
- Mengangkat Sekretaris Dewan Komisaris;
- Memberhentikan sementara anggota Direksi sesuai dengan ketentuan pada Anggaran Dasar Perusahaan dengan memberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan itu;
- Membentuk Komite-Komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan;
- Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar ini;
- Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
- Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/ atau keputusan RUPS;
- Setiap Anggota Dewan Komisaris berhak untuk menerima honorarium dan tunjangan/fasilitas yang jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku;
- Memberikan persetujuan tertulis atau rekomendasi tertulis atas tindakan Direksi sesuai ketentuan dan kewenangan dalam Anggaran Dasar.

## RIGHTS AND AUTHORITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has the right to:

- i. Members of the Board of Commissioners are given honorarium and allowances/facilities, the amount of which is determined by the GMS with due observance of the prevailing laws and regulations;
- ii. A member of the Board of Commissioners has the right to resign from his position by notifying in writing of his intention to the Company at least 30 (thirty) days before the date of his resignation;
- iii. Each member of the Board of Commissioners present is entitled to cast 1 (one) vote and an additional 1 (one) vote for each other member of the Board of Commissioners he represents.

The Board of Commissioners has the authority to:

- View books, letters, and other documents, check cash for verification purposes and other securities and examine the Company's assets;
- Entering yards, buildings, and offices used by the Company;
- Requesting an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company;
- Knowing all policies and actions that have been and will be implemented by the Board of Directors;
- Requesting the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners' Meeting;
- Appoint the Secretary to the Board of Commissioners;
- Temporarily dismiss a member of the Board of Directors in accordance with the provisions of the Company's Articles of Association by notifying the person concerned in writing along with the reasons that led to the action;
- Establish other Committees other than the Audit Committee, if deemed necessary by taking into account the capabilities of the Company;
- Take actions to manage the Company under certain conditions for a certain period of time in accordance with the provisions of this Articles of Association;
- Attending Board of Directors meetings and providing views on the matters discussed;
- Carry out other supervisory powers as long as they do not conflict with the laws and regulations, the Articles of Association, and/or the resolutions of the GMS;
- Each member of the Board of Commissioners is entitled to receive honorarium and allowances/facilities, the amount of which is determined by the GMS with due observance of the provisions of the prevailing laws and regulations;
- Provide written approval or written recommendation on the actions of the Board of Directors in accordance with the provisions and authorities in the Articles of Association.



## PENDELEGASIAN WEWENANG DEWAN KOMISARIS

Pendelegasian wewenang oleh seorang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya hanya dapat dilakukan melalui surat kuasa khusus untuk keperluan dimaksud dan pendelegasian wewenang tersebut tidak melepaskan tanggung jawab Dewan Komisaris secara kolektif. Praktikanya, pada tahun 2021 terdapat beberapa kali pendelegasian wewenang seorang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya melalui surat kuasa khusus. Dengan demikian, quorum Rapat Dewan Komisaris untuk pengambilan keputusan dapat terpenuhi.

## KRITERIA DAN PENETAPAN ANGGOTA DEWAN KOMISARIS

Pengangkatan dan penetapan anggota Dewan Komisaris dilaksanakan dengan mengacu pada Anggaran Dasar Perusahaan.

Penetapan Dewan Komisaris dapat melalui dua cara:

- *Top Down*, yakni penunjukan secara langsung oleh Pemegang Saham kemudian disampaikan kepada Pertamina Gas melalui Keputusan RUPS;
- *Bottom Up*, yakni pengajuan dari Dewan Komisaris/Direksi, kemudian disampaikan kepada RUPS.

Seluruh anggota Dewan Komisaris yang telah diangkat dan ditetapkan wajib membuat surat pernyataan tidak memiliki benturan kepentingan di awal tahun pengangkatannya. Dengan demikian, anggota Dewan Komisaris dapat mengambil keputusan yang independen, tanpa adanya benturan kepentingan.

Dewan Komisaris harus memenuhi persyaratan formal, materiil dan persyaratan lain yang ditetapkan oleh Peraturan Menteri BUMN No. PER-02/MBU/02/2015 dan tertuang dalam *Board Manual*.

## PERSYARATAN DEWAN KOMISARIS

Persyaratan yang harus dipenuhi oleh calon anggota Dewan Komisaris adalah:

1. Syarat formal meliputi:
  - a. Orang perseorangan yang cakap melakukan perbuatan hukum;
  - b. Tidak pernah dinyatakan pailit atau menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan atau Perum dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatannya;
  - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatannya.

## DELEGATION OF AUTHORITY OF THE BOARD OF COMMISSIONERS

The delegation of authority by a member of the Board of Commissioners to other members of the Board of Commissioners can only be carried out through a special power of attorney for the intended purpose and the delegation of authority does not release the collective responsibility of the Board of Commissioners. In practice, in 2021 there will be several delegations of authority from a member of the Board of Commissioners to other members of the Board of Commissioners through a special power of attorney. Thus, the quorum of the Board of Commissioners' Meeting for decision making can be fulfilled.

## CRITERIA AND DETERMINATION OF MEMBERS OF THE BOARD OF COMMISSIONERS

The appointment and determination of members of the Board of Commissioners is carried out with reference to the Company's Articles of Association.

The appointment of the Board of Commissioners can be done in two ways:

- *Top Down*, namely direct appointment by Shareholders and then submitted to Pertamina Gas through GMS Resolutions;
- *Bottom Up*, namely submissions from the Board of Commissioners/Directors, then submitted to the GMS.

All members of the Board of Commissioners who have been appointed and appointed are required to make a statement that they do not have a conflict of interest at the beginning of the year of appointment. Thus, members of the Board of Commissioners can make independent decisions, without any conflict of interest.

The Board of Commissioners must meet the formal, material and other requirements stipulated by the Minister of SOE Regulation No. PER-02/MBU/02/2015 and contained in the Board Manual.

## BOARD OF COMMISSIONERS REQUIREMENTS

The requirements that must be met by candidates for members of the Board of Commissioners are:

1. Formal requirements include:
  - a. Individuals who are capable of carrying out legal actions;
  - b. Have never been declared bankrupt or become a member of the Board of Directors or a member of the Board of Commissioners found guilty of causing a company or Public Corporation to be declared bankrupt within 5 (five) years prior to their appointment;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector within 5 (five) years prior to his appointment.

2. Syarat materil meliputi:
  - a. Memiliki integritas dan dedikasi;
  - b. Memahami masalah manajemen Perusahaan;
  - c. Memiliki pengetahuan yang memadai di bidang usaha Perusahaan;
  - d. Menyediakan waktu yang cukup untuk melaksanakan tugasnya.
3. Syarat lain meliputi:
  - a. Tidak memiliki hubungan keluarga sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan semenda (menantu atau ipar) dengan anggota Dewan Komisaris dan/atau anggota Direksi lainnya;
  - b. Bukan pengurus partai politik dan/atau anggota legislatif;
  - c. Tidak sedang menduduki jabatan sebagai anggota Direksi pada Badan Usaha Milik Daerah, Badan Usaha Milik Swasta atau jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan atau jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

2. Material requirements include:
  - a. Have integrity and dedication;
  - b. Understand the Company's management issues;
  - c. Have adequate knowledge in the Company's line of business;
  - d. Provide sufficient time to carry out their duties.
3. Other conditions include:
  - a. Does not have a family relationship up to the third degree, either in a straight line or a sideways line, including marital relations (son-in-law or brother-in-law) with members of the Board of Commissioners and/or other members of the Board of Directors;
  - b. Not a political party administrator and/or a member of the legislature;
  - c. Not currently holding a position as a member of the Board of Directors in a Regional-Owned Enterprise, Private-Owned Enterprise or other position in accordance with the provisions of laws and regulations or other positions that may cause a direct or indirect conflict of interest with the Company in accordance with the provisions of the legislation applicable.

## KOMPOSISI DAN KEANGGOTAAN DEWAN KOMISARIS

Pengangkatan dan pemberhentian anggota Dewan Komisaris, menjadi kewenangan Pemegang Saham yang kemudian ditetapkan dalam RUPS. Selama kurun waktu periode pelaporan, Pemegang Saham telah mengangkat dan memberhentikan anggota Dewan Komisaris.

Di tahun 2021, terdapat perubahan susunan keanggotaan Dewan Komisaris, sesuai dengan keputusan RUPS Sirkuler tanggal 14 Juli 2021 dan 19 Oktober 2021. Hingga akhir periode pelaporan, Dewan Komisaris beranggotakan 4 (empat) orang, di mana seluruhnya merupakan laki-laki. Dewan Komisaris dipimpin oleh Komisaris Utama.

## COMPOSITION AND MEMBERSHIP OF THE BOARD OF COMMISSIONERS

The appointment and dismissal of members of the Board of Commissioners becomes the authority of the Shareholders which are then determined at the GMS. During the reporting period, the Shareholders have appointed and dismissed members of the Board of Commissioners.

In 2021, there will be a change in the membership composition of the Board of Commissioners, in accordance with the decision of the Circular GMS on 14 July 2021 and 19 October 2021. Until the end of the reporting period, the Board of Commissioners consists of 4 (four) members, all of whom are men. The Board of Commissioners is led by the President Commissioner.

**Komposisi Dewan Komisaris Sepanjang Tahun 2021**  
Composition of the Board of Commissioners Throughout 2021

Komisaris Commissioners	Jabatan Position	Gender Gender	Periode Period
Gigih Prakoso	Komisaris Utama President Commissioner	Laki-laki Male	31 Agustus 2018-RUPST 2023 31 August 2018 – 2023 AGMS
Surat Indrijarso	Komisaris Commissioner	Laki-laki Male	11 Juni 2014-13 Juli 2021 11 June 2014 – 13 July 2021
Wahyu Setyawan	Komisaris Commissioner	Laki-laki Male	20 November 2019-RUPST 2024 November 20, 2019 – AGMS 2024



### Komposisi Dewan Komisaris Sepanjang Tahun 2021 Composition of the Board of Commissioners Throughout 2021

Komisaris Commissioners	Jabatan Position	Gender Gender	Periode Period
Martinus Sembiring	Komisaris Commissioner	Laki-laki Male	13 April 2020-RUPST 2024 April 13, 2020 – AGMS 2024
Diaz FM Hendropriyono	Komisaris Commissioner	Laki-laki Male	14 Juli 2021-RUPST 2026 July 14, 2021 – AGMS 2026
Twedy Noviady Ginting	Komisaris Commissioner	Laki-laki Male	19 Oktober 2021-RUPST 2026 October 19, 2021 – AGMS 2026

### Komposisi Dewan Komisaris Per 31 Desember 2021 Composition of the Board of Commissioners as of December 31, 2021

Komisaris Commissioners	Jabatan Position	Gender Gender	Periode Gender
Gigih Prakoso	Komisaris Utama President Commissioner	Laki-laki Male	31 Agustus 2018-RUPST 2023 August 31, 2018 – 2023 AGMS
Wahyu Setyawan	Komisaris Commissioner	Laki-laki Male	20 November 2019-RUPST 2024 November 20, 2019 – AGMS 2024
Martinus Sembiring	Komisaris Commissioner	Laki-laki Male	13 April 2020-RUPST 2024 April 13, 2020 – AGMS 2024
Diaz FM Hendropriyono	Komisaris Commissioner	Laki-laki Male	14 Juli 2021-RUPST 2026 July 14, 2021 – AGMS 2026
Twedy Noviady Ginting	Komisaris Commissioner	Laki-laki Male	19 Oktober 2021-RUPST 2026 October 19, 2021 – AGMS 2026

## PEMBAGIAN TUGAS DEWAN KOMISARIS

Untuk memastikan pelaksanaan tugas dan tanggung jawab berjalan secara efektif, Dewan Komisaris menetapkan pembagian tugas berdasarkan Keputusan Dewan Komisaris dalam Surat Keputusan Dewan Komisaris No. 104/DK-PG/XI/2021-S0 tanggal 16 November 2021 tentang Pembagian Tugas Dan Tanggung Jawab Anggota Dewan Komisaris PT Pertamina Gas.

Pembagian tugas Dewan Komisaris ditetapkan berdasarkan peran masing-masing anggota Dewan Komisaris sebagai Ketua dan Wakil Ketua dari Komite di bawah Dewan Komisaris. Pembagian tugas juga memperhatikan kemampuan, ilmu pengetahuan dan pengalaman.

## DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS

To ensure that the implementation of duties and responsibilities runs effectively, the Board of Commissioners determines the division of tasks based on the Decision of the Board of Commissioners in the Decree of the Board of Commissioners No. 104/DK-PG/XI/2021-S0 dated November 16, 2021 regarding the Division of Duties and Responsibilities of Members of the Board of Commissioners of PT Pertamina Gas.

The division of duties of the Board of Commissioners is determined based on the role of each member of the Board of Commissioners as Chair and Deputy Chair of the Committees under the Board of Commissioners. The division of duties also takes into account ability, knowledge and experience.

**Komposisi Dewan Komisaris Sepanjang Tahun 2021**  
Composition of the Board of Commissioners Throughout 2021

Komisaris Commissioners	Masa Jabatan Term of Office	Jabatan Position	Komite dan Bidang Pengawasan Committee and Supervision
Gigih Prakoso	31 Agustus 2018-RUPST 2023 August 31, 2018 – 2023 AGMS	Komisaris Utama/Ketua Komite Manajemen Risiko Commissioner/Chairman of the Risk Management Committee	Koordinator Dewan Komisaris/ memberi masukan ke Dewan Komisaris terkait dengan Manajemen Risiko, dan GCG. Coordinator of the Board of Commissioners/providing input to the Board of Commissioners regarding Management Risk, and GCG.
Surat Indrijarso	11 Juni 2014-13 Juli 2021 June 11, 2014 – July 13, 2021	Komisaris Independen/Ketua Komite Audit Commissioner/Chairman of the Audit Committee	Memberi masukan ke Dewan Komisaris terkait dengan Laporan Internal Audit, Audit & Investasi perusahaan. Provide input to the Board of Commissioners related to Audit Internal, Report, Audit & Company Investment.
Wahyu Setyawan	20 November 2019-RUPST 2024 November 20, 2019 – AGMS 2024	Komisaris Independen/Ketua Komite Audit Commissioner/Chairman of the Audit Committee	Memberi masukan ke Dewan Komisaris terkait dengan legal, peraturan perusahaan dan Laporan Internal Audit (IA). Provide input to the Board of Commissioners related to legal, company regulations and Internal Audit (IA) Reports.
Martinus Sembiring	13 April 2020-RUPST 2025 April 13, 2020 – AGMS 2025	Komisaris/Anggota Komite Manajemen Risiko Commissioner/Member of the Risk Management Committee	Memberi masukan Dewan Komisaris terkait dengan remunerasi Direksi/ Dewan Komisaris Perusahaan, Manajemen Risiko. Provide input to the Board of Commissioners related to the remuneration of the Board of Directors/Company Board of Commissioners, Risk Management.
Diaz FM Hendropriyono	14 Juli 2021-RUPST 2026 July 14, 2021 – AGMS 2026	Komisaris/Anggota Komite Audit Commissioner/Audit Committee Member	Memberi masukan ke Dewan Komisaris terkait dengan Laporan Internal Audit, Audit & Investasi perusahaan. Provide input to the Board of Commissioners related to the company's Audit Internal, Audit & Investment Reports.
Tweddy Noviady Ginting	19 Oktober 2021-RUPST 2026 October 19, 2021 – AGMS 2026	Komisaris/Anggota Komite Audit Commissioner/Audit Committee Member	Memberi masukan ke Dewan Komisaris terkait dengan strategi bisnis dan Laporan Internal Audit. Provide input to the Board of Commissioners related to business strategy and Audit Internal Reports.



## RAPAT DEWAN KOMISARIS

Pelaksanaan tugas dan tanggung jawab Dewan Komisaris antara lain dilaksanakan dalam bentuk pertemuan atau rapat, baik antar anggota Dewan Komisaris maupun dengan mengundang Direksi dan Komite. Pelaksanaan pertemuan juga menjadi salah satu mekanisme evaluasi pelaksanaan tugas, kewenangan dan tanggung jawab Dewan Komisaris, termasuk dalam hal pemenuhan tanggung jawab sosial dan lingkungan.

Sepanjang tahun 2021, Dewan Komisaris menyelenggarakan pertemuan atau rapat internal sebanyak 12 (dua belas) dengan agenda dan tingkat kehadiran sebagai berikut:

## BOARD OF COMMISSIONERS MEETING

The implementation of the duties and responsibilities of the Board of Commissioners, among others, is carried out in the form of meetings or meetings, both between members of the Board of Commissioners and by inviting the Directors and Committees. The meeting is also a mechanism for evaluating the implementation of the duties, authorities and responsibilities of the Board of Commissioners, including in terms of fulfilling social and environmental responsibilities.

Throughout 2021, the Board of Commissioners will hold 12 (twelve) internal meetings with the following agenda and level of attendance:

**Tingkat Kehadiran rapat Gabungan Dewan Komisaris Direksi Tahun 2021**  
Attendance at the 2021 Joint Meetings of the Board of Commissioners and Directors

Jenis Rapat Type of Meeting	Jumlah Rapat Number of Meeting	Tingkat Kehadiran Attendance Rate
Rapat Internal Dewan Komisaris Board of Commissioners Internal Meeting	12 kali 12 times	100%
Rapat Dewan Komisaris - Direksi Board of Commissioners - Board of Directors Meeting	14 kali 14 times	100%



**Agenda Rapat Internal Dewan Komisaris**  
Board of Commissioners Internal Meeting Agenda

Tanggal Date	Agenda/Materi Rapat Meeting Agenda/Material	Peserta Rapat Meeting participants
Dengan Komite Audit With Audit Committee		
26 Februari 2021 February 26, 2021		
17 Maret 2021 March 17, 2021		
15 April 2021 April 15, 2021		
20 Mei 2021 May 20, 2021		
16 Juni 2021 June 16, 2021		
14 Juli 2021 July 14, 2021	Pembahasan terkait kinerja operasi dan investasi	Komisaris, Anggota Komite Audit, Manajemen Pertamina Gas
16 Agustus 2021 August 16, 2021	Discussion related to operating and investment performance	Commissioner, Member of the Audit Committee, Management of Pertamina Gas
16 September 2021 September 16, 2021		
18 Oktober 2021 October 18, 2021		
17 November 2021 November 17, 2021		
16 Desember 2021 December 16, 2021		
20 Januari 2022 January 20, 2022		



**Agenda Rapat Internal Dewan Komisaris**  
Board of Commissioners Internal Meeting Agenda

Tanggal Date	Agenda/Materi Rapat Meeting Agenda/Material	Peserta Rapat Meeting participants
Dengan Komite Manajemen Risiko With Risk Management Committee		
18 Februari 2021 February 18, 2021		
19 Maret 2021 March 19, 2021		
19 April 2021 April 19, 2021		
24 Mei 2021 May 24, 2021		
21 Juni 2021 June 21, 2021		
19 Juli 2021 July 19, 2021	Pengelolaan dan <i>Monitoring</i> Manajemen Risiko Management and Monitoring of Risk Management	Komisaris, Anggota Komite Manajemen Risiko dan Manajemen Pertamina Gas Commissioner, Member of the Risk Management and Management Committee of Pertamina Gas
23 Agustus 2021 August 23, 2021		
21 September 2021 September 21, 2021		
21 Oktober 2021 October 21, 2021		
23 November 2021 November 23, 2021		
21 Desember 2021 December 21, 2021		
24 Januari 2022 January 24, 2022		

**Tingkat Kehadiran Rapat Internal Dewan Komisaris**  
Attendance Rate for Internal Meetings of the Board of Commissioners

Dewan Komisaris Board of Commissioners	Masa Jabatan Term of Office	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Gigih Prakoso	31 Agustus 2018–RUPST 2023 August 31, 2018 – 2023 AGMS	12	12	100
Surat Indrijarso	11 Juni 2014–13 Juli 2021 June 11, 2014 – July 13, 2021	6	6	100
Wahyu Setyawan	20 November 2019– RUPST 2024 November 20, 2019 – AGMS 2024	12	12	100
Martinus Sembiring	13 April 2020–RUPST 2024 April 13, 2020 – AGMS 2024	12	12	100
Diaz FM Hendropriyono	14 Juli 2021–RUPST 2026 July 14, 2021 - GMS 2026	6	6	100
Twedy Noviady Ginting	19 Oktober 2021–RUPST 2026 October 19, 2021 – AGMS 2026	3	3	100

**Agenda Rapat Internal Gabungan Dewan Komisaris - Direksi**  
Joint Internal Meeting Agenda of the Board of Commissioners - Directors

Tanggal Date	Agenda/Materi Rapat Meeting Agenda/Material	Peserta Rapat Meeting participants
21 Januari 2021 January 21, 2021	Progres Perusahaan Status Desember 2020 Discussion of Company Progress Status for December 2020	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
26 Januari 2022 January 26, 2022	Kinerja Perusahaan Status bulan Desember 2021 Company Performance Status for December 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
26 Februari 2021 February 26, 2021	Progres Perusahaan Status Januari 2021 Company Progress Status January 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
25 Maret 2021 March 25, 2021	Pembahasan Progres Perusahaan Status Februari 2021 Discussion on Company Progress Status February 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary



**Agenda Rapat Internal Gabungan Dewan Komisaris - Direksi**  
**Joint Internal Meeting Agenda of the Board of Commissioners - Directors**

Tanggal Date	Agenda/Materi Rapat Meeting Agenda/Material	Peserta Rapat Meeting participants
23 April 2021 April 23, 2021	Pembahasan Progres Perusahaan Status Maret 2021 Discussion on Company Progress Status March 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
27 Mei 2021 May 27, 2021	Membahas Progres Perusahaan Status April 2021 Discussing Company Progress Status April 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
23 Juli 2021 July 23, 2021	Progres Perusahaan Status Juni 2021 Company Progress Status June 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
26 Agustus 2021 August 26, 2021	Pembahasan Proyek-Proyek Bulan Juli 2021 Discussion of Projects for July 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
23 September 2021 September 23, 2021	Progres Perusahaan Status Agustus 2021 Company Progress Status August 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
25 Oktober 2021 October 25, 2021	Pembahasan Progress Perusahaan Status bulan September 2021 Discussion of Company Progress Status for September 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
10 November 2021 November 10, 2021	<ul style="list-style-type: none"> <li>▪ Paparan RJPP 2021 – 2026</li> <li>▪ Update FID Proyek Senipah Balikpapan.</li> <li>▪ Exposure to RJPP 2021 – 2026</li> <li>▪ Update the FID of the Balikpapan Senipah Project.</li> </ul>	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
25 November 2021 November 25, 2021	Progres Perusahaan status bulan Oktober 2021 Status Company Progress for October 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary
23 Desember 2021 December 23, 2021	Kinerja Perusahaan Status bulan November 2021 Status Company Performance for November 2021	Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, Corporate Secretary dan Sekretaris Dewan Komisaris Board of Commissioners, Directors, Committee, Corporate Secretary, and Board of Commissioners Secretary

**Tingkat Kehadiran Rapat Gabungan Dewan Komisaris - Direksi**  
Attendance at Joint Meetings of the Board of Commissioners - Directors

Dewan Komisaris Board of Commissioners	Masa Jabatan Term of Office	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Gigih Prakoso	31 Agustus 2018–RUPST 2023 August 31, 2018 – 2023 AGMS	14	14	100
Surat Indrijarso	11 Juni 2014–13 Juli 2021 June 11, 2014 – July 13, 2021	7	7	100
Wahyu Setyawan	20 November 2019–RUPST 2024 November 20, 2019 – AGMS 2024	14	14	100
Martinus Sembiring	13 April 2020–RUPST 2024 April 13, 2020 – AGMS 2024	14	14	100
Diaz FM Hendropriyono	14 Juli 2021–RUPST 2026 July 14, 2021 – AGMS 2026	7	7	100
Twedy Noviady Ginting	19 Oktober 2021–RUPST 2026 October 19, 2021 – AGMS 2026	3	3	100

## PELAKSANAAN TUGAS PENGAWASAN

Sepanjang tahun 2021, Dewan Komisaris telah melaksanakan tugas pengawasan terhadap pengelolaan Perusahaan yang meliputi beberapa aspek, sebagai berikut:

1. Aspek Korporasi
  - a. Pemantauan dan evaluasi pencapaian RKAP 2021, *review* usulan Revisi RKAP 2021;
  - b. *Review* usulan RKAP 2022;
  - c. *Review* usulan RJPP 2021-2026;
  - d. Pelaksanaan Pra RUPS Tahun Buku 2020 dan RUPS Tahun Buku 2020 masing-masing sebanyak 1 (satu) kali.
2. Aspek SDM
  - a. Penunjukan PTH Direktur Komersial.
3. Aspek QM&HSE
  - a. Pemantauan status COVID-19 di lingkungan Pertamina Gas dan memberikan arahan untuk pencegahan dan penanganannya;
  - b. Pemantau Kinerja dan memberikan Arahan Untuk Pencapaian Target-Perusahaan di Bidang HSE;
  - c. Melakukan *monitoring* untuk pencapaian target PROPER Perusahaan.
4. Kinerja Keuangan
 

Pemantauan kinerja keuangan Perusahaan serta memberikan arahan untuk pencapaian target.
5. Kinerja Investasi & Proyek
  - a. Memberikan arahan untuk rencana pengembangan bisnis dan investasi baru Perusahaan;
  - b. Melakukan pengawasan penyelesaian proyek melalui Rapat Rutin Komisaris bersama Direksi dan Komite;

## IMPLEMENTATION OF SUPERVISION TASKS

Throughout 2021, the Board of Commissioners has carried out supervisory duties on the management of the Company which includes several aspects, as follows:

1. Corporate Aspect
  - a. Monitoring and evaluating the achievement of the 2021 RKAP, reviewing the proposed 2021 RKAP Revision;
  - b. Review of the proposed 2022 RKAP;
  - c. Review of proposed RJPP 2021-2026;
  - d. Implementation of Pre-GMS for Fiscal Year 2020 and GMS for Fiscal Year 2020 each 1 (one) time.
2. HR Aspect
  - a. Appointment of PTH Commercial Director.
3. QM&HSE Aspect
  - a. Monitoring the status of Covid-19 in the Pertamina Gas environment and providing directions for prevention and handling;
  - b. Performance Monitoring and providing Directions for Achieving Company-Targets in the HSE Sector;
  - c. Monitoring for the achievement of the Company's PROPER targets.
4. Financial Performance
 

Monitoring the Company's financial performance and providing direction for the achievement of targets.
5. Investment & Project Performance
  - a. Provide direction for the Company's new business development and investment plans;
  - b. Supervise project completion through regular meetings of the Board of Commissioners with the Board of Directors and the Committee;



- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>c. Melakukan Management Walk Through (MWT) ke lokasi proyek;</li> <li>d. Memberikan arahan untuk percepatan penyelesaian proyek.</li> </ul> <p>6. Laporan Operasi</p> <ul style="list-style-type: none"> <li>a. Melakukan <i>monitoring</i> terhadap realisasi volume bisnis Niaga Gas, Transportasi Gas, Transportasi Minyak, Produksi LPG, Regasifikasi LNG dan Kompresi Gas;</li> <li>b. Management Walk Through (MWT) ke Area Operasi.</li> </ul> <p>8. Internal Audit PT Pertamina Gas</p> <p><i>Me-monitoring</i> Tindak Lanjut Temuan Hasil Audit Internal dan Eksternal di PT Pertamina Gas.</p> | <ul style="list-style-type: none"> <li>c. Conducting a Management Walk Through (MWT) to the project site;</li> <li>d. Provide direction for accelerating project completion.</li> </ul> <p>6. Operation Report</p> <ul style="list-style-type: none"> <li>a. Monitoring the realization of the business volume of Gas Trading, Gas Transportation, Oil Transportation, LPG Production, LNG Regasification and Gas Compression;</li> <li>b. Management Walk Through (MWT) to Operation Area.</li> </ul> <p>7. Internal Audit of PT Pertamina Gas</p> <p>Monitoring the Follow-up on Findings from Internal and External Audits at PT Pertamina Gas.</p> |
|---|--|

## REKOMENDASI KEPADA PEMEGANG SAHAM DAN DIREKSI

Selama tahun 2021, Dewan Komisaris telah menyampaikan rekomendasi kepada Pemegang Saham sebanyak 9 (sembilan) kali dan kepada Direksi sebanyak 16 (enam belas) kali.

## RECOMMENDATIONS TO SHAREHOLDERS AND DIRECTORS

During 2021, the Board of Commissioners has submitted recommendations to Shareholders 9 (nine) times and to the Board of Directors 16 (sixteen) times.

### Rekomendasi kepada Pemegang Saham Recommendation to Shareholders

Tanggal Date	Nomor Surat Letter Number	Perihal Rekomendasi Recommendations Subject
15 Februari 2021 February 15, 2021	No. 012/DK/PG/II/2021-SO	Laporan Kegiatan Pengawasan Dewan Komisaris PT Pertamina Gas Tahun 2020 kepada Pemegang Saham. Report on the Supervisory Activities of the Board of Commissioners of PT Pertamina Gas in 2020 to Shareholders.
14 April 2021 April 14, 2021	No.026/DK-PG/IV/2021-SO	Telaah Dewan Komisaris atas Laporan Tahunan PT Pertamina Gas Tahun Buku 2020 kepada Pemegang Saham. Review of the Board of Commissioners on the Annual Report of PT Pertamina Gas for Fiscal Year 2020 to Shareholders.
6 Mei 2021 May 6, 2021	No. 031/DK/PG/V/2021-SO	Laporan Kegiatan Pengawasan Dewan Komisaris PT Pertamina Gas Triwulan I Tahun 2021 kepada Pemegang Saham. Report on the Supervisory Activities of the Board of Commissioners of PT Pertamina Gas for the first quarter of 2021 to Shareholders.
7 Juni 2021 June 17, 2021	No.042/DK-PG/VI/2021-SO	Dewan Komisaris membuat SK Pengangkatan Pelaksana Tugas Harian Direktur Komersial Pertamina Gas atas nama Sdr. Indra Setyawati. The Board of Commissioners made a Decree on the Appointment of the Acting Commercial Director of Pertamina Gas on behalf of Br. Indra Setyawati.
30 Juni 2021 June 30, 2021	No. 046/DK-PG/VI/2021-SO	Persetujuan Dewan Komisaris Terkait Penerimaan Pinjaman Jangka Pendek (Short Term Loan) dengan Menggunakan Fasilitas Notional Pooling PT Pertamina (Persero) untuk Pendanaan Proyek Pipa Minyak Rokan Report on the Supervisory Activities of the Board of Commissioners of PT Pertamina Gas Quarter III 2021 to Shareholders.
31 Juli 2021 July 31, 2021	No. 058/DK/PG/VII/2021-SO	Laporan Kegiatan Pengawasan Dewan Komisaris PT Pertamina Gas Triwulan II Tahun 2021 kepada Pemegang Saham. Report on the Supervisory Activities of the Board of Commissioners of PT Pertamina Gas Quarter II 2021 to Shareholders.

**Rekomendasi kepada Pemegang Saham**  
Recommendation to Shareholders

Tanggal Date	Nomor Surat Letter Number	Perihal Rekomendasi Recommendations Subject
27 September 2021 September 27, 2021	No. 076/DK-PG/IX/2021-S0	Persetujuan Tertulis Dewan Komisaris terkait Rencana Audit oleh Internal Audit PT Perusahaan Gas Negara Tbk atas Kegiatan Pengelolaan Investasi dan Pelaksanaan Proyek di PT Pertamina Gas. Written approval from the Board of Commissioners regarding the Audit Plan by IA PT Perusahaan Gas Negara Tbk on Investment Management Activities and Project Implementation at PT Pertamina Gas.
4 November 2021 November 4, 2021	No. 095/DK-PG/XI/2021-S0	Laporan Kegiatan Pengawasan Dewan Komisaris PT Pertamina Gas Triwulan III Tahun 2021 kepada Pemegang Saham. Board of Commissioners Approval Regarding Short Term Loan Receipt by Using PT Pertamina (Persero) Notional Pooling Facility for Funding for Rokan Oil Pipeline Project

**Rekomendasi kepada Direksi**  
Recommendations to the Board of Directors

Tanggal Date	Nomor Surat Letter Number	Perihal Rekomendasi Recommendations Subject
25 Januari 2021 January 25, 2021	No.03/DK-PG/I/2021-S0	Persetujuan Dewan Komisaris terkait Penerimaan Pinjaman Jangka Pendek ( <i>Short Term Loan</i> ) dengan Menggunakan Fasilitas <i>Joint Borrower Facility</i> di PT Perusahaan Gas Negara, Tbk. untuk Pendanaan Proyek Pipa Minyak Rokan. Approval of the Board of Commissioners regarding the acceptance of Short Term Loans using the Joint Borrower Facility at PT Perusahaan Gas Negara, Tbk. for Funding for the Rokan Oil Pipeline Project.
25 Januari 2021 January 25, 2021	No.04/DK-PG/I/2021-S0	Rekomendasi Dewan Komisaris atas Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2021 Recommendation of the Board of Commissioners on the Company's Budget Work Plan (RKAP) 2021
14 April 2021 April 14, 2021	No.25/DK-PG/IV/2021-S0	Surat Dewan Komisaris ke Direksi terkait, Telaah atas Laporan Tahunan PT Pertamina Gas Tahun Buku 2020. Letter of the Board of Commissioners to the relevant Directors, Review of the Annual Report of PT Pertamina Gas for the 2020 Fiscal Year.
19 April 2021 April 19, 2021	Dokumen Realisasi KPI PT Pertamina Gas Tahun 2020 PT Pertamina Gas KPI Realization Document in 2020	Dewan Komisaris menandatangani Realisasi <i>Key Performance Indicator</i> (KPI) PT Pertamina Gas tahun 2020 the Board of Commissioners signed the Realization of Key Performance Indicator (KPI) of PT Pertamina Gas in 2020
30 Mei 2021 May 30, 2021	No.037/DK-PG/V/2021-S0	Persetujuan Tertulis Dewan Komisaris terkait Pembaharuan Jangka Waktu Penggunaan Fasilitas <i>Non Cash Loan</i> (NCL) di PT Perusahaan Gas Negara Tbk. (PGN). Written approval from the Board of Commissioners regarding the Renewal of the Use of the Non-Cash Loan (NCL) Facility at PT Perusahaan Gas Negara Tbk. (PGN).
30 Juni 2021 June 30, 2021	No. 046/DK-PG/VI/2021-S)	Persetujuan Dewan Komisaris Terkait Penerimaan Pinjaman Jangka Pendek ( <i>Short Term Loan</i> ) dengan Menggunakan Fasilitas <i>Notional Pooling</i> PT Pertamina (Persero) untuk Pendanaan Proyek Pipa Minyak Rokan. Approval of the Board of Commissioners regarding the Short Term Loan Receipt by Using PT Pertamina (Persero) Notional Pooling Facility for Funding for the Rokan Oil Pipeline Project.
23 Juli 2021 July 23, 2021	No. 052/DK-PG/VII/2021-S)	Rekomendasi Dewan Komisaris perihal Amendemen Perjanjian Kerjasama Operasi Antara PT Pertamina Gas dan PT Sistima Aliran Gas Nusantara (SAGN) Di Wilayah Kalimantan Timur. Recommendation from the Board of Commissioners regarding Amendments to the Joint Operation Agreement between PT Pertamina Gas and PT Sistima Aliran Gas Nusantara (SAGN) in the East Kalimantan Region.





**Rekomendasi kepada Direksi**  
Recommendations to the Board of Directors

Tanggal Date	Nomor Surat Letter Number	Perihal Rekomendasi Recommendations Subject
27 September 2021 September 27, 2021	No. 076/DK-PG/IX/2021-S0	Peretujuan Tertulis Dewan Komisaris terkait Rencana Audit oleh Internal Audit PT Perusahaan Gas Negara Tbk atas Kegiatan Pengelolaan Investasi dan Pelaksanaan Proyek di PT Pertamina Gas. Written approval from the Board of Commissioners regarding the Audit Plan by Internal Audit PT Perusahaan Gas Negara Tbk on Investment Management Activities and Project Implementation at PT Pertamina Gas.
27 September 2021 September 27, 2021	No. 078/DK-PG/IX/2021-S0	Penetapan Kantor Akuntan Publik PT Pertamina Gas Tahun Buku 2021. Determination of the Public Accounting Firm of PT Pertamina Gas for the 2021 Fiscal Year.
12 Oktober 2021 October 12, 2021	No. 082/DK-PG/X/2021-S0	Rekomendasi Persetujuan Dewan Komisaris Atas Revisi RKAP 2021. Recommendation for approval from the Board of Commissioners on the 2021 RKAP revision.
12 November 2021 November 12, 2021	No. 0799/DK-PG/XI/2021-S0	Rekomendasi Persetujuan Dewan Komisaris Atas RJPP 2021-2026. Recommendation of Board of Commissioners Approval on RJPP 2021-2026.
16 November 2021 November 16, 2021	No. 103/DK-PG/XI/2021-S0	Membuat Surat Keputusan Dewan Komisaris, Tentang Pengangkatan Anggota Komite Audit Dewan Komisaris PT Pertamina Gas atas nama Sdr. Twedy Noviady Ginting. Making a Decree of the Board of Commissioners, Regarding the Appointment of Members of the Audit Committee of the Board of Commissioners of PT Pertamina Gas on behalf of Mr. Twedy Noviady Ginting.
11 November 2021 November 11, 2021	No. 097/DK-PG/XI/2021-S0	Program Kerja Komite Manajemen Risiko Dewan Komisaris Tahun 2022. The Work Program of the Risk Management Committee of the Board of Commissioners in 2022.
30 November 2021 November 30, 2021	No. 111/DK-PG/XI/2021-S0	Program Kerja Komite Audit Dewan Komisaris Tahun 2022. The Work Program of the Audit Committee of the Board of Commissioners in 2022.
16 November 2021 November 16, 2021	NO. 104/DK-PG/XI/2021-S0	Surat Keputusan Pembagian Tugas dan Tanggungjawab Anggota Dewan Komisaris PT Pertamina Gas. Decree of the Division of Duties and Responsibilities of Members of the Board of Commissioners of PT Pertamina Gas.
30 Desember 2021 December 30, 2021	No. 125/DK-PG/XII/2021-S0	Program Kerja Dewan Komisaris PT Pertamina Gas Tahun 2022. Work Program of the Board of Commissioners of PT Pertamina Gas in 2022.

## KUNJUNGAN KE LAPANGAN

Dalam kurun waktu periode pelaporan, Dewan Komisaris juga telah melakukan kunjungan ke area kerja Perusahaan. Kunjungan dilakukan untuk melihat perkembangan pelaksanaan pekerjaan sesuai Rencana Kerja, serta mengawasi kegiatan operasi Perusahaan secara faktual.

Di sepanjang tahun 2021, Dewan Komisaris telah melakukan Kunjungan kerja sebanyak 4 (empat) kali, dan Komite Dewan Komisaris sebanyak 2 (dua) kali.

## FIELD VISIT

During the reporting period, the Board of Commissioners has also visited the Company's work area. The visit was carried out to see the progress of the implementation of work according to the Work Plan, as well as to supervise the Company's operational activities factually.

Throughout 2021, the Board of Commissioners has made 4 (four) working visits, and the Board of Commissioners Committee has 2 (two) times.

Tanggal Kunjungan Date of Visit	Dewan Komisaris/Sekretaris Dewan Komisaris/Komite yang MWT Board of Commissioners/ Board of Commissioners Secretary/Committee that MWT	Lapangan/Proyek yang dikunjungi Fields/Projects visited
28 – 30 Juni 2021 June 28-30, 2021	Surat Indrijarso	Proyek Rokan Rokan Project
28-30 Oktober 2021 October 28-30, 2021	Gigih Prakoso, Martinus Sembiring, Twedy Noviady Ginting, Kohar Maahadi	Cepu, Proyek ADK (Alas Dara Kemuning) Cepu, ADK Project (Alas Dara Kemuning)
25 – 28 November 2021 November 25-28, 2021	Martinus Sembiring, Patar Toruan	Duri dan Dumai (terkait proyek Rokan) Duri and Dumai (related to the Rokan project)
5-9 Desember 2021 December 5-9, 2021	Doddy Bambang Christiawan, Para Toruan	Proyek Gresem dan CNG-ADK (Alas Dara Kemuning) Gresem and CNG-ADK (Alas Dara Kemuning) Project
27-30 Desember 2021 December 27-30, 2021	Martinus Sembiring	Pemaparan Operasi ONSA dan Site Visit lapangan. Presentation of ONSA Operations and Field Site Visits.

## PROGRAM PENGEMBANGAN KEAHLIAN DEWAN KOMISARIS

Perusahaan memberikan fasilitas bagi Dewan Komisaris untuk meningkatkan pengetahuan dan kompetensi yang relevan dengan bisnis Perusahaan dalam rangka menunjang pelaksanaan tugas pengawasan Dewan Komisaris melalui program pengembangan sebagaimana diatur dalam *Board Manual*. Program pengembangan keahlian yang diberikan dapat berupa pelatihan, *workshop*, seminar, *conference*, ataupun dalam bentuk kunjungan kerja serta banding kaji (*benchmark*) yang dapat bermanfaat dalam meningkatkan efektivitas fungsi Dewan Komisaris.

Pada tahun 2021, untuk Program Pelatihan dan Pengembangan dilaksanakan oleh Anggota Dewan Komisaris dan Anggota Komite, dalam tahun 2021 dilakukan 2 (dua) kali dengan topik pelatihan dan pengembangan sebagai berikut:

## BOARD OF COMMISSIONERS EXPERTISE DEVELOPMENT PROGRAM

The Company provides facilities for the Board of Commissioners to improve knowledge and competencies relevant to the Company's business in order to support the implementation of the supervisory duties of the Board of Commissioners through development programs as stipulated in the Board Manual. The skills development program provided can be in the form of training, workshops, seminars, conferences, or in the form of working visits and benchmarks that can be useful in increasing the effectiveness of the functions of the Board of Commissioners.

In 2021, the Training and Development Program will be carried out by Members of the Board of Commissioners and Committee Members, in 2021 it will be conducted 2 (two) times with the following training and development topics.

Tanggal Date	Peserta Pelatihan Training	Topik Pelatihan Training Topic	Hasil Pelatihan Training Result
6-7 April 2021 April 6-7, 2021	Wahyu Setyawan, Kurnia Pinayungan, Hari Kuncoro	Meliputi:   <i>Including:</i> a. <i>Fundamental of Audit Committee</i> b. <i>Financial Information</i> c. <i>External Audit</i> d. <i>Internal Control</i> e. <i>Risk Management</i> f. <i>Internal Audit</i> g. <i>Compliance and Good Corporate Governance</i>	Berhasil baik dan mengikuti semua topik yang dibahas. It worked well and followed all the topics covered.



Tanggal Date	Peserta Pelatihan Training	Topik Pelatihan Training Topic	Hasil Pelatihan Training Result
12 April 2021 April 12, 2021	Wahyu Setyawan, Kurnia Pinayungan, Hari Kuncoro	Ujian Sertifikasi Certification Exam	Ketiga peserta dinyatakan lulus sesuai Surat Pernyataan kelulusan tanggal 20 April 2021. The three participants were declared to have passed according to the graduation statement dated April 20, 2021.

## PROGRAM PENGENALAN UNTUK ANGGOTA DEWAN KOMISARIS BARU

Program pengenalan kepada anggota Dewan Komisaris baru bertujuan untuk memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, panduan kerja dan lainnya yang menjadi tanggungjawab Dewan Komisaris. Sekretaris Perusahaan sebagai pelaksana program pengenalan mempersiapkan materi program pengenalan berupa kajian dokumen yang terdiri dari dokumen Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar Perusahaan, *Corporate Governance Policy* (CGP), Standar Etika Perusahaan, dll.

Sehubungan dengan adanya perubahan komposisi dan keanggotaan Dewan Komisaris di tahun 2021, Perusahaan menggelar program pengenalan anggota Dewan Komisaris yang baru pada tanggal:

## INTRODUCTORY PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

The introduction program for new members of the Board of Commissioners aims to provide an overview of business activities, future company plans, work guidelines and others that are the responsibility of the Board of Commissioners. The Corporate Secretary as the executor of the introduction program prepares the introduction program material in the form of a document review consisting of the Annual Report, Company Work Plan and Budget (RKAP), Company Long-Term Plan (RJPP), Company Articles of Association, Corporate Governance Policy (CGP), Standards of Ethics Company, etc.

Regarding with the changes in the composition and membership of the Board of Commissioners in 2021, the Company held a program to introduce new members of the Board of Commissioners on:

### Program Pengenalan Perusahaan Company Introduction Program

Anggota Dewan Komisaris Member of the Board of Commissioners	Tanggal dan Materi Date and Material
Diaz FM Hendropriyono	Rabu 28 Juli 2021 Materi: Introduksi PT Pertamina Gas, mencakup: Visi Misi, Tata Nilai, Pemegang Saham, Segmen Bisnis & Anak Usaha. Wednesday, July 28, 2021 Material : Introduction of PT Pertamina Gas, includes: Vision Mission, Values, Shareholders, Business Segments & Subsidiaries.
Twedy Noviady Ginting	Jum'at 12 November 2021 Materi: Introduksi PT Pertamina Gas, mencakup: Visi Misi, Tata Nilai, Pemegang Saham, Segmen Bisnis & Anak Usaha. Friday, November 12, 2021 Material : Introduction of PT Pertamina Gas, includes: Vision Mission, Values, Shareholders, Business Segments & Subsidiaries.

## HUBUNGAN AFILIASI DAN KEPENGURUSAN DI PERUSAHAAN LAIN

Antar anggota Dewan Komisaris dan antara anggota Dewan Komisaris dengan anggota Direksi tidak ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda.

Hubungan keluarga anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham dapat dilihat di bagian Hubungan Dewan Komisaris dan Direksi.

Kepengurusan perusahaan lain anggota Dewan Komisaris dapat dilihat pada tabel sebagai berikut:

## AFFILIATE RELATIONS AND MANAGEMENT IN OTHER COMPANIES

Between members of the Board of Commissioners and between members of the Board of Commissioners and members of the Board of Directors there is no blood relationship up to the third degree, either in a straight line or a sideways line or by marriage.

Family relationships of members of the Board of Commissioners with fellow members of the Board of Commissioners and/or members of the Board of Directors and Shareholders can be seen in the Relations section of the Board of Commissioners and the Board of Directors.

The management of other companies that are members of the Board of Commissioners can be seen in the following table:

**Kepengurusan di Perusahaan Lain**  
Management in Other Companies

Nama Name	Masa Jabatan Term of Office	Sebagai Dewan Komisaris As the Board of Commissioners	Sebagai Direksi/ Jabatan lain As Board of Directors/ other positions	Sebagai Pemegang Saham As Shareholders
Gigih Prakoso	31 Agustus 2018 – RUPST 2023 August 31, 2018 – 2023 AGMS	-	-	-
Surat Indrijarso	11 Juni 2014 – 13 Juli 2021 June 11, 2014 - July 13, 2021	-	-	-
Wahyu Setyawan	20 November 2019 – RUPST 2024 November 20, 2019 – AGMS 2024	-	-	-
Martinus Sembiring	13 April 2020 – RUPST 2024 April 13, 2020 – AGMS 2024	-	-	-
Diaz FM Hendropriyono	14 Juli 2021- RUPST 2026 July 14, 2021- AGMS 2026	-	-	-
Tweddy Noviady Ginting	19 Oktober 2021 – RUPST 2026 October 19, 2021 – AGMS 2026	-	-	-



## RANGKAP JABATAN DAN BENTURAN KEPENTINGAN

Sesuai dengan Anggaran Dasar Perusahaan, anggota Dewan Komisaris dilarang merangkap jabatan sebagai:

- Anggota Direksi pada Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
- Pengurus partai politik dan/atau anggota legislatif;
- Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan; atau
- Jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Selama tahun 2021, tidak ada anggota Dewan Komisaris yang merangkap jabatan yang bertentangan dengan ketentuan Anggaran Dasar Perusahaan.

Dalam rangka meminimalisasi terjadinya benturan kepentingan, setiap Anggota Dewan Komisaris juga diwajibkan untuk membuat Daftar Khusus, yang berisikan keterangan kepemilikan saham Anggota Dewan Komisaris dan/atau keluarganya pada Perusahaan maupun perusahaan lain. Daftar Khusus disimpan dan diadministrasikan oleh Sekretaris Dewan Komisaris.

Untuk menjaga independensi dan profesionalisme, setiap anggota Dewan Komisaris harus memiliki etika sebagai berikut:

1. Mengambil sikap, pendapat dan tindakan harus didasarkan atas unsur obyektivitas, profesional dan independen demi kepentingan Perusahaan yang seimbang dengan kepentingan pemangku kepentingan;
2. Menjalankan tugas dan kewajiban dengan menempatkan kepentingan Dewan Komisaris secara keseluruhan, di atas kepentingan pribadi;
3. Selama menjabat, Anggota Dewan Komisaris tidak diperkenankan untuk:
  - a. Mengambil peluang bisnis Perusahaan untuk kepentingan dirinya sendiri, keluarga, kelompok usahanya dan/atau pihak lain;
  - b. Menggunakan aset Perusahaan, informasi Perusahaan atau jabatannya selaku Anggota Dewan Komisaris untuk kepentingan pribadi ataupun orang lain, yang bertentangan dengan ketentuan peraturan perundangundangan serta kebijakan Perusahaan yang berlaku;
  - c. Berkompetisi dengan Perusahaan yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perusahaan;

## CONCURRENT POSITIONS AND CONFLICTS OF INTEREST

In accordance with the Company's Articles of Association, members of the Board of Commissioners are prohibited from holding concurrent positions as:

- Members of the Board of Directors in Regional Owned Enterprises, Private Owned Enterprises;
- Political party administrators and/or members of the legislature;
- Other positions in accordance with the provisions of the legislation; or
- Other positions that may cause a direct or indirect conflict of interest with the Company in accordance with the provisions of the applicable laws and regulations.

During 2021, there were no members of the Board of Commissioners who held concurrent positions that contradicted the provisions of the Company's Articles of Association.

In order to minimize the occurrence of conflicts of interest, each Member of the Board of Commissioners is also required to make a Special Register, which contains information on the share ownership of Members of the Board of Commissioners and/or their families in the Company or other companies. The Special Register is kept and administered by the Secretary to the Board of Commissioners.

To maintain independence and professionalism, each member of the Board of Commissioners must have the following ethics:

1. Taking attitudes, opinions and actions must be based on elements of objectivity, professionalism and independence for the sake of the Company's interests that are balanced with the interests of stakeholders;
2. Carry out duties and obligations by placing the interests of the Board of Commissioners as a whole, above personal interests;
3. During their tenure, members of the Board of Commissioners are not allowed to:
  - a. Taking the Company's business opportunities for the benefit of himself, his family, his business group and/or other parties;
  - b. Using Company assets, Company information or position as a Member of the Board of Commissioners for personal or other people's interests, which is contrary to the provisions of laws and regulations and applicable Company policies;
  - c. Compete with the Company by using inside information/knowledge to gain benefits for interests other than the interests of the Company;

- d. Mengambil keuntungan pribadi dari kegiatan Perusahaan, selain gaji dan fasilitas yang diterimanya sebagai anggota Dewan Komisaris, yang ditentukan oleh RUPS.
  4. Menjaga kerahasiaan informasi-informasi Perusahaan yang bersifat rahasia yang dipercayakan kepadanya sesuai ketentuan peraturan perundang-undangan yang berlaku;
  5. Tidak memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perusahaan;
  6. Menghindari setiap aktivitas yang dapat memengaruhi independensinya dalam melaksanakan tugas;
  7. Melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perusahaan yang berkaitan dengan hal tersebut;
  8. Tidak merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung dengan Perusahaan dan/atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku;
  9. Menandatangani pernyataan tidak memiliki benturan kepentingan (Pakta Integritas) dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap dirinya dan menyampaikannya kepada RUPS dan/atau OJK;
  10. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi;
  11. Dilarang untuk memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung imbalan dan/atau hadiah, dan/atau hibah dan/atau sumbangan dan/atau *entertainment* dalam bentuk apapun dari pihak yang memiliki hubungan bisnis atau pesaing Perusahaan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan peraturan perundang-undangan yang berlaku, atau untuk memengaruhinya untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya;
  12. Tidak diperkenankan memberikan dan menerima hadiah, bingkisan, parcel, karangan bunga dan bentuk pemberian lainnya pada hari raya keagamaan maupun hari-hari besar/tertentu lainnya kepada pejabat/karyawan di lingkungan instansi Pemerintah dan/atau pihak yang memiliki hubungan bisnis.
- d. Taking personal advantage from the Company's activities, in addition to the salary and facilities he receives as a member of the Board of Commissioners, which is determined by the GMS.
  4. Maintain the confidentiality of confidential Company information entrusted to him in accordance with the provisions of the applicable laws and regulations;
  5. Not taking advantage of the position for personal interests or for the interests of other people or parties that are contrary to the interests of the Company;
  6. Avoid any activities that can affect his independence in carrying out his duties;
  7. Disclosure in the event of a conflict of interest, and the member of the Board of Commissioners concerned may not be involved in the Company's decision-making process related to this matter;
  8. Not holding other positions that may cause a direct conflict of interest with the Company and/or which is contrary to the provisions of the applicable laws and regulations;
  9. Sign a statement that there is no conflict of interest (Integrity Pact) and state in writing matters that have the potential to cause a conflict of interest against him and submit it to the GMS and/or OJK;
  10. Comply with applicable laws and regulations, including by not engaging in insider trading for personal gain;
  11. It is prohibited to give or offer, or receive either direct or indirect rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties who have business relationships or competitors of the Company, with the aim of obtaining information, or something that is not justified by the applicable statutory provisions, or to influence him to do and/or not to do something related to his position/position;
  12. It is not allowed to give and accept gifts, gifts, parcels, flower bouquets and other forms of gifts on religious holidays or other major/certain days to officials/employees within Government agencies and/or parties who have business relations.



## MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Mekanisme pengunduran diri dan pemberhentian Dewan Komisaris yang diatur dalam Anggaran Dasar Perusahaan, sebagai berikut:

1. Pemberhentian Dewan Komisaris dilakukan apabila anggota Dewan Komisaris yang bersangkutan antara lain:
  - a. Tidak dapat melaksanakan tugasnya dengan baik;
  - b. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
  - c. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
  - d. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap.
2. Anggota Dewan Komisaris dapat diberhentikan oleh RUPS berdasarkan penilaian lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
3. Rencana pemberhentian anggota Dewan Komisaris diberitahukan kepada anggota Dewan Komisaris yang bersangkutan secara lisan atau tertulis oleh Pemegang Saham;
4. Keputusan pemberhentian diambil setelah yang bersangkutan diberi kesempatan untuk membela diri;
5. Pemberhentian karena alasan terlibat dalam tindakan yang merugikan Perusahaan dan/ atau Negara dan dinyatakan bersalah dengan putusan Pengadilan merupakan pemberhentian dengan tidak hormat;
6. Antara para anggota Dewan Komisaris dan antara anggota Dewan Komisaris dengan anggota Direksi tidak boleh ada hubungan keluarga sedarah sampai dengan derajat kedua baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar), jika terjadi hal tersebut maka RUPS berwenang memberhentikan salah seorang di antara mereka;
7. Seorang anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir, dengan mengajukan permohonan pengunduran diri secara tertulis kepada Perusahaan;
8. Perusahaan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Direksi dan/atau anggota Dewan Komisaris dalam jangka waktu paling lambat 90 (sembilan puluh) hari setelah diterimanya surat pengunduran diri;
9. Bagi anggota Dewan Komisaris yang berhenti sebelum maupun setelah masa jabatannya berakhir kecuali berhenti karena meninggal dunia, maka yang bersangkutan tetap bertanggung jawab atas tindakannya yang belum diterima pertanggungjawabannya oleh RUPS.

## MECHANISM OF RESIGNATION AND DISMISSAL OF THE BOARD OF COMMISSIONERS

The mechanism for the resignation and dismissal of the Board of Commissioners is regulated in the Company's Articles of Association, as follows:

1. Dismissal of the Board of Commissioners is carried out if the member of the Board of Commissioners concerned includes, among others:
  - a. Unable to perform well;
  - b. Not implementing the provisions of the legislation and/ or the provisions of the Articles of Association;
  - c. Engage in actions that are detrimental to the Company and/or the State;
  - d. Found guilty by a court decision that has permanent legal force.
2. Members of the Board of Commissioners may be dismissed by the GMS based on other assessments deemed appropriate by the GMS for the interests and objectives of the Company;
3. The plan to dismiss members of the Board of Commissioners shall be notified to the relevant member of the Board of Commissioners orally or in writing by the Shareholders;
4. The decision to dismiss is taken after the person concerned is given the opportunity to defend himself;
5. Dismissal due to involvement in actions that are detrimental to the Company and/or the State and errors due to the Court's decision does not cause respect;
6. Between members of the Board of Commissioners and between members of the Board of Commissioners and members of the Board of Directors there is no family relationship up to the second degree either in a straight line or a sideways line or by marriage (son-in-law or brother-in-law). among them;
7. A member of the Board of Commissioners has the right to leave his/her position before the end of his/her term of office, by submitting a written resignation request to the Company
8. The company is required to hold a GMS to decide on the resignation of members of the Board of Directors and/or members of the Board of Commissioners within a period of no later than 90 days after receipt of the resignation letter;
9. For members of the Board of Commissioners who resign before the end of their term of office, unless they resign due to death, then the person concerned remains responsible for his actions whose accountability has not been accepted by the GMS.



## **KEBIJAKAN TERKAIT PENGUNDURAN DIRI DEWAN KOMISARIS APABILA TERLIBAT DALAM KEJAHATAN KEUANGAN**

Apabila dalam menjalankan tugasnya, Dewan Komisaris terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perusahaan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

## **PENILAIAN ATAS KINERJA KOMITE PENUNJANG DEWAN KOMISARIS**

Evaluasi terhadap kinerja anggota komite di bawah Dewan Komisaris dilakukan secara individual maupun secara kolektif, setiap 1 (satu) tahun secara *self-assessment* dengan menggunakan metode evaluasi dalam suatu sistem yang ditetapkan dalam Keputusan Dewan Komisaris, dan menjadi bahan penilaian perpanjangan masa kerja anggota komite untuk tahun berikutnya. Indikator penilaian kinerja komite terdiri atas indikator umum dan indikator khusus. Indikator umum di antaranya meliputi kehadiran dalam rapat, kemampuan bekerja sama dan berkomunikasi secara aktif dengan sesama anggota komite, integritas, kemampuan memahami visi misi dan rencana strategis Pertamina Gas. Indikator khusus meliputi kualitas atas saran/rekomendasi yang diberikan terkait program kerja masing-masing komite.

Di tahun 2021, capaian Kinerja Komite Audit sebesar 91,67% dan Komite Manajemen Risiko sebesar 93,33%. Adapun penjelasan dari penilaian kinerja masing-masing komite tercantum dalam Laporan Tahunan ini di bagian penjelasan masing-masing komite tersebut.

## **POLICIES REGARDING THE RESIGNATION OF THE BOARD OF COMMISSIONERS IF INVOLVED IN FINANCIAL CRIMES**

If in its implementation, the Board of Commissioners is involved in a crime, the follow-up actions taken by the Company shall refer to the provisions of the Articles of Association and the prevailing laws and regulations.

## **ASSESSMENT OF THE PERFORMANCE OF THE SUPPORTING COMMITTEES OF THE BOARD OF COMMISSIONERS**

Evaluation of the performance of committee members on the board of commissioners is carried out individually or collectively, every 1 year by self-assessment using the evaluation method in a system set out in the decision of the Board of Commissioners, and becomes the material for increasing the tenure of committee members for the following year. The committee's performance indicators consist of general indicators and specific indicators. General indicators include meeting experience, ability to communicate and communicate actively with fellow committee members, integrity, ability to understand Pertamina Gas' vision, mission and strategy. Specific indicators include the quality of the suggestions/recommendations given regarding the work program of each committee.

In 2021, the performance of the Audit Committee was 91.67% and the Risk Management Committee was 93.33%. The explanations of the performance appraisal committees of each committee are listed in this Annual Report in the respective explanation sections.



## Komisaris Independen Independent Commissioner

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak terafiliasi dengan Direksi, anggota Dewan Komisaris lainnya dan pemegang saham pengendali, serta bebas dari hubungan bisnis atau hubungan lainnya yang dapat mempengaruhi kemampuannya untuk bertindak independen atau bertindak semata-mata untuk kepentingan Perusahaan.

Komisaris independen diangkat berdasarkan keputusan RUPS dari pihak yang tidak terafiliasi dengan pemegang saham utama, anggota Direksi dan/atau anggota Dewan Komisaris lainnya. Meskipun Pertamina Gas belum secara formal menetapkan Komisaris Independen, namun secara umum anggota Dewan Komisaris Perusahaan saat ini dapat dikatakan bersifat independen. Hal ini dikarenakan anggota Dewan Komisaris, yaitu Wahyu Setyawan, Martinus Sembiring, Diaz FM Hendropriyono, dan Twedy Noviady Ginting tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan Perseroan. Adapun profil keempat anggota Dewan tersebut dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.

### PERSYARATAN KOMISARIS INDEPENDEN

Komisaris Independen wajib memenuhi persyaratan sebagai berikut:

- Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen pada periode berikutnya;
- Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan;
- Tidak mempunyai hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama Perusahaan;
- Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan dapat diangkat kembali pada periode selanjutnya sepanjang Komisaris Independen tersebut menyatakan dirinya tetap independen kepada RUPS.

Independent Commissioners are members of the Board of Commissioners who are not affiliated with the Board of Directors, other members of the Board of Commissioners and controlling shareholders, and are free from business relationships or other relationships that may affect their ability to act independently or act solely for the benefit of the Company.

Independent commissioners are appointed based on the decision of the GMS from parties who are not affiliated with the major shareholders, members of the Board of Directors and/or other members of the Board of Commissioners. Although Pertamina Gas has not formally appointed an Independent Commissioner, in general the current members of the Company's Board of Commissioners can be said to be independent. This is because the members of the Board of Commissioners, namely Wahyu Setyawan, Martinus Sembiring, Diaz FM Hendropriyono, and Twedy Noviady Ginting do not have financial, management, share ownership and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders or relationship with the Company. The profiles of the four members of the Board can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.

### INDEPENDENT COMMISSIONER REQUIREMENTS

The Independent Commissioner must meet the following requirements:

- Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as Independent Commissioner in the following period;
- Do not own shares either directly or indirectly in the Company;
- Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors or the Company's Major Shareholders;
- Does not have a business relationship, either directly or indirectly, related to the Company's business activities. Independent Commissioners who have served for 2 (two) terms of office may be reappointed in the next period as long as the Independent Commissioner declares himself to be independent at the GMS.

## PERNYATAAN INDEPENDENSI ANGGOTA DEWAN KOMISARIS

Meski bukan Komisaris Independen, namun setiap anggota Dewan Komisaris berkomitmen untuk bersikap independen dan bebas benturan kepentingan dalam melaksanakan fungsi dan tugas pengawasan pengelolaan Perusahaan oleh Direksi. Seluruh anggota Dewan Komisaris disyaratkan untuk menandatangani pernyataan untuk bersikap independen dan bebas benturan kepentingan dalam menjalankan fungsi dan tugasnya tersebut.

## DECLARATION OF INDEPENDENCE OF MEMBERS OF THE BOARD OF COMMISSIONERS

Although not an Independent Commissioner, each member of the Board of Commissioners is committed to being independent and free of conflicts of interest in carrying out the functions and duties of supervising the management of the Company by the Board of Directors. All members of the Board of Commissioners are required to sign a statement to be independent and free from conflicts of interest in carrying out their functions and duties.

### Pernyataan Independensi Anggota Komisaris Independen Declaration of Independence of Independent Commissioners

Nama Name	Pernyataan Sikap Independen Independent Attitude Statement	Pernyataan Sikap Bebas benturan Kepentingan Statement of Attitude Free of Conflict of Interest
Gigih Prakoso	Ditandatangani pada 31 Agustus 2018 Signed on August 31, 2018	Ditandatangani pada 1 Desember 2020 Signed on December 1, 2020
Wahyu Setyawan	Ditandatangani pada 20 November 2019 Signed on November 20, 2019	Ditandatangani pada 1 Desember 2020 Signed on December 1, 2020
Martinus Sembiring	Ditandatangani pada 13 April 2020 Signed on April 13, 2020	Ditandatangani pada 1 Desember 2020 Signed on December 1, 2020
Diaz FM Hendropriyono	Ditandatangani pada 14 Juli 2021 Signed on July 14, 2021	Ditandatangani pada 1 Desember 2021 Signed on December 1, 2020
Twedy Noviady Ginting	Ditandatangani pada 19 Oktober 2021 Signed on October 19, 2021	Ditandatangani pada 1 Desember 2021 Signed on December 1, 2020

Anggota Dewan Komisaris Pertamina Gas saat ini berjumlah 5 (lima) orang, dan 4 (empat) orang atau 80% di antaranya merupakan anggota Dewan Komisaris yang tidak terafiliasi dengan pemegang saham, meskipun tidak dinyatakan sebagai Komisaris Independen yaitu Wahyu Setyawan, Martinus Sembiring, Diaz FM Hendropriyono dan Twedy Noviady Ginting.

Currently, there are 5 (five) members of the Pertamina Gas Board of Commissioners, and 4 (four) or 80% of them are members of the Board of Commissioners who are not affiliated with the shareholders, although they are not declared as Independent Commissioners, namely Wahyu Setyawan, Martinus Sembiring, Diaz FM Hendropriyono and Twedy Noviady Ginting.



## Direksi Board of Directors

Direksi bertanggung jawab penuh secara kolektif dalam melaksanakan tugasnya untuk kepentingan Perusahaan dalam mencapai maksud dan tujuan Perusahaan. Setiap Direktur wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugasnya untuk kepentingan dan usaha Perusahaan dengan memperhatikan peraturan perundangundangan yang berlaku. Direksi bertanggung jawab kepada RUPS yang merupakan perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan prinsip-prinsip GCG dan ketentuan Anggaran Dasar.

### REFERENSI PERATURAN

Berdasarkan Peraturan Menteri BUMN No. PER-03/MBU/02/2015, Direksi berwenang dan bertanggung jawab penuh atas Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

### PEDOMAN KERJA DIREKSI

Perusahaan memiliki *Board Manual* PT Pertamina Gas yang menjadi pedoman bagi Direksi dalam menjalankan tugas dan tanggung jawabnya mengelola Perusahaan serta tata laksana hubungan dengan Dewan Komisaris. Direksi wajib menjadikan *Board Manual* sebagai pedoman yang ideal dalam menjalankan pengurusan Perusahaan sehari-hari, untuk kepentingan Perusahaan dalam mencapai tujuan sebagaimana yang telah ditetapkan dalam Anggaran Dasar Perusahaan, RUPS, serta visi dan misi Perusahaan.

Di tahun 2021, *Board Manual* PT Pertamina Gas diperbarui dan disahkan oleh Dewan Komisaris dan Direksi melalui Surat Keputusan No. Kpts-003/PG0000/2021-SO dan No. KPTS-015/DK-PG/II/2021-SO tanggal 28 Februari 2021 tentang Dokumen *Good Corporate Governance*.

Secara garis besar, isi *Board Manual* bagi Direksi meliputi:

1. Ketentuan Umum Jabatan Anggota Direksi;
2. Masa Jabatan Anggota Direksi;
3. Rangkap Jabatan;
4. Pelaksana Tugas Anggota Direksi yang Pejabat Definitifnya Tidak Berada di Tempat untuk Jangka Waktu Tertentu;
5. Pelaksana Tugas Anggota Direksi yang Lowong;
6. Pengurusan Perusahaan Dalam Hal Seluruh Anggota Direksi Lowong;
7. Pemberhentian Anggota Direksi Sewaktu-waktu oleh RUPS;
8. Pemberhentian Sementara Waktu Anggota Direksi oleh Dewan Komisaris;
9. Pengunduran Diri Anggota Direksi;

The Board of Directors is collectively fully responsible for carrying out their duties for the benefit of the Company in achieving the goals and objectives of the Company. Each Director must in good faith and full responsibility carry out his duties for the interests and business of the Company with due observance of the applicable laws and regulations. The Board of Directors is responsible to the GMS which is a manifestation of the accountability of the Company's management in accordance with the principles of GCG and the provisions of the Articles of Association.

### REGULATORY REFERENCE

Based on the Minister of SOE Regulation No. PER-03/MBU/02/2015, the Board of Directors is authorized and fully responsible for the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.

### BOARD OF DIRECTORS WORK GUIDELINES

The Company has a PT Pertamina Gas Board Manual which serves as a guide for the Board of Directors in carrying out their duties and responsibilities in managing the Company and managing the relationship with the Board of Commissioners. The Board of Directors is required to use the Board Manual as an ideal guideline in carrying out the day-to-day management of the Company, for the benefit of the Company in achieving the objectives as set out in the Company's Articles of Association, GMS, as well as the Company's vision and mission.

In 2021, the Board Manual of PT Pertamina Gas was updated and ratified by the Board of Commissioners and the Board of Directors through Decree No. Kpts-003/PG0000/2021-SO and No. KPTS-015/DK-PG/II/2021-SO dated February 28, 2021 regarding Good Corporate Governance Documents.

Broadly speaking, the contents of the Board Manual for the Board of Directors include:

1. General Provisions for Position of Members of the Board of Directors;
2. Term of Office of Members of the Board of Directors;
3. Concurrent Position;
4. Acting Members of the Board of Directors whose Definitive Officers are not present for a certain period of time;
5. Acting for the vacant members of the Board of Directors;
6. Management of the Company in the event that all members of the Board of Directors are vacant;
7. Dismissal of members of the Board of Directors from time to time by the GMS;
8. Temporary Dismissal of Members of the Board of Directors by the Board of Commissioners;
9. Resignation of Members of the Board of Directors;

10. Pemberitahuan Mengenai Perubahan Susunan Direksi Kepada Menteri Hukum dan HAM;
11. Program Pengenalan Anggota Direksi yang Baru;
12. Penilaian Terhadap Kinerja Anggota Direksi;
13. Keanggotaan Direksi;
14. Program Peningkatan Kapabilitas;
15. Independensi (Kemandirian) Direksi;
16. Etika Jabatan Direksi;
17. Tugas dan Kewajiban Direksi;
18. Hak dan Kewajiban Direksi;
19. Pembagian Tugas dan Wewenang Anggota Direksi;
20. Pengambilan Keputusan dan Rapat Direksi;
21. Batasan Direksi Untuk Mewakili Perusahaan;
22. Tugas dan Wewenang Kolegial Direksi;
23. Pendelegasian Wewenang di Antara Anggota Direksi;
24. Organ Pendukung Direksi;
25. Hubungan Dengan Anak Perusahaan dan Perusahaan Afiliasi;
26. Pertanggungjawaban Direksi.

## TUGAS DAN TANGGUNG JAWAB DIREKSI

- Tugas kolegial Direksi adalah:
  - a. Mengusahakan dan menjamin terlaksananya kegiatan usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan Perusahaan dan senantiasa berusaha meningkatkan efisiensi dan efektifitas Perusahaan;
  - b. Memelihara dan mengurus kekayaan Perusahaan;
  - c. Menyampaikan Laporan Tahunan setelah ditelaah oleh Dewan Komisaris dalam jangka waktu paling lambat 5 (lima) bulan setiap Tahun Buku Perseroan berakhir kepada RUPS untuk disetujui dan disahkan;
  - d. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan;
  - e. Menyusun sistem akuntansi yang sesuai dengan Standar Akuntansi Keuangan berdasarkan prinsip-prinsip pengendalian internal, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan;
  - f. Memberikan penjelasan tentang segala hal yang ditanyakan mengenai jalannya Perusahaan serta memberikan laporan berkala kepada Dewan Komisaris dan/atau RUPS;
  - g. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya;
  - h. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar;

10. Notification of Changes in the Composition of the Board of Directors to the Minister of Law and Human Rights;
11. Program to introduce new members of the Board of Directors;
12. Assessment of the Performance of Members of the Board of Directors;
13. Membership of the Board of Directors;
14. Capability Improvement Program;
15. Independence (Independence) of the Board of Directors;
16. Ethics of the Board of Directors;
17. Duties and Obligations of the Board of Directors;
18. Rights and Obligations of the Board of Directors;
19. Division of Duties and Authorities of Members of the Board of Directors;
20. Decision Making and Board of Directors Meetings;
21. Limitations of the Board of Directors to Represent the Company;
22. Duties and Collegial Authorities of the Board of Directors;
23. Delegation of Authority Among Members of the Board of Directors;
24. Supporting Organs of the Board of Directors;
25. Relationships with Subsidiaries and Affiliated Companies;
26. Accountability of the Board of Directors.

## DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

- The collegial duties of the Board of Directors are:
  - a. Strive for and ensure the implementation of the Company's business activities and activities in accordance with the purposes and objectives of the Company and always strive to improve the efficiency and effectiveness of the Company;
  - b. Maintain and manage the Company's assets;
  - c. Submit an Annual Report after being reviewed by the Board of Commissioners within a period of no later than 5 (five) months of each Fiscal Year of the Company ending to the GMS for approval and ratification;
  - d. Carry out and maintain the company's books and administration in accordance with the norms that apply to a company;
  - e. Develop an accounting system in accordance with Financial Accounting Standards based on the principles of internal control, especially the functions of management, recording, storage, and supervision;
  - f. Provide an explanation of all questions regarding the running of the Company and provide periodic reports to the Board of Commissioners and/or GMS;
  - g. Prepare the organizational structure of the Company complete with details and duties;
  - h. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association;



- i. Mematuhi ketentuan-ketentuan lain yang berlaku di pemegang saham mayoritas Perusahaan dan dinyatakan berlaku bagi Perusahaan berdasarkan ketetapan dari pemegang saham mayoritas.
- Wewenang kolegial Direksi dengan batasan dan kriteria yang diatur lebih lanjut sesuai dengan Anggaran Dasar adalah:
  - a. Mendapatkan aset yang akan digunakan Perusahaan dalam pelaksanaan kegiatan usaha utama;
  - b. Mengadakan perjanjian kerja sama dengan Badan Usaha atau Pihak Lain dalam bentuk Kerja Sama Operasi (KSO), Kerja Sama usaha (KSU), Kerja Sama Lisensi, Bangun Guna Serah (*Built Operate Transfer/BOT*), Bangun Serah Guna (*Built Transfer Operate/BTO*), Bangun Guna Milik (*Built Operate Own/BOO*), Bangun Sewa Serah (*Build, Rent, and Transfer/BRT*), *financial lease*, dan perjanjian lainnya yang mempunyai sifat yang sama;
  - c. Menghapusbukukan aset tetap Perusahaan;
  - d. Mengikat Perusahaan sebagai penjamin;
  - e. Menjaminkan aset/kekayaan Perusahaan;
  - f. Menghapusbukukan piutang macet dan persediaan barang mati.

## KRITERIA DAN PENETAPAN DIREKSI

Persyaratan yang harus dipenuhi oleh setiap calon anggota Direksi, yaitu:

1. Syarat formal meliputi:
  - a. Orang perseorangan yang cakap melakukan perbuatan hukum;
  - b. Tidak pernah dinyatakan pailit atau menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatannya;
  - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatannya.
2. Syarat materiil meliputi:
 

Direksi diangkat berdasarkan pertimbangan keahlian, integritas, kepemimpinan, jujur, berperilaku baik, dan berdedikasi tinggi untuk memajukan dan mengembangkan Perusahaan serta persyaratan lainnya berdasarkan peraturan Perundang-undangan.
3. Syarat lain, meliputi:
  - a. Bukan pengurus partai politik, dan/atau anggota legislatif, dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif. Calon anggota legislatif atau anggota legislatif terdiri dari calon/anggota DPR, DPD, DPRD Tingkat I dan DPRD Tingkat II;

- i. Comply with other provisions that apply to the majority shareholder of the Company and are declared applicable to the Company based on the provisions of the majority shareholder.

- The collegial authority of the Board of Directors with limits and criteria which are further regulated in accordance with the Articles of Association are:
  - a. Obtain assets that will be used by the Company in carrying out its main business activities;
  - b. Entering into cooperation agreements with Business Entities or Other Parties in the form of Joint Operations (KSO), Business Cooperation (KSU), License Cooperation, Build Operate Transfer (BOT), Build Transfer Operate (BTO), Build Operate Own (BOO), Build, Rent, and Transfer (BRT), financial leases, and other agreements of the same nature;
    - c. Write off the Company's fixed assets;
    - d. Bind the Company as guarantor;
    - e. Guarantee the Company's assets/wealth;
    - f. Write off bad debts and dead goods inventory.

## CRITERIA AND DETERMINATION OF DIRECTORS

The requirements that must be met by each candidate member of the Board of Directors are:

1. Formal requirements include:
  - a. An individual who is capable of carrying out legal actions;
  - b. Never been declared bankrupt or a member of the Board of Directors or a member of the Board of Commissioners or a member of the Supervisory Board who was found guilty of causing a company to be declared bankrupt within 5 (five) years prior to his appointment;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector within 5 (five) years prior to his appointment.
2. Material requirements include:
 

The Board of Directors is appointed based on consideration of expertise, integrity, leadership, honesty, good behavior, and high dedication to advancing and developing the Company as well as other requirements based on laws and regulations.
3. Other conditions, including:
  - a. Not an administrator of a political party, and/or a member of the legislature, and/or not currently running as a candidate for a member of the legislature. Candidates for legislative members or members of the legislature consist of candidates/members of DPR, DPD, Level I DPRD and Level II DPRD;



- b. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
- c. Berusia tidak melebihi 58 (lima puluh delapan) tahun ketika akan menjabat Direksi;
- d. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundangundangan dilarang untuk dirangkap dengan jabatan anggota Direksi, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;
- e. Tidak menjabat sebagai anggota Direksi pada Perseroan selama 2 (dua) periode berturut-turut;
- f. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi) yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.

- b. Not a regional head/deputy head and/or not currently running as a candidate for regional head/deputy head;
- c. Not more than 58 (fifty-eight) years old when serving as the Board of Directors;
- d. Not currently holding a position which, based on the laws and regulations, is prohibited from concurrently serving as a member of the Board of Directors, except for signing a statement that he is willing to resign from the position if elected as a member of the Board of Directors;
- e. Not serving as a member of the Board of Directors of the Company for 2 (two) consecutive periods;
- f. Physically and mentally healthy (not suffering from an illness that can hinder the performance of duties as a member of the Board of Directors) as evidenced by a health certificate from a government hospital.

## KOMPOSISI DIREKSI

Melalui Akta Perubahan Anggaran Dasar Perseroan No. 35 tanggal 30 Agustus 2019, masa jabatan Direksi Perseroan yang sebelumnya ditetapkan selama 3 tahun berubah menjadi sejak penutupan RUPS pengangkatan sampai dengan penutupan RUPS Tahunan yang ke-5 setelah anggota Direksi tersebut memangku jabatan sebagai Direksi (dalam 1 periode jabatan).

Di tahun 2021, terdapat perubahan susunan keanggotaan Direksi, sesuai dengan keputusan RUPS Tahunan Tahun Buku 2020 tanggal 3 Juni 2021. Hingga akhir periode pelaporan, Direksi terdiri dari seorang Direktur Utama dan 3 orang Direktur, yakni Direktur Strategi & Pengembangan Bisnis, Direktur Teknik & Operasi, dan Direktur Keuangan & Dukungan Bisnis. Jumlah keseluruhan anggota Direksi yaitu 4 (empat) orang di mana dua orang di antaranya adalah perempuan.

## COMPOSITION OF THE BOARD OF DIRECTORS

Through the Deed of Amendment to the Company's Articles of Association No. 35 dated August 30, 2019, the term of office of the Board of Directors of the Company which was previously set for 3 years has changed from the closing of the GMS of appointment until the closing of the 5th Annual GMS after the member of the Board of Directors has assumed the position of the Board of Directors (within 1 term of office).

In 2021, there will be a change in the composition of the Board of Directors' membership, in accordance with the decision of the Annual GMS for Fiscal Year 2020 dated June 3, 2021. Until the end of the reporting period, the Board of Directors consists of a President Director and 3 Directors, namely the Strategy & Business Development Director, Technical & Operation Director, and Finance & Business Support Director. The total number of members of the Board of Directors is 4 (four) people, two of whom are women.

### Komposisi Direksi per 31 Desember 2021 Composition of the Board of Directors in 2021

Direksi Board of Directors	Jabatan Position	Mulai Bertugas Start on Duty	Periode Period
Wiko Migantoro	Direktur Utama President director	21 Agustus 2018 August 21, 2018	RUPST 2023 AGMS 2023
Achmad Herry Syarifuddin	Direktur Komersial Commercial Director	1 Maret 2017 March 1, 2017	RUPST 2021 AGMS 2021
Indra Setyawati	Direktur Strategi & Pengembangan Bisnis Strategy & Business Development Director	25 Februari 2016 February 25, 2016	RUPST 2023 AGMS 2023





### Komposisi Direksi per 31 Desember 2021 Composition of the Board of Directors in 2021

Direksi Board of Directors	Jabatan Position	Mulai Bertugas Start on Duty	Periode Period
Rosa Permata Sari	Direktur Teknik & Operasi Technical & Operation Director	15 Mei 2019 May 15, 2019	RUPST 2024 AGMS 2024
Rigo Supratman	Direktur Keuangan & Dukungan Bisnis Finance & Business Support Director	25 November 2020 November 25, 2020	RUPST 2025 AGMS 2025

Berdasarkan Keputusan Sirkuler Pemegang Saham tanggal 15 Maret 2022, Pemegang Saham memutuskan memberhentikan dengan hormat Wiko Migantoro dari jabatan Direktur Utama Perusahaan, dan mengangkat Gamal Imam Santoso sebagai Direktur Utama Perusahaan. Dengan demikian, susunan Direksi sejak 15 Maret 2022, sebagai berikut:

Based on the Circular Decision of Shareholders dated March 15, 2022, the Shareholders decided to respectfully dismiss Wiko Migantoro from the position of President Director, and appointed Gamal Imam Santoso as President Director. Thus, the composition of the Board of Directors since March 15, 2022, as follows:

### Susunan Direksi per 15 Maret 2021 Composition of Directors as of March 15, 2021

Nama Name	Masa Jabatan Term of Office
Gamal Imam Santoso (Direktur Utama) (President Director)	15 Maret 2022 – RUPST 2027 March 15, 2022 – AGMS 2027
Kusdi Widodo (Direktur Komersial) (Commercial Director)	15 Maret 2022 – RUPST 2027 March 15, 2022 – AGMS 2027
Agung Indri Pramantyo (Direktur Strategi & Pengembangan Bisnis) (Strategy & Business Development Director)	15 Maret 2022 – RUPST 2027 March 15, 2022 – AGMS 2027
Rosa Permata Sari (Direktur Teknik & Operasi) (Technical & Operation Director)	15 Mei 2019 – RUPST 2024 May 15, 2021 – AGMS 2024
Rigo Supratman (Direktur Keuangan & Dukungan Bisnis) (Finance & Business Support Director)	25 November 2020 – RUPST 2025 November 25, 2020 – AGMS 2025

## PEMBAGIAN TUGAS DIREKSI

Direksi bertugas secara kolektif, tetapi agar lebih efisien dan efektif dalam melaksanakan tugas, maka dilakukan pembagian tugas di antara Anggota Direksi. Pembagian tugas dan wewenang setiap Anggota Direksi ditetapkan oleh Rapat Umum Pemegang Saham. Dalam hal RUPS tidak menetapkan, maka pembagian tugas dan wewenang Direksi ditetapkan berdasarkan keputusan Direksi. Meskipun telah dilakukan pembagian tugas dan tanggung jawab, pengurusan Perusahaan secara keseluruhan tetap berada pada Direksi secara kolektif (*board*) sebagai Organ Perusahaan.

## DIVISION OF DUTIES OF THE BOARD OF DIRECTORS

The Directors work collectively, but in order to be more efficient and effective in carrying out their duties, a division of tasks is carried out among the members of the Board of Directors. The division of duties and authorities of each Member of the Board of Directors is determined by the General Meeting of Shareholders. In the event that the GMS does not determine, the division of duties and authorities of the Board of Directors is determined based on the decision of the Board of Directors. Even though the division of tasks and responsibilities has been carried out, the overall management of the Company remains with the Board of Directors collectively (*board*) as the Company's Organ.

Adapun pembagian tugas dan wewenang Direksi adalah sebagai berikut:

### DIREKTUR UTAMA

1. Memberikan arahan dan mengendalikan visi, misi dan strategi serta kebijakan Perusahaan;
2. Memimpin para Anggota Direksi dalam melaksanakan keputusan Direksi;
3. Memimpin dan mendorong terlaksananya pembentukan budaya Perusahaan, peningkatan citra dan tata kelola Perusahaan (*Good Corporate Governance*);
4. Menyelenggarakan dan memimpin Rapat Direksi secara periodik sesuai ketetapan Direksi atau rapat-rapat lain apabila dipandang perlu sesuai usulan Direksi;
5. Atas nama Direksi, mengesahkan semua Surat Keputusan Direksi sesuai dengan jenis keputusan yang diatur dalam Anggaran Dasar atau ketetapan lainnya;
6. Dalam hal pengadaan barang dan/atau jasa, atas nama Direksi, dapat memberikan persetujuan/izin prinsip untuk mencapai maksud dan tujuan Perusahaan sesuai ketentuan pengadaan barang dan/atau jasa yang berlaku di Perusahaan;
7. Atas nama Direksi, mewakili Perusahaan di dalam maupun di luar pengadilan dan/atau dapat menunjuk anggota Direksi lain, pekerja atau pihak lain untuk mewakili Perusahaan di dalam dan di luar pengadilan;
8. Atas nama Direksi, menentukan keputusan Direksi, apabila dalam *voting* pada rapat Direksi terdapat jumlah suara yang sama banyak antara suara yang setuju dan tidak setuju;
9. Memberikan informasi kepada pemangku kepentingan terhadap keputusan Direksi yang memberi dampak besar kepada publik baik yang berkaitan dengan keputusan bisnis, aspek legal, ataupun isu-isu tentang Perusahaan yang berkembang di masyarakat;
10. Memimpin dan mengkoordinasikan fungsi-fungsi langsung yang berada di bawah Direktur Utama, antara lain Sekretaris Perusahaan, Satuan Pengawas Internal, dan lain-lain dalam mencapai sasaran kinerja Perusahaan yang telah ditetapkan;
11. Dalam menjalankan tugas dan wewenangnya, Direktur Utama dapat melimpahkan sebagian tugas dan wewenangnya kepada Direksi lainnya sesuai dengan tugas dan wewenang masing-masing Direksi tersebut;
12. Dalam menjalankan tugas dan wewenangnya, Direktur Utama berwenang melakukan korespondensi dengan pihak eksternal yang terkait.

The division of duties and authorities of the Board of Directors is as follows:

### PRESIDENT DIRECTOR

1. Provide direction and control the vision, mission and strategies and policies of the Company;
2. Lead the members of the Board of Directors in implementing the decisions of the Board of Directors;
3. Leading and encouraging the establishment of corporate culture, image enhancement and good corporate governance;
4. Organizing and chairing the Board of Directors' Meeting periodically in accordance with the provisions of the Board of Directors or other meetings if deemed necessary according to the recommendation of the Board of Directors;
5. On behalf of the Board of Directors, ratify all Decrees of the Board of Directors in accordance with the types of decisions stipulated in the Articles of Association or other provisions;
6. In the case of procurement of goods and/or services, on behalf of the Board of Directors, may grant approval/permit in principle to achieve the purposes and objectives of the Company in accordance with the provisions of the procurement of goods and/or services applicable in the Company;
7. On behalf of the Board of Directors, represent the Company inside and outside the court and/or may appoint other members of the Board of Directors, employees or other parties to represent the Company inside and outside the court;
8. On behalf of the Board of Directors, determine the decision of the Board of Directors, if in the voting at the Board of Directors meeting there are an equal number of votes between the votes that agree and disagree;
9. Provide information to stakeholders on the decisions of the Board of Directors that have a major impact on the public, whether related to business decisions, legal aspects, or issues concerning the Company that are developing in the community;
10. Lead and coordinate direct functions under the President Director, including the Corporate Secretary, Internal Supervisory Unit, and others in achieving the Company's performance targets that have been set;
11. In carrying out his duties and authorities, the President Director may delegate some of his duties and authorities to other Directors in accordance with the duties and authorities of each of the Directors;
12. In carrying out his duties and authorities, the President Director is authorized to correspond with relevant external parties.



### DIREKTUR KOMERSIAL

1. Merencanakan, mengelola dan mengendalikan proses komersial Perusahaan yang meliputi kegiatan pengadaan sumber gas, jual beli gas, komersialisasi aset dan optimalisasi kapasitas gas;
2. Menerapkan strategi komersial untuk mendorong pendapatan dan profit bisnis usaha dengan selalu memperhatikan kondisi pasar dan pelanggan;
3. Merencanakan, mengelola, dan mengendalikan hubungan pelanggan dan *supplier*;
4. Memastikan terlaksananya praktik pengembangan dan pemberdayaan pekerja di lingkungan Direktorat Komersial;
5. Bersama-sama dengan Direktur lainnya, memastikan internalisasi dan implementasi tata nilai dan budaya Perusahaan tercermin pada pelaksanaan bisnis dan operasional Perusahaan;
6. Bersama-sama dengan Direktorat lain melakukan sinergi, kerja sama yang kuat dan saling mendukung dalam aktivitas bisnis dan operasional Perusahaan sehari-hari;
7. Dalam menjalankan tugas dan wewenangnya, Direktur Komersial berwenang mewakili Perusahaan di dalam maupun di luar pengadilan/atau dapat menunjuk anggota Direksi lain, pekerja atau pihak lain untuk mewakili Perusahaan di dalam dan di luar pengadilan.

### DIREKTUR STRATEGI DAN PENGEMBANGAN BISNIS

1. Merencanakan, mengelola dan mengendalikan kegiatan perencanaan investasi dan pengembangan bisnis Perusahaan;
2. Menyusun dan menerapkan strategi pengelolaan internal *business process* yang efektif untuk percepatan pencapaian target-target Perusahaan;
3. Merencanakan, mengelola, dan mengendalikan penyusunan *portfolio* dan rencana strategis perusahaan dalam rencana kerja jangka panjang dan rencana kerja jangka pendek Perusahaan.
4. Memastikan terlaksananya praktik pengembangan dan pemberdayaan pekerja di lingkungan Direktorat Strategi & Pengembangan Bisnis;
5. Bersama-sama dengan Direktur lainnya, memastikan internalisasi dan implementasi tata nilai dan budaya Perusahaan tercermin pada pelaksanaan bisnis dan operasional Perusahaan;
6. Bersama-sama dengan Direktorat lain melakukan sinergi, kerja sama yang kuat dan saling mendukung dalam aktivitas bisnis dan operasional Perusahaan sehari-hari;
7. Dalam menjalankan tugas dan wewenangnya, Direktur Strategi & Pengembangan Bisnis berwenang mewakili Perusahaan di dalam maupun di luar pengadilan dan/atau dapat menunjuk anggota Direksi lain, pekerja atau pihak lain untuk mewakili Perusahaan di dalam dan di luar pengadilan;
8. Dalam menjalankan tugas dan wewenangnya, Direktur Strategi & Pengembangan Bisnis berwenang melakukan korespondensi dengan pihak eksternal yang terkait.

### COMMERCIAL DIRECTOR

1. Plan, manage and control the Company's commercial processes which include procurement of gas sources, sale and purchase of gas, commercialization of assets and optimization of gas capacity;
2. Implementing a commercial strategy to drive business revenues and profits by always paying attention to market conditions and customers;
3. Planning, managing, and controlling customer and supplier relationships;
4. Ensuring the implementation of the practice of developing and empowering workers within the Commercial Directorate;
5. Together with other Directors, ensure the internalization and implementation of the Company's values and culture are reflected in the implementation of the Company's business and operations;
6. Together with other Directorates, synergize, cooperate and support each other in the daily business activities and operations of the Company;
7. In carrying out his duties and authorities, the Commercial Director is authorized to represent the Company inside and outside the court/or may appoint other members of the Board of Directors, employees or other parties to represent the Company inside and outside the court.

### STRATEGY & BUSINESS DEVELOPMENT DIRECTOR

1. Plan, manage and control the Company's investment planning and business development activities
2. Develop and implement an effective internal business process management strategy to accelerate the achievement of the Company's targets;
3. Planning, managing, and controlling the preparation of the company's portfolio and strategic plans in the Company's long-term and short-term work plans.
4. Ensure the implementation of employee development and empowerment practices within the Directorate of Business Strategy & Development;
5. Together with other Directors, ensure the internalization and implementation of the Company's values and culture are reflected in the implementation of the Company's business and operations;
6. Together with other Directorates, create synergies, strong cooperation and mutual support in the daily business activities and operations of the Company;
7. In carrying out his duties and authorities, the Strategy & Business Development Director is authorized to represent the Company inside and outside the court and/or may appoint other members of the Board of Directors, employees or other parties to represent the Company inside and outside the court;
8. In carrying out his duties and authorities, the Strategy & Business Development Director is authorized to correspond with relevant external parties.

### DIREKTUR TEKNIK & OPERASI

1. Merencanakan, mengelola dan mengontrol eksekusi proyek pembangunan infrastruktur agar berjalan optimal dalam mendukung pengembangan bisnis Perusahaan;
2. Merencanakan, mengelola, dan mengontrol kehandalan dan operasional penyaluran gas dan pipa di seluruh area operasi Perusahaan sehingga tercapai target Perusahaan pada aspek pendapatan operasional dengan mengutamakan kepuasan pelanggan dan pengelolaan risiko;
3. Melaporkan secara berkala status operasional dan pelaksanaan proyek Perusahaan kepada Direktur Utama;
4. Memastikan terlaksananya praktik pengembangan dan pemberdayaan pekerja di lingkungan Direktorat Teknik & Operasi;
5. Bersama-sama dengan Direktur lainnya, memastikan internalisasi dan implementasi tata nilai dan budaya Perusahaan tercermin pada pelaksanaan bisnis dan operasional Perusahaan;
6. Bersama-sama dengan Direktorat lain melakukan sinergi, kerja sama yang kuat dan saling mendukung dalam aktivitas bisnis dan operasional Perusahaan sehari-hari;
7. Dalam menjalankan tugas dan wewenangnya, Direktur Teknik & Operasi berwenang mewakili Perusahaan di dalam maupun di luar pengadilan dan/atau dapat menunjuk anggota Direksi lain, pekerja atau pihak lain untuk mewakili Perusahaan di dalam dan di luar pengadilan;
8. Dalam menjalankan tugas dan wewenangnya, Direktur Teknik & Operasi berwenang melakukan korespondensi dengan pihak eksternal yang terkait.

### DIREKTUR KEUANGAN & DUKUNGAN BISNIS

1. Merencanakan, mengelola dan mengontrol keuangan Perusahaan agar berfungsi maksimal dalam mendukung aktivitas bisnis dan operasional Perusahaan yang berlandaskan pada prinsip pengelolaan keuangan yang berbasis pada *risk management*;
2. Berkoordinasi dengan Direktorat Keuangan PT Pertamina (Persero) dan Direktorat Keuangan PT PGN, Tbk dalam hal penerimaan dan pengeluaran keuangan serta investasi Perusahaan;
3. Melaporkan secara berkala status pengendalian keuangan Perusahaan kepada Direktur Utama;
4. Memastikan terlaksananya praktik pengembangan dan pemberdayaan pekerja di lingkungan Direktorat Keuangan & Pendukung Usaha;
5. Bersama-sama dengan Direktur lainnya, memastikan internalisasi dan implementasi tata nilai dan budaya Perusahaan tercermin pada pelaksanaan bisnis dan operasional Perusahaan;
6. Bersama-sama dengan Direktorat lain melakukan sinergi, kerja sama yang kuat dan saling mendukung dalam aktivitas bisnis dan operasional Perusahaan sehari-hari;

### TECHNICAL & OPERATION DIRECTOR

1. Plan, manage and control the execution of infrastructure development projects so that they run optimally in support of the Company's business development;
2. Plan, manage, and control the reliability and operation of gas and pipeline distribution in all areas of the Company's operations so that the Company's targets are achieved in the aspect of operating income by prioritizing customer satisfaction and risk management;
3. Periodically report the operational status and implementation of the Company's projects to the President Director;
4. Ensure the implementation of the practice of developing and empowering workers within the Technical & Operation Directorate;
5. Together with other Directors, ensure the internalization and implementation of the Company's values and culture are reflected in the implementation of the Company's business and operations;
6. Together with other Directorates, create synergies, strong cooperation and mutual support in the daily business activities and operations of the Company;
7. In carrying out his duties and authorities, the Technical & Operation Director is authorized to represent the Company inside and outside the court and/or may appoint other members of the Board of Directors, employees or other parties to represent the Company inside and outside the court;
8. In carrying out his duties and authorities, the Technical & Operation Director is authorized to correspond with relevant external parties.

### FINANCE & BUSINESS SUPPORT DIRECTOR

1. Plan, manage and control the Company's finances so that they function optimally in supporting the Company's business and operational activities based on the principles of financial management based on risk management;
2. Coordinate with the Finance Directorate of PT Pertamina (Persero) and the Finance Directorate of PT PGN, Tbk. in terms of financial receipts and expenditures as well as the Company's investment;
3. Periodically report the status of the Company's financial control to the President Director;
4. Ensuring the implementation of employee development and empowerment practices within the Directorate of Finance & Business Support;
5. Together with other Directors, ensure the internalization and implementation of the Company's values and culture are reflected in the implementation of the Company's business and operations;
6. Together with other Directorates, create synergies, strong cooperation and mutual support in the daily business activities and operations of the Company;



7. Dalam menjalankan tugas dan wewenangnya, Direktur Keuangan berwenang mewakili Perusahaan di dalam maupun di luar pengadilan dan/atau dapat menunjuk anggota Direksi lain, pekerja atau pihak lain untuk mewakili Perusahaan di dalam dan di luar pengadilan;
8. Dalam menjalankan tugas dan wewenangnya, Direktur Keuangan berwenang melakukan korespondensi dengan pihak eksternal yang terkait.

## INDEPENDENSI DIREKSI

Direksi senantiasa bertindak independen, dalam arti tidak mempunyai benturan kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara mandiri dan kritis, baik dalam hubungan satu sama lain maupun hubungan terhadap Dewan Komisaris.

Direksi tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perusahaan, sehingga dapat melaksanakan tugas dan tanggung jawabnya secara independen.

Direksi tidak memangku jabatan rangkap sebagai Direktur Utama atau Direktur lainnya pada Badan Usaha Milik Negara, Daerah dan Swasta atau jabatan lain yang berhubungan dengan pengelolaan Perusahaan, maupun jabatan struktural, dan jabatan fungsional lainnya pada instansi/lembaga Pemerintah Pusat dan Pemerintah Daerah, serta jabatan lainnya sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan lainnya yang berlaku.

## RANGKAP JABATAN DAN KEPEMILIKAN SAHAM DIREKSI

Para anggota Direksi dilarang memangku jabatan rangkap sebagai:

- Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta; dan/atau
- Anggota Dewan Komisaris pada Badan Usaha Milik Negara; dan/atau
- Jabatan struktural dan fungsional lainnya pada instansi/ lembaga pemerintah pusat dan atau daerah;
- Pengurus partai politik dan/atau calon/anggota legislatif; dan/atau calon kepala daerah/ wakil kepala daerah;
- Jabatan yang dapat menimbulkan benturan kepentingan dan/atau jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan;
- Menjadi calon legislatif atau calon kepala daerah/wakil kepala daerah.

7. In carrying out his duties and authorities, the Director of Finance is authorized to represent the Company inside and outside the court and/or may appoint other members of the Board of Directors, employees or other parties to represent the Company inside and outside the court;
8. In carrying out his duties and authorities, the Director of Finance is authorized to correspond with relevant external parties.

## BOARD OF DIRECTORS INDEPENDENCE

The Board of Directors always acts independently, in the sense that it does not have a conflict of interest that can interfere with its ability to carry out tasks independently and critically, both in relation to one another and the relationship to the Board of Commissioners.

The Board of Directors has no financial relationship, management relationship, share ownership and/or family relationship with other members of the Board of Commissioners, Board of Directors and/or Controlling Shareholder or relationship with the Company, so that they can carry out their duties and responsibilities independently.

The Board of Directors does not hold concurrent positions as President Director or other Director in State-Owned, Regional and Private Enterprises or other positions related to the management of the Company, as well as structural positions, and other functional positions in Central Government and Regional Government agencies/institutions, as well as other positions in accordance with the provisions of the Company's Articles of Association and other applicable laws and regulations.

## CONCURRENT POSITION AND SHARE OWNERSHIP OF THE BOARD OF DIRECTORS

Members of the Board of Directors are prohibited from holding concurrent positions as:

- Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises; and/or
- Member of the Board of Commissioners in State-Owned Enterprises; and/or
- Other structural and functional positions in central and/or regional government agencies/institutions;
- Political party administrators and/or legislative candidates/ members; and/or candidate for regional head/deputy regional head;
- Positions that may cause conflicts of interest and/or other positions in accordance with the provisions of the laws and regulations;
- Become a legislative candidate or candidate for the region/ representative to the region.

Untuk perangkapan jabatan Direksi yang tidak termasuk dalam ketentuan tersebut di atas diperlukan persetujuan dari Rapat Dewan Komisaris.

For concurrent positions of the Board of Directors that are not included in the above provisions, approval from the Board of Commissioners Meeting is required.

**Rangkap Jabatan dan Kepemilikan Saham Direksi**  
Concurrent Position and Share Ownership of the Board of Directors

Nama Name	Kepengurusan di Perusahaan Lain Management in Other Companies		
	Sebagai Dewan Komisaris As the Board of Commissioners	Sebagai Direksi/ Jabatan lain As Board of Directors/ other positions	Sebagai Pemegang Saham As Shareholders
Wiko Migantoro	-	-	-
Achmad Herry Syarifuddin	1	-	-
Indra Setyawati	1	-	-
Rosa Permata Sari	-	-	-
Rigo Supratman	-	-	-

**Kepengurusan di Perusahaan Lain**  
Management in Other Companies

Nama Name	Masa Jabatan Term of Office	Nama Perusahaan Company Name
Achmad Herry Syarifuddin	30 Mei 2018-29 Mei 2022 May 30, 2018- May 29, 2022	PT Perta Arun Gas
Indra Setyawati	1 Agustus 2019-31 Juli 2022 August 1, 2019- July 31, 2022	PT Perta-Samtan Gas

**PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI**

Benturan kepentingan adalah suatu kondisi di mana kepentingan ekonomis Perusahaan berbenturan dengan kepentingan ekonomis pribadi. Atas hal tersebut maka Anggota Direksi hendaknya senantiasa:

- Wajib mendahulukan kepentingan ekonomis Perusahaan di atas kepentingan ekonomis pribadi atau keluarga maupun pihak lainnya;
- Tidak akan memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perusahaan;
- Wajib mengungkapkan hubungan keuangan dan hubungan keluarga dengan anggota Komisaris lain, anggota Direksi dan/atau pemegang saham pengendali Perusahaan;
- Dilarang mengambil tindakan yang dapat merugikan Perusahaan atau mengurangi keuntungan Perusahaan dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan dalam hal terjadi benturan kepentingan;
- Tidak akan ikut serta dalam pembahasan dan pengambilan keputusan yang mengandung unsur benturan kepentingan.

**MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF DIRECTORS**

Conflict of interest is a condition where the Company's economic interests conflict with personal economic interests. For this matter, the Members of the Board of Directors should always:

- Must prioritize the economic interests of the Company over personal or family economic interests or other parties;
- Will not take advantage of the position for personal gain or for the benefit of other people or parties that are contrary to the interests of the Company;
- Must disclose financial and family relationships with other members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders of the Company;
- It is prohibited to take actions that can harm the Company or reduce the Company's profits and must disclose conflicts of interest in every decision in the event of a conflict of interest;
- Will not participate in discussions and decision-making that contain elements of a conflict of interest.





## RAPAT DIREKSI

Sepanjang tahun 2021, Direksi menyelenggarakan pertemuan atau rapat internal sebanyak 33 (tiga puluh tiga) dengan agenda dan tingkat kehadiran sebagai berikut:

## BOARD OF DIRECTORS MEETING

Throughout 2021, the Board of Directors will hold 33 (thirty three) internal meetings with the following agenda and level of attendance:

### Pertemuan/Rapat Direksi Board of Directors Meeting/Meeting

Jenis Rapat Type of Meeting	Jumlah Rapat Number of Meeting	Tingkat Kehadiran Attendance Rate
Rapat Internal Direksi Board of Directors Internal Meeting	33 kali 33 times	99%
Rapat Dewan Komisaris - Direksi Board of Commissioners - Board of Directors Meeting	13 kali 13 times	99%

### Agenda Rapat Dewan Direksi PT Pertamina Gas Tahun 2021 Meeting Agenda of the Board of Directors of PT Pertamina Gas in 2021

Tanggal Date	Agenda Pembahasan Discussion Agenda	Kehadiran Attendance
5 Februari 2021 February 5, 2021	Rencana Komersialisasi Kompresor Compressor Commercialization Plan	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Indra Setyawati</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>
18 Februari 2021 February 18, 2021	Organisasi <i>Director Project</i> Rokan Organization Director Project Rokan	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Indra Setyawati</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>
16 Maret 2021 March 16, 2021	<ul style="list-style-type: none"> <li>Update Rokan</li> <li>Update Penjualan Lahan</li> <li>Update Pendampingan Hukum</li> <li>Rokan Updates</li> <li>Land Sales Update</li> <li>Legal Assistance Update</li> </ul>	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>
23 Maret 2021 March 23, 2021	Materi RUPS Tahunan Tahun Buku 2020 PT Pertamina Gas Materials for the 2020 Fiscal Year Annual GMS of PT Pertamina Gas	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Indra Setyawati</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>
5 April 2021 April 5, 2021	RJPP	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Indra Setyawati</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>
8 April 2021 April 8, 2021	Update RUPS TB 2020 dan Usulan Remunerasi dan Tantiem GMS FY 2020 Update and Proposed Remuneration and Tantiem	<ul style="list-style-type: none"> <li>Wiko Migantoro</li> <li>Achmad Herry Syarifuddin</li> <li>Indra Setyawati</li> <li>Rosa Permata Sari</li> <li>Rigo Supratman</li> </ul>



**Agenda Rapat Dewan Direksi PT Pertamina Gas Tahun 2021**  
Meeting Agenda of the Board of Directors of PT Pertamina Gas in 2021

Tanggal Date	Agenda Pembahasan Discussion Agenda	Kehadiran Attendance
14 April 2021 April 14, 2021	<ul style="list-style-type: none"> <li>▪ Update Potensi Impairment dan Mitigasinya</li> <li>▪ Update Penyiapan Organisasi, Manpower Planning, dan General Support Pipa Minyak Rokan</li> <li>▪ Update Potential Impairment and Mitigation</li> <li>▪ Update on Organizational Preparation, Manpower Planning, and General Support for the Rokan Oil Pipeline</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
20 April 2021 April 20, 2021	<ul style="list-style-type: none"> <li>▪ Update Perhitungan TKDN Pertamina Gas dan Strategi Peningkatannya</li> <li>▪ Usulan KPI Perusahaan 2021</li> <li>▪ Update Pipa Minyak Rokan</li> <li>▪ Update on Pertamina Gas TKDN Calculation and Improvement Strategy</li> <li>▪ Proposed Corporate KPI 2021</li> <li>▪ Rokan Oil Pipeline Update</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
4 Mei 2021 May 4, 2021	<ul style="list-style-type: none"> <li>▪ Persiapan Pra RUPS Tahunan Tahun Buku 2020 Pertamina Gas</li> <li>▪ Pembahasan Penyediaan Infrastruktur di Tambak Lorok</li> <li>▪ Preparation for the Pre-AGM 2020 Fiscal Year Pertamina Gas</li> <li>▪ Discussion on Infrastructure Provision at Tambak Lorok</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
10 Mei 2021 May 10, 2021	Usulan RKAP 2022 Proposed RKAP 2022	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
25 Mei 2021 May 25, 2021	<ul style="list-style-type: none"> <li>▪ Implementasi RPSDM</li> <li>▪ Usulan Komisaris PDG Perwakilan Pertamina Gas</li> <li>▪ Pemanfaatan Pipa Balongan-Mundu 12" (New)</li> <li>▪ RPSDM Implementation</li> <li>▪ Proposal of PDG Commissioner Pertamina Gas Representative</li> <li>▪ Utilization of 12" (New) Balongan-Mundu Pipe</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
28 Mei 2021 May 28, 2021	<ul style="list-style-type: none"> <li>▪ <i>Financing</i> Proyek Pipa Minyak Rokan</li> <li>▪ Kelanjutan Kerja Sama dengan SAGN</li> <li>▪ Rokan Oil Pipeline Project Financing</li> <li>▪ Continuing Cooperation with SAGN</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Achmad Herry Syarifuddin</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>



**Agenda Rapat Dewan Direksi PT Pertamina Gas Tahun 2021**  
Meeting Agenda of the Board of Directors of PT Pertamina Gas in 2021

Tanggal Date	Agenda Pembahasan Discussion Agenda	Kehadiran Attendance
14 Juni 2021 June 14, 2021	<ul style="list-style-type: none"> <li>▪ <i>Outstanding</i> Tindak Lanjut Temuan Eksternal &amp; <i>Holding</i> PT Pertamina Gas</li> <li>▪ Implementasi ISO 37001 Sistem Manajemen Anti Penyuapan PT Pertamina Gas</li> <li>▪ Tinjauan Manajemen Sistem Manajemen Terintegrasi</li> <li>▪ Outstanding Follow-up on External Findings &amp; Holding PT Pertamina Gas</li> <li>▪ Implementation of ISO 37001 Anti-Bribery Management System for PT Pertamina Gas</li> <li>▪ Integrated Management System Management Overview</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
22-23 Juni 2021 June 22-23, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
13 Juli 2021 July 13, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
15 Juli 2021 July 15, 2021	<ul style="list-style-type: none"> <li>▪ <i>Financing</i> Proyek Pipa Minyak Rokan</li> <li>▪ Laporan Kajian Perjanjian BOT</li> <li>▪ Rokan Oil Pipeline Project Financing</li> <li>▪ BOT Agreement Review Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
27 Juli 2021 July 27, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
3 Agustus 2021 August 3, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
10 Agustus 2021 August 10, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
18 Agustus 2021 August 18, 2021	<i>Benefit Tracking</i> Investasi Pembangunan Pipa Minyak Rokan Benefit Tracking Investment in Rokan Oil Pipeline Construction	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
31 Agustus 2021 August 31, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
6 September 2021 September 6, 2021	<ul style="list-style-type: none"> <li>▪ Penyelesaian Piutang Konsumen</li> <li>▪ Porsi <i>Participating Interest</i> Pertamina Gas dalam KSO Proyek Pipa BBM</li> <li>▪ Settlement of Consumer Receivables</li> <li>▪ Pertamina Gas <i>Participating Interest</i> Portion in KSO Fuel Pipe Project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>

**Agenda Rapat Dewan Direksi PT Pertamina Gas Tahun 2021**  
Meeting Agenda of the Board of Directors of PT Pertamina Gas in 2021

Tanggal Date	Agenda Pembahasan Discussion Agenda	Kehadiran Attendance
14 September 2021 September 14, 2021	Integrasi LNG <i>Filling Station Plant 26 dan Cargo Dock</i> Integration of LNG Filling Station Plant 26 and Cargo Dock	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
21 September 2021 September 21, 2021	<ul style="list-style-type: none"> <li>▪ Porsi <i>Participating Interest</i> Pertamina Gas dalam KSO Proyek Pipa BBM</li> <li>▪ <i>Update Progress</i> LNG <i>Filling Station Cargo Dock</i></li> <li>▪ <i>Update Progress</i> Pipa Minyak Rokan</li> <li>▪ Pertamina Gas <i>Participating Interest Portion</i> in KSO Fuel Pipe Project</li> <li>▪ Update Progress of LNG Filling Station Cargo Dock</li> <li>▪ Rokan Oil Pipe Progress Update</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
6 Oktober 2021 October 6, 2021	<ul style="list-style-type: none"> <li>▪ <i>Update Progress</i> Pipa Minyak Rokan</li> <li>▪ Usulan Penghapusan dan Pelepasan Aset Pipa Minyak</li> <li>▪ Rokan Oil Pipe Progress Update</li> <li>▪ Proposed Elimination and Disposal of Oil Pipeline Assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
12 Oktober 2021 October 12, 2021	Porsi <i>Participating Interest</i> Pertamina Gas dalam KSO Proyek Pipa BBM Pertamina Gas <i>Participating Interest Portion</i> in KSO Fuel Pipe Project	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
27 Oktober 2021 October 27, 2021	<i>Review</i> Nilai Sewa Pipa Distribusi Jateng Review of Central Java Distribution Pipe Rental Value	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
11 November 2021 November 11, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
23 November 2021 November 23, 2021	<ul style="list-style-type: none"> <li>▪ <i>Update Progress</i> Pipa Minyak Rokan &amp; Tindak Lanjut Hasil <i>Leadership Meeting</i></li> <li>▪ Usulan Tarif Pengangkutan Gas Ruas Pipa Gresik-Semarang</li> <li>▪ Tinjauan Dewan Pengarah Sistem Manajemen Anti Penyuapan</li> <li>▪ Update on the Progress of the Rokan Oil Pipeline &amp; Follow-up on the Results of the Leadership Meeting</li> <li>▪ Proposed Gas Transportation Tarif for the Gresik-Semarang Pipeline</li> <li>▪ Anti-Bribery Management System Steering Board Review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>



**Agenda Rapat Dewan Direksi PT Pertamina Gas Tahun 2021**  
Meeting Agenda of the Board of Directors of PT Pertamina Gas in 2021

Tanggal Date	Agenda Pembahasan Discussion Agenda	Kehadiran Attendance
2 Desember 2021 December 2, 2021	Usulan Tantiem Direksi & Dewan Komisaris Anak Perusahaan/ <i>Joint Venture</i> Tahun 2020 (APJV) Proposed Tantiem of Directors & Board of Commissioners of Subsidiaries/ <i>Joint Ventures</i> in 2020 (APJV)	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
8 Desember 2021 December 8, 2021	<ul style="list-style-type: none"> <li>▪ <i>Rolling</i> RJPP 2022-2027</li> <li>▪ <i>Update Progress</i> Pipa Minyak Rokan</li> <li>▪ <i>Update Progress</i> Pipa Senipah-Balikpapan</li> <li>▪ <i>Rolling</i> RJPP 2022-2027</li> <li>▪ Rokan Oil Pipe Progress Update</li> <li>▪ Senipah-Balikpapan Pipeline Progress Update</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
15 Desember 2021 December 15, 2021	<ul style="list-style-type: none"> <li>▪ Pembayaran Kompensasi Fasilitas Istirahat Tahunan (KFIT) Pekerja Tahun 2021</li> <li>▪ <i>Update Progress</i> Pipa Minyak Rokan</li> <li>▪ Worker's Annual Rest Facility Compensation Payment (KFIT) 2021</li> <li>▪ Rokan Oil Pipe Progress Update</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>
23 Desember 2021 December 23, 2021	<i>Update Progress</i> Pipa Senipah-Balikpapan Senipah-Balikpapan Pipeline Progress Update	<ul style="list-style-type: none"> <li>▪ Wiko Migantoro</li> <li>▪ Indra Setyawati</li> <li>▪ Rosa Permata Sari</li> <li>▪ Rigo Supratman</li> </ul>

**Tingkat Kehadiran Rapat Internal Direksi tahun 2021**  
Board of Directors' Attendance Rate for 2021 Internal Meetings

Direksi Board of Directors'	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran Attendance Rate
Wiko Migantoro	33	33	100%
Achmad Herry Syarifuddin*	12	12	100%
Indra Setyawati	33	33	97%
Rosa Permata Sari	33	33	100%
Rigo Supratman	33	33	100%

\*) Tidak lagi menjabat sejak 3 Juni 2021

\*) No longer in office since June 3, 2021

Keputusan yang diambil dalam rapat Direksi telah dicatat dan didokumentasikan dengan baik dalam Risalah Rapat Direksi. Risalah Rapat ditandatangani oleh Direksi dan didistribusikan kepada semua anggota Direksi yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat telah dicantumkan dalam Risalah Rapat disertai alasan mengenai perbedaan pendapat.

Decisions taken at the Board of Directors meeting have been properly recorded and documented in the Minutes of the Board of Directors Meeting. Minutes of Meeting are signed by the Director and distributed to all members of the Board of Directors who attend the meeting or not. Dissenting opinions that occurred in the meeting have been included in the Minutes of the Meeting along with the reasons for the difference of opinion.

## PROGRAM PENGEMBANGAN KEAHLIAN DIREKSI

Perusahaan memberikan fasilitas bagi Direksi untuk meningkatkan pengetahuan dan kompetensi yang relevan dengan bisnis Perusahaan dalam rangka menunjang pelaksanaan tugas serta termasuk dalam hal pemenuhan tanggung jawab sosial dan lingkungan melalui program pengembangan sebagaimana diatur dalam *Board Manual*. Program pengembangan keahlian yang diberikan dapat berupa pelatihan dan kursus, seminar dan juga lokakarya, baik yang diselenggarakan di dalam negeri maupun di luar negeri.

## BOARD OF DIRECTORS EXPERTISE DEVELOPMENT PROGRAM

The Company provides facilities for the Board of Directors to increase knowledge and competencies relevant to the Company's business in order to support the implementation of duties and including in terms of fulfilling social and environmental responsibilities through development programs as stipulated in the Board Manual. The skills development program provided can be in the form of training and courses, seminars and also workshops, both held domestically and abroad.

**Kegiatan Program Pengembangan Keahlian Direksi PT Pertamina Gas 2021**  
Activities of the Expertise Development Program for the Directors of PT Pertamina Gas 2021

Peserta Participants	Jabatan Position	Nama Kegiatan Activity Name	Tempat dan Waktu Place and Time
Wiko Migantoro	Direktur Utama President Director	Legal Program : UU Cipta Kerja Omnibus Law dalam Perspektif Pemerintah dan Implementasinya	(Online) Jakarta, 17 Februari 2021
		Legal Program : UU Cipta Kerja Omnibus Law dalam Perspektif Pemerintah dan Implementasinya	(Online) Jakarta, February 17, 2021
		Expert Talk: Asset Integrity Management System	Jakarta, 2 September 2021 Jakarta, September 2, 2021
		Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	(Online) Jakarta, 13 September 2021 (Online) Jakarta, September 13, 2021
Achmad Herry Syarifuddin*	Direktur Komersial Commercial Director	Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Anti-Bribery Management System	(Online) Jakarta, 14 September 2021 (Online) Jakarta, September 14, 2021
		Legal Program : UU Cipta Kerja Omnibus Law dalam Perspektif Pemerintah dan Implementasinya	(Online) Jakarta, 17 Februari 2021
		Legal Program : Omnibus Law Job Creation in Government Perspective and Its Implementation	(Online) Jakarta, February 17, 2021
		Leader Forum : Mastering Compliance Challenges in Procurement	(Online) Jakarta, 29 April 2021 (Online) Jakarta, April 29, 2021
Indra Setyawati	Direktur Strategi & Pengembangan Bisnis Strategy & Business Development Director	Expert Talk: Asset Integrity Management System	Jakarta, 2 September 2021 Jakarta, September 2, 2021
		Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	(Online) Jakarta, 13 September 2021 (Online) Jakarta, September 13, 2021
		Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan	(Online) Jakarta, 14 September 2021 (Online) Jakarta, September 14, 2021
		International Conference On Enterprise Risk Management	(Online) Jakarta, 08-10 Desember 2021 (Online) Jakarta, December 08-10, 2021



**Kegiatan Program Pengembangan Keahlian Direksi PT Pertamina Gas 2021**  
Activities of the Expertise Development Program for the Directors of PT Pertamina Gas 2021

Peserta Participants	Jabatan Position	Nama Kegiatan Activity Name	Tempat dan Waktu Place and Time
Rosa Permata Sari	Direktur Teknik & Operasi Technical & Operation Director	Certified Public Private Partnership Professional (CP3P) Foundation Program	(Online) Jakarta, 06-10 September 2021 (Online) Jakarta, September 06-10, 2021
		Expert Talk: Asset Integrity Management System	Jakarta, 2 September 2021 Jakarta, September 2, 2021
		Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	(Online) Jakarta, 13 September 2021 (Online) Jakarta, September 13, 2021
		Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Anti-Bribery Management System	(Online) Jakarta, 14 September 2021 (Online) Jakarta, September 14, 2021
Rigo Supratman	Direktur Keuangan & Dukungan Bisnis Finance & Business Support Director	Sharing Session terkait Reformasi Pengelolaan SDM Sharing Session related to HR Management Reform	(Online) Jakarta, 12 Agustus 2021 (Online) Jakarta, August 12, 2021
		Expert Talk: Asset Integrity Management System	Jakarta, 2 September 2021 Jakarta, September 2, 2021
		Bimbingan Teknis Program Anti Korupsi Anti-Corruption Program Technical Guidance	(Online) Jakarta, 13 September 2021 (Online) Jakarta, September 13, 2021
		Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan	(Online) Jakarta, 14 September 2021 (Online) Jakarta, September 14, 2021

\*) Tidak lagi menjabat sejak 3 Juni 2021

\*) No longer in office since June 3, 2021

## PROGRAM PENGENALAN UNTUK ANGGOTA DIREKSI BARU

Didasari dengan latar belakang yang berbeda, Perusahaan memiliki program pengenalan (orientasi) bagi anggota Direksi baru. Program pengenalan kepada anggota Dewan Komisaris baru bertujuan untuk membentuk suatu tim kerja yang solid, sehingga Program Pengenalan tersebut wajib untuk dijalankan. Ketentuan tentang Program Pengenalan meliputi hal-hal sebagai berikut:

1. Kepada Direktur yang baru pertama kali menjabat wajib diberikan Program Pengenalan mengenai Perusahaan;
2. Sekretaris Perusahaan bertanggung jawab atas pelaksanaan Program Pengenalan;
3. Materi yang diberikan pada Program Pengenalan meliputi hal-hal sebagai berikut:

## INTRODUCTORY PROGRAM FOR NEW MEMBERS OF THE BOARD OF DIRECTORS

Based on different backgrounds, the Company has an orientation program for new members of the Board of Directors. The introduction program for new members of the Board of Commissioners aims to form a solid work team, so that the Introduction Program is mandatory to run. Provisions regarding the Introductory Program include the following:

1. The Director who is serving for the first time must be given an Introduction Program regarding the Company;
2. The Corporate Secretary is responsible for the implementation of the Introduction Program;
3. The material given in the Introduction Program includes the following:

- a. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
  - b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
  - c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
  - d. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan;
  - e. Tata laksana hubungan dengan Organ Perusahaan lainnya termasuk mengenai teknis dan waktu pelaksanaannya.
4. Program Pengenalan yang diberikan dapat berupa presentasi, pertemuan atau kunjungan ke wilayah operasi dan fasilitas Perusahaan, perkenalan dengan Jajaran Manajemen dan Pekerja di Perusahaan serta program lainnya;
  5. Program pengenalan dilaksanakan selambat-lambatnya 30 (tiga puluh) hari setelah RUPS memutuskan pengangkatan anggota Direksi yang baru.

Sekretaris Perusahaan sebagai pelaksana program pengenalan mempersiapkan materi program pengenalan berupa wawasan bisnis dan profil perusahaan. Materi tersebut disampaikan oleh jajaran VP terkait di Pertamina Gas.

Sehubungan dengan tidak adanya perubahan komposisi dan keanggotaan Direksi di tahun 2021, maka tidak terdapat pelaksanaan program pengenalan.

## PEMANTAUAN DAN EVALUASI TINDAK LANJUT KEPUTUSAN RAPAT GABUNGAN SELAMA TAHUN 2021

Dalam pelaksanaan pengawasan dan pemberian nasihat kepada Direksi dalam pengelolaan Perusahaan, Dewan Komisaris bersama-sama dengan Direksi membahas permasalahan-permasalahan yang dihadapi Perusahaan dan mencari solusi terbaik yang disepakati bersama yang perlu ditindaklanjuti oleh Direksi. Keputusan-keputusan rapat meliputi aspek-aspek bidang investasi, bidang operasional dan bidang keuangan & SDM. Di dalam keputusan tersebut dapat mengandung unsur perencanaan, kebijakan dan strategi, serta pelaksanaan.

Dalam hal ini, Dewan Komisaris menaruh perhatian besar terhadap keputusan-keputusan rapat yang telah dibahas dan disepakati dalam Rapat Gabungan ditindaklanjuti oleh Direksi. Dari hasil pemantauan dan evaluasi Dewan Komisaris selama tahun 2021, pada prinsipnya sebagian besar telah selesai ditindaklanjuti dan beberapa keputusan masih dalam proses penyelesaian. Untuk itu, Dewan Komisaris memfokuskan dengan memastikan bahwa keputusan-keputusan yang masih dalam proses tersebut tetap berjalan dan dapat dipercepat penyelesaiannya. Jika ada

- a. Implementation of GCG principles by the Company;
  - b. Description of the Company with regard to objectives, nature and scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues;
  - c. Information relating to delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee;
  - d. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as things that are not allowed;
  - e. Management of relations with other Company Organs including technical matters and implementation time.
4. The introduction program provided can be in the form of presentations, meetings or visits to the Company's operational areas and facilities, introductions to the Management and Employees of the Company and other programs;
  5. The introduction program is carried out no later than 30 (thirty) days after the GMS decides on the appointment of new members of the Board of Directors.

The Corporate Secretary as the executor of the introduction program prepares material for the introduction program in the form of business insights and company profiles. The material was delivered by the relevant VP ranks at Pertamina Gas.

In connection with the absence of changes in the composition and membership of the Board of Directors in 2021, there will be no introduction program implementation.

## MONITORING AND EVALUATION OF FOLLOW-UP ON JOINT MEETING DECISIONS DURING 2021

In carrying out supervision and providing advice to the Board of Directors in managing the Company, the Board of Commissioners together with the Board of Directors discuss the problems faced by the Company and seek the best mutually agreed solution that needs to be followed up by the Board of Directors. Meeting decisions cover investment, operational and finance & HR aspects. The decision may contain elements of planning, policy and strategy, as well as implementation.

In this case, the Board of Commissioners pays great attention to the meeting decisions that have been discussed and agreed upon in the Joint Meeting to be followed up by the Board of Directors. From the results of the monitoring and evaluation of the Board of Commissioners during 2021, in principle, most of the follow-up actions have been completed and several decisions are still in the process of being completed. To that end, the Board of Commissioners focuses on ensuring that decisions that are still in process are still ongoing and can be expedited. If there are new





perkembangan baru yang menghambat ataupun menyebabkan suatu keputusan tidak dapat diteruskan penyelesaiannya, maka ditinjau dan dibahas kembali dengan Direksi.

## HUBUNGAN DEWAN KOMISARIS DAN DIREKSI

Terciptanya hubungan kerja yang baik antara Dewan Komisaris dan Direksi merupakan salah satu hal yang sangat penting agar masing-masing organ Perusahaan dapat bekerja sesuai fungsinya sebagaimana diamanahkan dalam Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan yang berlaku. Keduanya secara bersama-sama memiliki tanggung jawab untuk keberlanjutan (*sustainability*) Perusahaan.

Hubungan Dewan Komisaris dengan Direksi dapat mencakup tetapi tidak terbatas pada hal-hal antara lain sebagai berikut:

1. Menyetujui usulan Direksi mengenai: RJPP, RKAP, dan aksi korporasi lainnya;
2. Bersama-sama dengan Direksi melakukan kajian Visi dan Misi Perusahaan;
3. Apabila diperlukan, Dewan Komisaris dibantu Direksi dalam:
  - a. Proses penunjukan calon auditor eksternal sesuai dengan ketentuan pengadaan barang dan jasa;
  - b. Penunjukan penilai (*assessor*) independen dalam proses *assessment* penerapan GCG di Perusahaan.
4. Dewan Komisaris berhak memperoleh akses atas informasi Perusahaan secara tepat waktu, terukur dan lengkap;
5. Dewan Komisaris setiap waktu berhak memberhentikan sementara Direksi dengan menyebutkan alasannya;
6. Dengan pemberitahuan terlebih dahulu sebelumnya, Dewan Komisaris dapat menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
7. Hal-hal lainnya sebagaimana tercantum dalam *Charter* Dewan Komisaris dan Direksi serta Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku.

## PENILAIAN ATAS KINERJA KOMITE DI BAWAH DIREKSI

Hingga akhir tahun 2021, Pertamina Gas tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh satuan kerja yang dipimpin oleh *Vice President/General Manager* setara serta organ fungsional.

developments that hinder or cause a decision to be resolved, it will be reviewed and discussed again with the Board of Directors.

## RELATIONSHIP BETWEEN THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The creation of a good working relationship between the Board of Commissioners and the Board of Directors is one of the most important things so that each organ of the Company can work according to its function as mandated in the Company's Articles of Association and applicable laws and regulations. Both of them jointly have responsibility for the sustainability of the Company.

The relationship between the Board of Commissioners and the Board of Directors may include but is not limited to the following matters:

1. Approved the Board of Directors' proposal regarding: RJPP, RKAP, and other corporate actions;
2. Together with the Board of Directors to review the Company's Vision and Mission;
3. If necessary, the Board of Commissioners is assisted by the Board of Directors in:
  - a. The process of appointing a candidate for external auditor in accordance with the provisions for the procurement of goods and services;
  - b. Appointment of an independent assessor in the process of assessing the implementation of GCG in the Company.
4. The Board of Commissioners has the right to obtain access to Company information in a timely, measurable and complete manner;
5. The Board of Commissioners has the right to temporarily dismiss the Board of Directors by stating the reasons;
6. With prior notification, the Board of Commissioners may attend the Board of Directors meeting and provide views on the matters discussed;
7. Other matters as stated in the Charter of the Board of Commissioners and Board of Directors as well as the Company's Articles of Association and applicable laws and regulations.

## ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

Until the end of 2021, Pertamina Gas does not have a Committee under the Board of Directors. The implementation of the duties and responsibilities of the Board of Directors is supported by a work unit led by the Vice President/General Manager/equivalent as well as functional organs.

## MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Mekanisme pengunduran diri dan pemberhentian Direksi telah diatur dalam Anggaran Dasar Perusahaan yang mengacu pada Peraturan Otoritas Jasa Keuangan No. 32/POJK.04/2014 dan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014, yaitu:

1. RUPS dapat memberhentikan para anggota Direksi sewaktu-waktu dengan menyebutkan alasannya;
2. Alasan pemberhentian anggota Direksi dilakukan apabila berdasarkan kenyataan, anggota Direksi yang bersangkutan:
  - a. Tidak dapat melaksanakan tugasnya dengan baik;
  - b. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
  - c. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
  - d. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap.
3. Direksi dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
4. Keputusan pemberhentian diambil setelah yang bersangkutan diberi kesempatan untuk membela diri;
5. Pemberhentian karena alasan di atas merupakan pemberhentian dengan tidak hormat;
6. Seorang anggota Direksi berhak mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir dengan mengajukan permohonan pengunduran diri secara tertulis;
7. Perusahaan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri anggota Direksi dan/atau anggota Dewan Komisaris dalam jangka waktu paling lambat 90 (sembilan puluh) hari setelah diterimanya surat pengunduran diri;
8. Bagi anggota Direksi yang berhenti sebelum maupun setelah masa jabatannya berakhir, kecuali berhenti karena meninggal dunia, maka yang bersangkutan wajib menyampaikan pertanggungjawaban atas tindakan-tindakan yang belum diterima pertanggung-jawabannya oleh RUPS;
9. Anggota Direksi dapat diberhentikan untuk sementara waktu oleh Dewan Komisaris dengan menyebutkan alasannya apabila mereka bertindak bertentangan dengan Anggaran Dasar ini atau terdapat indikasi melakukan kerugian Perusahaan atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perusahaan dengan memperhatikan ketentuan-ketentuan yang telah ditentukan.

## MECHANISM OF RESIGNATION AND DISMISSAL OF DIRECTORS

The mechanism for the resignation and dismissal of the Board of Directors has been regulated in the Company's Articles of Association which refers to the Financial Services Authority Regulation No. 32/POJK.04/2014 and Financial Services Authority Regulation No. 33/POJK.04/2014, namely:

1. The GMS may dismiss members of the Board of Directors at any time by stating the reasons;
2. The reason for the dismissal of a member of the Board of Directors is made if based on the facts, the member of the Board of Directors concerned:
  - a. Unable to carry out their duties properly;
  - b. Not implementing the provisions of laws and/or provisions of the Articles of Association;
  - c. Engage in actions that are detrimental to the Company and/or the State;
  - d. Found guilty by a court decision that has permanent legal force.
3. The Board of Directors may be dismissed by the GMS based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company;
4. The decision to dismiss is taken after the person concerned is given the opportunity to defend himself;
5. Dismissal for the reasons above is a dishonorable discharge;
6. A member of the Board of Directors has the right to resign from his/her position before the end of his/her term of office by submitting a written resignation request;
7. The company is required to hold a GMS to decide on the application for resignation of members of the Board of Directors and/or members of the Board of Commissioners within a period of no later than 90 (ninety) days after receipt of the resignation letter;
8. For members of the Board of Directors who resign before or after their term of office ends, except for resigning due to death, then the person concerned is obliged to submit accountability for actions for which the GMS has not received accountability;
9. Members of the Board of Directors may be temporarily dismissed by the Board of Commissioners by stating the reasons if they act contrary to these Articles of Association or there are indications of causing losses to the Company or neglecting their obligations or there are urgent reasons for the Company by taking into account the provisions that have been determined.

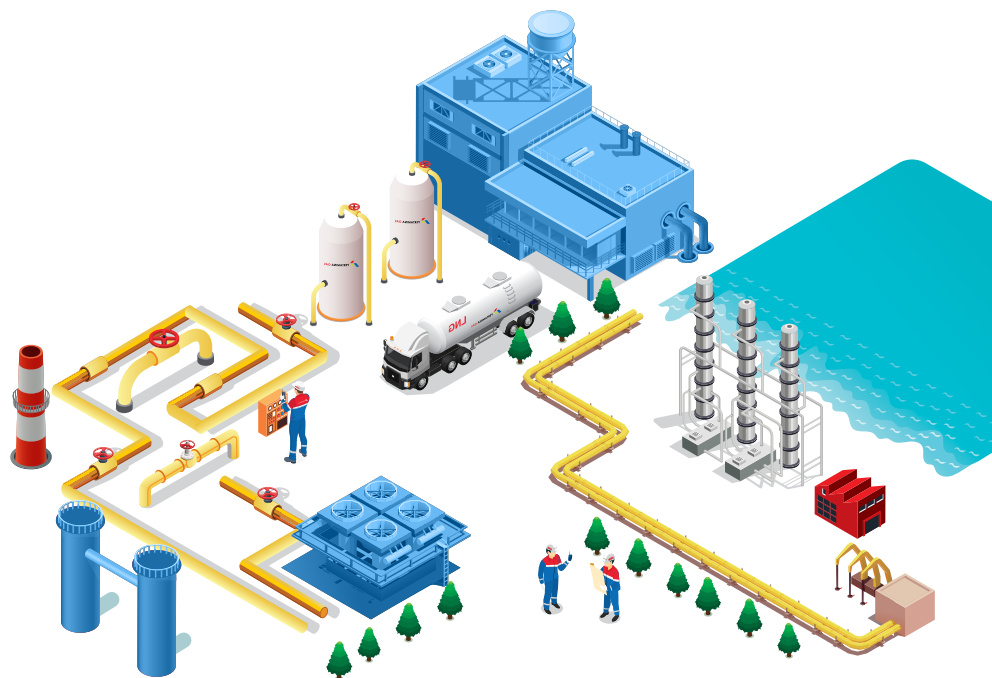


### **KEBIJAKAN TERKAIT PENGUNDURAN DIRI ANGGOTA DIREKSI APABILA TERLIBAT DALAM KEJAHATAN KEUANGAN**

Apabila dalam menjalankan tugasnya, Direksi terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perusahaan mengacu pada ketentuan dalam Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku.

### **POLICIES REGARDING RESIGNATION OF MEMBERS OF THE BOARD OF DIRECTORS IF INVOLVED IN FINANCIAL CRIMES**

If in carrying out their duties, the Board of Directors is involved in a financial crime, the follow-up actions taken by the Company shall refer to the provisions in the Company's Articles of Association and the prevailing laws and regulations.



# Penilaian Terhadap Dewan Komisaris dan Direksi

## Assessment of The Board of Commissioners and Board of Directors

Pelaksanaan tugas Dewan Komisaris dan Direksi dinilai dengan menggunakan 2 (dua) bentuk penilaian (*assessment*). Penilaian yang pertama, penilaian yang mencakup aspek Dewan Komisaris dan Direksi yang dilakukan bersamaan dengan *assessment* penerapan GCG oleh pihak independen. Penilaian yang kedua, yaitu melalui penilaian sendiri atau *self-assessment* menggunakan pendekatan pemenuhan KPI.

### PENILAIAN KINERJA DEWAN KOMISARIS

Secara umum, kinerja Dewan Komisaris dan Direksi ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan maupun amanat Pemegang Saham.

Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan hingga kinerja masing-masing anggota Dewan Komisaris secara individual merupakan bagian yang tidak terpisahkan dalam skema kompensasi pemberian insentif bagi Dewan Komisaris dan Direksi. Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris secara individual merupakan salah satu dasar pertimbangan bagi pemegang saham untuk melakukan penunjukan kembali. Penilaian yang dilakukan juga bertujuan dalam meningkatkan efektivitas Dewan Komisaris.

Dalam hal ini, Dewan Komisaris juga memiliki hak untuk melakukan *self-assessment* kinerja Dewan Komisaris yang dapat dilakukan oleh masing-masing anggota Dewan Komisaris. Penilaian ini bertujuan untuk melakukan evaluasi internal Dewan Komisaris mengenai sejauh mana efektivitas pelaksanaan fungsi dan tugas Dewan Komisaris.

Penilaian didasarkan pada pencapaian atas target yang ditetapkan dalam indikator-indikator kinerja kunci atau (KPI), termasuk perihal pelaksanaan tanggung jawab sosial dan lingkungan.

### KRITERIA EVALUASI KINERJA DEWAN KOMISARIS

Kriteria evaluasi kinerja Dewan Komisaris ditetapkan dalam RUPS. Adapun kriteria evaluasi kinerja bagi Anggota Dewan Komisaris adalah sebagai berikut:

1. Tingkat kehadiran dalam Rapat Dewan Komisaris maupun rapat dengan komite-komite yang ada;
2. Kontribusi dalam proses pengawasan dan pemberian nasihat terhadap jajaran Manajemen;
3. Keterlibatan dalam penugasan-penugasan tertentu;
4. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perusahaan;
5. Komitmen dalam memajukan kepentingan Perusahaan.

The implementation of the duties of the Board of Commissioners and the Board of Directors is assessed using 2 (two) forms of assessment. The first assessment, an assessment that covers aspects of the Board of Commissioners and the Board of Directors, is carried out in conjunction with an assessment of the implementation of GCG by an independent party. The second assessment is through self-assessment or self-assessment using the KPI fulfillment approach.

### BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

In general, the performance of the Board of Commissioners and the Board of Directors is determined based on the duties and obligations stated in the applicable laws and regulations and the Company's Articles of Association as well as the mandate of the Shareholders.

The results of the evaluation of the performance of the Board of Commissioners as a whole to the performance of each member of the Board of Commissioners individually are an integral part of the compensation scheme for providing incentives for the Board of Commissioners and the Board of Directors. The results of the performance evaluation of each member of the Board of Commissioners individually is one of the basic considerations for shareholders to re-appoint. The assessment also aims to improve the effectiveness of the Board of Commissioners.

In this case, the Board of Commissioners also has the right to conduct a self-assessment of the performance of the Board of Commissioners which can be carried out by each member of the Board of Commissioners. This assessment aims to conduct an internal evaluation of the Board of Commissioners regarding the effectiveness of the implementation of the functions and duties of the Board of Commissioners.

The assessment is based on the achievement of the targets set out in the key performance indicators or (KPIs), including those regarding the implementation of social and environmental responsibilities.

### BOARD OF COMMISSIONERS PERFORMANCE EVALUATION CRITERIA

The criteria for evaluating the performance of the Board of Commissioners are determined in the GMS. The performance evaluation criteria for members of the Board of Commissioners are as follows:

1. Attendance at the Board of Commissioners' Meetings and meetings with existing committees;
2. Contribution in the process of supervising and providing advice to the Management;
3. Involvement in certain assignments;
4. Compliance with applicable laws and regulations and Company policies;
5. Commitment in advancing the interests of the Company.



## HASIL PENILAIAN KINERJA DEWAN KOMISARIS

Secara berkala, Pertamina Gas melakukan pengukuran kinerja (*assessment*) penerapan GCG. Pelaksanaan *assessment* mengacu pada Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, lebih jelasnya pada BAB XII terkait Pengukuran terhadap Penerapan GCG Pasal 44 ayat 1 (satu) butir yang menyatakan bahwa BUMN wajib melakukan pengukuran terhadap penerapan GCG dalam bentuk penilaian (*assessment*) yaitu program untuk mengidentifikasi pelaksanaan GCG di BUMN melalui pengukuran pelaksanaan dan penerapan GCG di BUMN yang dilaksanakan secara berkala setiap 2 (dua) tahun.

Dalam mengukur kinerja Dewan Komisaris, digunakan 9 (sembilan) indikator dengan total bobot nilai kinerja maksimum sebesar 100%. Berikut merupakan hasil penilaian kinerja Dewan Komisaris yang telah sesuai dengan kesimpulan deskripsi penilaian kinerja tahun 2021:

## BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT RESULTS

Periodically, Pertamina Gas conducts performance measurement (*assessment*) on the implementation of GCG. The implementation of the assessment refers to the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs, more details are in CHAPTER XII regarding Measurement of GCG Implementation Article 44 paragraph 1 (one) item which states that SOEs are required to measure the implementation of GCG in a form of assessment, namely a program to identify the implementation of GCG in SOEs through measuring the implementation and implementation of GCG in SOEs which is carried out periodically every 2 (two) years.

In measuring the performance of the Board of Commissioners, 9 (nine) indicators are used with a total weight of the maximum performance value of 100%. The following are the results of the performance assessment of the Board of Commissioners which are in accordance with the conclusion of the 2021 performance appraisal description:

### Perhitungan Kinerja Komisaris Commissioner Performance Calculation

No.	Aspek dan Nilai Aspects and Values	STB	TB	N	B	SB
1	Pemenuhan terhadap peraturan perundangundangan yang berlaku serta kebijakan Perseroan, misal benturan kepentingan. Compliance with applicable laws and regulations as well as Company policies, for example conflicts of interest	-	-	-		100%
2	Komitmen dalam memajukan kepentingan perseroan. Commitment in advancing the interests of the company.	-	-	-		100%
3	Komitmen terhadap jadwal kerja Komisaris yang telah diberikan kepadanya, misal: kehadiran dalam rapatrapat Komisaris dengan Direksi. Commitment to the work schedule of the Commissioner that has been given to him, for example: attendance at meetings of the Board of Commissioners and the Board of Directors.	-	-	-	95%	
4	Kontribusi dalam pelaksanaan tugas-tugas khusus. Contribution in the implementation of special tasks.	-	-	-	95%	
5	Pemahaman terhadap berbagai dinamika dan kondisi mutakhir perusahaan Understanding of various dynamics and current conditions of the company	-	-	-	95%	
6	Tingkat obyektivitas, profesionalisme dan independensi dalam menyampaikan gagasan dan usulan perbaikan kinerja Perseroan pada setiap rapat Komisaris atau rapat dengan Direksi. The level of objectivity, professionalism and independence in conveying ideas and proposals for improving the Company's performance at every meeting of the Commissioners or meetings with the Board of Directors.	-	-	-	95%	
7	Kontribusi dalam membangun jaringan bagi kepentingan perusahaan. Contribution in building a network for the benefit of the company.	-	-	-	95%	
8	Level kompetensi, keahlian, serta pengalaman profesional yang menunjang kemajuan perusahaan dalam jangka panjang. The level of competence, expertise, and professional experience that supports the company's progress in the long term.	-	-	-	85%	

**Perhitungan Kinerja Komisaris**  
Commissioner Performance Calculation

No.	Aspek dan Nilai Aspects and Values	STB	TB	N	B	SB
9	Komitmen untuk melakukan pengawasan agar perusahaan tetap berada pada jalur yang benar dalam menerapkan semua prinsip <i>Good Corporate Governance</i> secara intensif dan komprehensif. Commitment to carry out supervision so that the company remains on the right track in implementing all the principles of Good Corporate Governance intensively and comprehensively.	-	-	-	85%	
10	Nilai Komposit Composite Value	-	-	-	645%	100%
11	Nilai Komposit Rata-Rata (645+200):9=93,89% Average Composite Value (645+200):9=93.89%	93,89				

STB: Sangat Tidak Baik  
TB: Tidak Baik  
N: Netral  
B: Baik  
SB: Sangat Baik

STB: Very Not Good  
TB: Not Good  
N: Neutral  
B: Good  
SB: Very Good

Berdasarkan hasil perhitungan nilai komposit rata-rata, maka Kinerja Dewan Komisaris mendapatkan skor 93,89%. Nilai tersebut naik 1,11% dari realisasi penilaian kinerja Dewan Komisaris tahun 2020 yaitu 92,78%.

Based on the results of the calculation of the average composite value, the performance of the Board of Commissioners gets a score of 93.89%. This value increased by 1.11% from the realization of the Board of Commissioners' performance appraisal in 2020, which was 92.78%.

## PENILAIAN KINERJA DIREKSI

### PENILAIAN KINERJA DIREKSI MELALUI KPI

Kinerja Direksi dinilai serta dievaluasi oleh Dewan Komisaris. Hasil penilaian dan evaluasi dilaporkan kepada Pemegang Saham. Penilaian dan evaluasi dilaksanakan berdasarkan kriteria target pencapaian KPI yang telah disepakati. Sejak tahun 2018 Direksi Pertamina Gas menerapkan *one* KPI, yang artinya hanya ada satu KPI yang disepakati bersama untuk mengukur kinerja seluruh Direksi Pertamina Gas.

Pemantauan KPI Direksi dilakukan setiap triwulan melalui mekanisme *Performance Dialogue* Triwulan (PDTW) yang dikoordinasikan oleh *VP Strategic Planning & Portfolio*. Peserta PDTW adalah jajaran Direksi Pertamina Gas, Direktur Utama Anak Perusahaan Pertamina Gas dan seluruh pejabat yang berada satu tingkat di bawah Direktur Utama.

Hasil dari PDTW tersebut berupa realisasi KPI dan penjelasan rincian jika ada indikator KPI yang tidak mencapai target. KPI Direksi Pertamina Gas kemudian disampaikan kepada PT Pertamina (Persero) sebagai laporan kinerja.

Khusus untuk PDTW IV atau penilaian kinerja akhir tahun, KPI Direksi akan dilaporkan kepada Dewan Komisaris dan Pemegang Saham.

## BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

### BOARD OF DIRECTORS PERFORMANCE ASSESSMENT THROUGH KPI

The performance of the Board of Directors is assessed and evaluated by the Board of Commissioners. The results of the assessment and evaluation are reported to the Shareholders. Assessment and evaluation is carried out based on the agreed criteria for achieving KPI targets. Since 2018 the Pertamina Gas Directors have implemented one KPI, which means that there is only one KPI that is mutually agreed upon to measure the performance of all Pertamina Gas Directors.

The Board of Directors' KPI monitoring is carried out on a quarterly basis through the Quarterly Performance Dialogue (PDTW) mechanism which is coordinated by the VP Strategic Planning & Portfolio. PDTW participants are the Board of Directors of Pertamina Gas, the President Director of the Pertamina Gas Subsidiary and all officials who are one level below the President Director.

The results of the PDTW are in the form of KPI realization and a detailed explanation if any KPI indicators do not reach the target. The KPI of the Directors of Pertamina Gas is then submitted to PT Pertamina (Persero) as a performance report.

Especially for PDTW IV or year-end performance appraisal, the KPI of the Board of Directors will be reported to the Board of Commissioners and Shareholder.



**KPI Direksi Pertamina Gas 2021**  
Pertamina Gas Board of Directors KPI 2021

No.	KPI	Bobot Weight	Satuan Unit	Target 2021	Realisasi Audited Audited Realization	Perf. (%)	Weighted Perf (%)	Ket
(1)	(2)	(3)	(4)	(5)	(6)	(7 = 6 : 5)	(8 = 3 x 7)	(9)
<b>Perspektif Keuangan</b> Financial Perspective		40				41,65		
F1	EBITDA	7	Ribu USD USD Thousand	222.284,45	207.283,00	93,3%	6,53	
F2	Interest Bearing Debt to EBITDA	8	kali times	3,00	1,23	110,0%	8,80	
F3	Net Income	9	Ribu USD USD Thousand	116.803,00	127.174,43	108,9%	9,80	
F4	Realisasi Investasi (ABI) Investment Realization (ABI)	7	%	85 – 100	80,37	94,6%	6,62	
F5	Cash Ratio	9	%	35-66.4	99,04	110,0%	9,90	
<b>Proses Bisnis Internal</b> Internal Business Process		20				21,22		
P1	Infrastructure Availability	4	Skala 1-6 Scale 1-6	98,00	99,99	110,0%	4,40	
P2	HSSE Excellence (TRIR)	4	%	0,66	0,11	110,0%	4,40	
P3	Average Utilization of TKDN	4	%	30,00	64,26	110,0%	4,40	
P4	Realisasi Investasi (Progress Fisik) Investment Realization (Physical Progress)	4	%	90,00	90,54	100,6%	4,02	
P5	Pembangunan Pipa Senipah Balikpapan Balikpapan Senipah Pipeline Construction	4	%	100,00	100,00	100,0%	4,00	
<b>Customer</b>		25				23,51		
C1	Customer Satisfaction Index	5	Likert Index (1-5)	4,01	4,48	110,0%	5,50	
C2	Gas Sales Volume	3	BBTU	28.350	28.867	101,8%	3,05	
C3	Gas Transportation Volume	5	MMSCF	462.422	470.001	101,6%	5,08	
C4	Oil Transportation Volume	3	MMBO	11.283	3.543	31,4%	0,94	
C5	LNG Regasification Volume	5	BBTU	35.338	34.600	97,9%	4,90	
C6	Lifting LPG	4	Ton	167.720	169.143	100,8%	4,03	



**KPI Direksi Pertamina Gas 2021**  
Pertamina Gas Board of Directors KPI 2021

No.	KPI	Bobot Weight	Satuan Unit	Target 2021	Realisasi Audited Audited Realization	Perf. (%)	Weighted Perf (%)	Ket
(1)	(2)	(3)	(4)	(5)	(6)	(7 = 6 : 5)	(8 = 3 x 7)	(9)
<b>Learning &amp; Growth</b>		15					15,99	
L1	Program Strategic Initiatives	4	%	100	155,3	110,0%	4,40	
L2	Employee productivity	2	Thou USD/ pekerja employee	248,64	246,47	99,1%	1,98	
L3	Employee Engagement	3	%	85	89,5	105,3%	3,16	
L4	GCG Implementation Compliance	3	%	87	94,6	108,7%	3,26	
L5	HSSE Excellence - Sistem Manajemen HSSE Excellence - Management System	3	%	100	106,3	106,3%	3,19	
<b>C. Boundary KPI</b>								
K1	Number of Accident (NoA)	0	# (Jumlah Kejadian) # (Total Accident)	0	0,0	100,0%	0,00	
K2	Risk Management Implementation	0	%	100	100,0	100,0%	0,00	
K3	Tindak Lanjut Hasil Audit Follow-up on Audit Results	0	%	100	100,0	100,0%	0,00	
K4	Penyampaian Laporan Manajemen Management Report Submission	0	%	100	100,0	100,0%	0,00	
K5	Pencapaian Sinergi Grup Pertamina Pertamina Group Synergy Achievement	0	%	10	39,5	395,0%	2,00	
K6	Pelaporan e-LHKPN e-LHKPN Reporting	0	%	100	100,0	100,0%	0,00	
		100					104,37	



## PENILAIAN GCG TERHADAP DEWAN KOMISARIS DAN DIREKSI

Penilaian kinerja Dewan Komisaris dan Direksi juga dapat dilakukan melalui asesmen GCG. Asesmen tersebut dilakukan khususnya terkait pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam penerapan GCG termasuk organ-organ pendukung.

Pelaksanaan asesmen GCG Pertamina Gas terakhir kali dilakukan di tahun 2021 oleh PT Kharisma Integrasi Manajemen sebagai pihak independen. *Assessment* tersebut dilaksanakan mengacu pada Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tertanggal 6 Juni 2012. Penilaian mencakup enam aspek pokok, 43 indikator, dan 153 parameter.

### ASESMEN GCG DEWAN KOMISARIS

Parameter pelaksanaan tugas Dewan Komisaris pada *assessment* GCG antara lain meliputi:

1. Pembagian tugas, wewenang, dan tanggung jawab secara jelas serta penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris;
2. Memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi secara tepat waktu;
3. Kualitas arahan dan pengawasan terhadap implementasi rencana dan kebijakan Perusahaan;
4. Kualitas pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/ Perusahaan Afiliasi;
5. Memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang baik telah ditetapkan secara efektif dan berkelanjutan;
6. Peran dalam pencalonan anggota Direksi dan Dewan Komisaris Anak Perusahaan dan Perusahaan Afiliasi;
7. Pengusulan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan pertimbangan kinerja Direksi;
8. Pengelolaan potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi;
9. Kualitas penyelenggaraan rapat Dewan Komisaris yang efektif dan tingkat kehadiran anggota Dewan Komisaris dalam rapat-rapat tersebut;
10. Efektivitas organ-organ pendukung Dewan Komisaris, yaitu Sekretariat dan Komite Dewan Komisaris.

Berdasarkan parameter-parameter tersebut, hasil *assessment* GCG terhadap pelaksanaan tugas dan tanggung jawab Dewan Komisaris pada tahun 2021 mencapai skor 30,07 dari skor maksimal 35 yang setara dengan 85,91% atau kategori "Sangat Baik".

## GCG ASSESSMENT OF THE BOARD OF COMMISSIONERS AND DIRECTORS

Performance appraisal of the Board of Commissioners and the Board of Directors can also be carried out through a GCG assessment. The assessment is carried out specifically related to the implementation of the duties and responsibilities of the Board of Commissioners in the implementation of GCG including supporting organs.

The last Pertamina Gas GCG assessment was carried out in 2021 by PT Kharisma Integrasi Manajemen as an independent party. The assessment was carried out referring to the Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 dated 6 June 2012. The assessment includes six main aspects, 43 indicators, and 153 parameters.

### BOARD OF COMMISSIONERS' GCG ASSESSMENT

The parameters for the implementation of the duties of the Board of Commissioners in the GCG assessment include:

1. Clear division of duties, authorities and responsibilities as well as determining the factors needed to support the implementation of the duties of the Board of Commissioners;
2. Approval of the draft RJPP and RKAP submitted by the Board of Directors in a timely manner;
3. Quality of direction and supervision of the implementation of the Company's plans and policies;
4. Quality of supervision on the implementation of policies on the management of Subsidiaries/ Affiliated Companies;
5. Monitor and ensure that good corporate governance practices have been established in an effective and sustainable manner;
6. Role in nominating members of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliated Companies;
7. Proposing performance bonuses/incentives in accordance with applicable regulations and consideration of the performance of the Board of Directors;
8. Management of potential conflicts of interest for members of the Board of Directors and management under the Board of Directors;
9. The quality of the effective implementation of the Board of Commissioners' meetings and the level of attendance of the members of the Board of Commissioners in those meetings;
10. The effectiveness of the supporting organs of the Board of Commissioners, namely the Secretariat and the Committee of the Board of Commissioners.

Based on these parameters, the results of the GCG assessment on the implementation of the duties and responsibilities of the Board of Commissioners in 2021 reached a score of 30.07 out of a maximum score of 35 which is equivalent to 85.91% or the "Very Good" category.

### ASESMEN GCG DIREKSI

Kinerja Direksi juga dapat dinilai melalui asesmen GCG khususnya terkait pelaksanaan tugas dan tanggung jawab dalam menjalankan tata kelola perusahaan termasuk organ pendukung Direksi.

1. Direksi memiliki pengenalan dan pelatihan/pembelajaran serta melaksanakan program tersebut secara berkelanjutan;
2. Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas;
3. Direksi menyusun perencanaan perusahaan;
4. Direksi berperan dalam pemenuhan target kinerja perusahaan;
5. Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan;
6. Direksi melaksanakan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar;
7. Direksi melakukan hubungan yang bernilai tambah bagi perusahaan dan *stakeholders*;
8. Direksi memonitor dan mengelola potensi benturan kepentingan anggota direksi dan manajemen di bawah direksi;
9. Direksi memastikan perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada dewan komisaris dan Pemegang Saham tepat waktu;
10. Direksi menyelenggarakan rapat direksi dan menghadiri rapat dewan komisaris sesuai dengan ketentuan perundang-undangan;
11. Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif;
12. Direksi menyelenggarakan fungsi sekretaris perusahaan yang berkualitas dan efektif
13. Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan.

Hasil penilaian GCG pada aspek pelaksanaan tugas dan tanggung jawab Direksi untuk tahun 2021 mencapai skor 33,13 dari skor maksimal 35 yang setara dengan 94,67% atau kategori "Sangat Baik".

### BOARD OF DIRECTORS' GCG ASSESSMENT

The performance of the Board of Directors can also be assessed through a GCG assessment, particularly related to the implementation of duties and responsibilities in carrying out corporate governance, including the supporting organs of the Board of Directors.

1. The Board of Directors has introduction and training/learning and implements the program on an ongoing basis;
2. The Board of Directors performs a clear division of duties/functions, authorities and responsibilities;
3. The Board of Directors prepares a company plan;
4. The Board of Directors plays a role in meeting the company's performance targets;
5. The Board of Directors carries out operational and financial control over the implementation of company plans and policies;
6. The Board of Directors carries out the management of the company in accordance with the prevailing laws and regulations and the articles of association;
7. The Board of Directors conducts value-added relationships for the company and stakeholders;
8. The Board of Directors monitors and manages potential conflicts of interest between the members of the Board of Directors and the management under the Board of Directors;
9. The Board of Directors ensures that the company carries out information and communication disclosure in accordance with applicable laws and regulations and timely delivery of information to the board of commissioners and shareholders;
10. The Board of Directors holds a meeting of the board of directors and attends the meeting of the board of commissioners in accordance with the provisions of the legislation;
11. The Board of Directors is required to carry out quality and effective internal supervision;
12. The Board of Directors carries out the function of a qualified and effective corporate secretary
13. The Board of Directors holds the Annual GMS and other GMS in accordance with the laws and regulations.

The results of the GCG assessment on the aspects of the implementation of the duties and responsibilities of the Board of Directors for 2021 reached a score of 33.13 out of a maximum score of 35 which is equivalent to 94.67% or the "Very Good" category.



# Remunerasi Dewan Komisaris dan Direksi

## Remuneration of The Board of Commissioners and Board of Directors

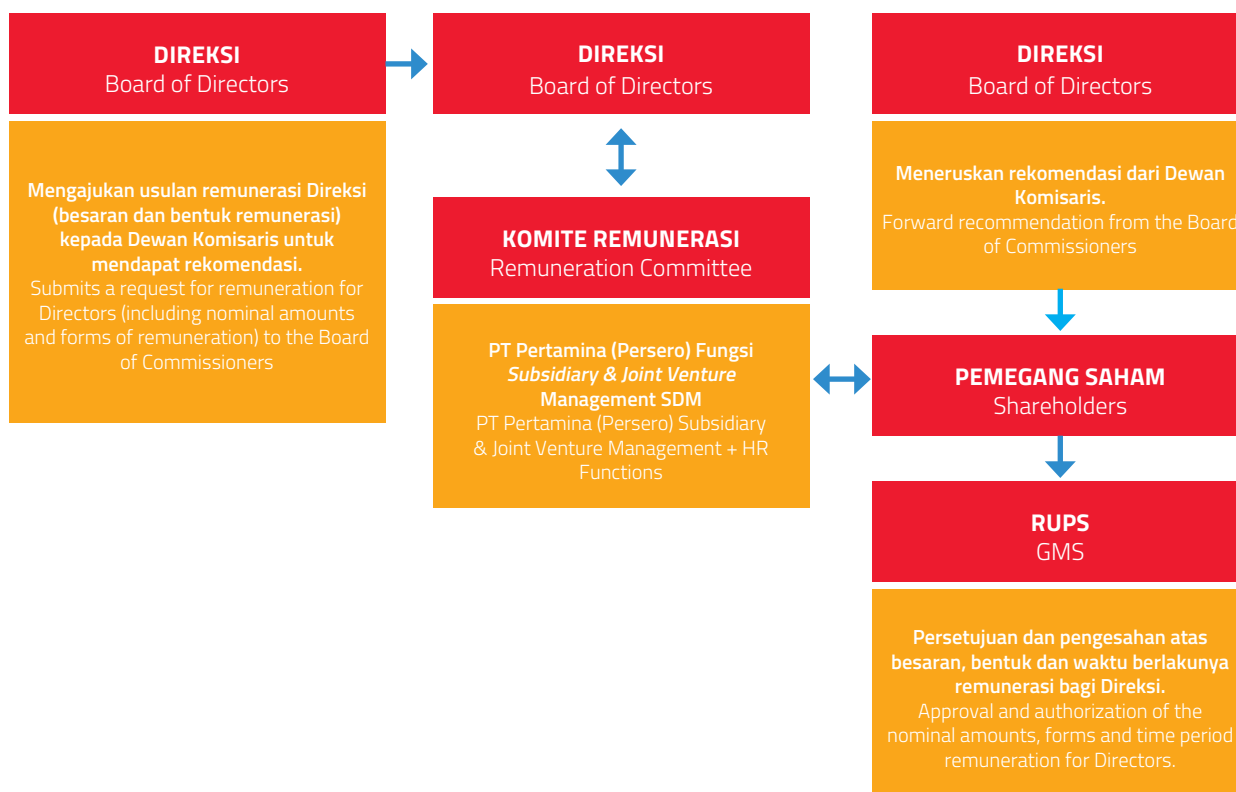
### PROSEDUR, DASAR PENETAPAN, DAN BESARAN REMUNERASI ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada Pasal 96 ayat (1) Undang-undang Perseroan Terbatas No. 40 Tahun 2007 yang mengatur bahwa besarnya gaji dan tunjangan Direksi ditetapkan berdasarkan keputusan RUPS. Kewenangan tersebut berdasarkan Pasal 96 ayat (2) dapat dilimpahkan kepada Dewan Komisaris.

### PROCEDURE, BASIS OF DETERMINATION, AND AMOUNT OF REMUNERATION FOR MEMBERS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The determination of the remuneration for the Board of Commissioners and the Board of Directors refers to Article 96 paragraph (1) of the Limited Liability Company Law No. 40 of 2007 which stipulates that the amount of salary and allowances for the Board of Directors is determined based on the resolution of the GMS. The authority based on Article 96 paragraph (2) can be delegated to the Board of Commissioners.

#### Alur Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi Procedure for Determining the Remuneration for the Board of Commissioners and the Board of Directors



Sedangkan berdasarkan Pasal 113 UU Perseroan Terbatas No. 40 Tahun 2007, mengatur bahwa ketentuan mengenai besarnya gaji dan honorarium serta tunjangan bagi anggota Dewan Komisaris ditetapkan oleh Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Gas Sesuai Ketentuan Pasal 10 ayat 5 dan 6 Anggaran Dasar Perseroan Tentang Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Tantiem Direksi dan Dewan Komisaris Perseroan Tahun Buku 2018 tanggal 26 Juni 2019.

Meanwhile, based on Article 113 of the Limited Liability Company Law No. 40 of 2007, stipulates that the provisions regarding the amount of salary and honorarium as well as allowances for members of the Board of Commissioners shall be stipulated by a Circular Decision of the Shareholders of PT Pertamina Gas in accordance with the provisions of Article 10 paragraphs 5 and 6 of the Company's Articles of Association concerning Adjustment of Remuneration for the Board of Directors and Board of Commissioners of the Company for the 2019 Financial Year and Tantiem of the Board of Directors and Board of Commissioners of the Company for the 2018 Financial Year dated 26 June 2019.

## ALUR PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Proses pengusulan dan persetujuan pemberian remunerasi bagi Direksi:

- Direksi mengajukan usulan remunerasi bagi anggota Direksi (besaran dan bentuk remunerasi) kepada Dewan Komisaris untuk mendapatkan rekomendasi;
- Apabila dipandang perlu, Dewan Komisaris dapat membentuk Komite Remunerasi yang dipimpin salah satu anggota Komisaris untuk melakukan kajian remunerasi;
- Setelah usulan remunerasi Direksi mendapat rekomendasi dari Dewan Komisaris, selanjutnya Direksi meneruskan kepada Pemegang Saham untuk mendapatkan pengesahan.

Pemegang Saham melalui fungsi *Subsidiary & Joint Venture Management* dan SDM PT Pertamina (Persero) kemudian melakukan kajian. Hasil kajian menjadi bahan pertimbangan dalam persetujuan dan pengesahan atas besaran, bentuk dan waktu berlakunya remunerasi Direksi dilakukan pada saat RUPS Tahunan atau Keputusan Pemegang Saham secara Sirkuler.

Dengan demikian, Pemegang Saham menjadi satu-satunya pemangku kepentingan yang memiliki akses untuk ikut menentukan remunerasi Direksi.

Bentuk Tunjangan dan Fasilitas, serta komponen lain yang termasuk di dalam komponen penghasilan (selain gaji) mengacu pada ketentuan sebagaimana tertuang dalam Peraturan Menteri Negara BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas pada BUMN.

Penetapan penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, aktiva, serta kondisi dan kemampuan keuangan Perusahaan, serta tingkat inflasi dan faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

Sedangkan tunjangan dan tantiem yang bersifat variabel dilakukan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan serta faktor-faktor lain yang relevan (*merit system*).

## PROCEDURE FOR DETERMINING THE REMUNERATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The process of proposing and approving remuneration for the Board of Directors:

- The Board of Directors proposes remuneration for members of the Board of Directors (amount and form of remuneration) to the Board of Commissioners to obtain recommendations;
- If deemed necessary, the Board of Commissioners may establish a Remuneration Committee led by a member of the Board of Commissioners to conduct a remuneration review;
- After the recommendation for the remuneration of the Board of Directors has been obtained from the Board of Commissioners, the Board of Directors will then forward it to the Shareholders for approval.

Shareholders through the *Subsidiary & Joint Venture Management* function and PT Pertamina (Persero) HR then conduct a study. The results of the study are taken into consideration in the approval and ratification of the amount, form and timing of the remuneration for the Board of Directors carried out at the Annual GMS or Circular Shareholders' Decisions.

Thus, the Shareholders are the only stakeholders who have access to participate in determining the remuneration of the Board of Directors.

The form of Allowances and Facilities, as well as other components included in the income component (other than salary) refers to the provisions as stated in the Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Boards in BUMN.

Determination of income in the form of salary/honorarium, allowances and facilities that are permanent is carried out taking into account the factors of income, assets, as well as the condition and financial capability of the Company, as well as the inflation rate and other factors that are relevant and do not conflict with the laws and regulations.

Meanwhile, the variable allowances and bonuses are carried out by considering the factors of achieving the target, the level of health and financial ability as well as other relevant factors (*merit system*).



## STRUKTUR REMUNERASI ANGGOTA DEWAN KOMISARIS

Penetapan remunerasi bagi Dewan Komisaris Pertamina Gas dilakukan berdasarkan Peraturan Menteri BUMN No. Per-13/MBU/09/2021. Berdasarkan ketentuan tersebut, komponen penghasilan Dewan Komisaris terdiri dari:

1. Honorarium
2. Tunjangan
  - a. Tunjangan Hari Raya;
  - b. Asuransi Purna Jabatan;
  - c. Tunjangan Transportasi.
3. Fasilitas
  - a. Fasilitas Kesehatan;
  - b. Bantuan Hukum.
4. Tantiem/Insentif Kinerja.

Dengan proporsi besaran honorarium berikut:

- Honorarium Komisaris Utama sebesar 45% dari Gaji Direktur Utama;
- Honorarium Anggota Dewan Komisaris sebesar 90% dari Honorarium Komisaris Utama.

Pemberian tunjangan bagi Dewan Komisaris meliputi Tunjangan Hari Raya Keagamaan, Tunjangan Transportasi dan Asuransi Purna Jabatan. Tantiem adalah penghargaan kepada Dewan Komisaris yang tidak dijabat oleh Direksi Pertamina dan PGN, yang diberikan setiap tahun apabila Perusahaan memperoleh laba dan diputuskan dalam RUPS.

## INDIKATOR PENETAPAN REMUNERASI BAGI DEWAN KOMISARIS DAN DIREKSI

Alur penetapan penghasilan (remunerasi) berupa gaji/honorarium, tunjangan dan fasilitas bersifat tetap harus memperhatikan hal-hal sebagai berikut:

- Pendapatan;
- Aktiva;
- Kondisi dan kemampuan keuangan anak perusahaan/perusahaan patungan yang bersangkutan;
- Faktor-faktor lain yang relevan;
- Kepatuhan (*compliance*) yang tidak bertentangan dengan peraturan perundang-undangan.

Penetapan penghasilan berupa tantiem yang bersifat variabel dilakukan dengan memperhatikan hal-hal sebagai berikut:

- *Performance* perusahaan, termasuk EBITDA dan *Key Performance Indicator* (KPI);
- Tingkat kesehatan;
- Kondisi dan kemampuan anak perusahaan/perusahaan patungan yang bersangkutan;
- Faktor-faktor yang relevan.

## REMUNERATION STRUCTURE FOR MEMBERS OF THE BOARD OF COMMISSIONERS

The determination of remuneration for the Board of Commissioners of Pertamina Gas is carried out based on the Regulation of the Minister of SOEs No. Per-13/MBU/09/2021. Based on these provisions, the components of the Board of Commissioners' income consist of:

1. Honorarium
2. Allowance
  - a. Holiday allowance;
  - b. Post-Service Insurance;
  - c. Transportation Allowance.
3. Facilities
  - a. Medical facility;
  - b. Legal Aid.
4. Tantiem/Performance Incentives.

With the following proportion of honorarium:

- Honorarium of the President Commissioner of 45% of the Salary of the President Director;
- Honorarium for members of the Board of Commissioners is 90% of the Honorarium for the President Commissioner.

The provision of allowances for the Board of Commissioners includes Religious Holiday Allowance, Transportation Allowance and Post-Service Insurance. Tantiem is an award to the Board of Commissioners who is not held by the Directors of Pertamina and PGN, which is given annually if the Company earns a profit and is decided in the GMS.

## INDICATORS FOR DETERMINING REMUNERATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

The flow of determination of income (remuneration) in the form of salary/honorarium, allowances and facilities are fixed must take into account the following matters:

- Income;
- Assets;
- The condition and financial capability of the subsidiary/joint venture concerned;
- other relevant factors;
- Compliance that does not conflict with the laws and regulations.

The determination of income in the form of variable bonuses is carried out by taking into account the following matters:

- Company performance, including EBITDA and Key Performance Indicators (KPI);
- Health level;
- The conditions and capabilities of the subsidiary/joint venture company concerned;
- Relevant factors.

Berdasar proses dan alur di atas, Pemegang Saham menjadi satu-satunya pemangku kepentingan yang terlibat dalam penentuan remunerasi Dewan Komisaris.

Based on the process and flow above, the Shareholders are the only stakeholders involved in determining the remuneration for the Board of Commissioners.

## BESARAN REMUNERASI DEWAN KOMISARIS

## AMOUNT OF REMUNERATION FOR THE BOARD OF COMMISSIONERS

### Remunerasi Anggota Dewan Komisaris (Gabungan) Tahun 2021 Remuneration for Members of the Board of Commissioners (Joint) 2021

Komponen Component	MID (Rp) MID (Rp)
Honorarium Honorarium	3.174.846.671
Tunjangan Allowance	634.969.361
Tantiem Tahun Buku 2020 Tantiem Fiscal Year 2020	3.801.601.100
<b>Total</b> Total	<b>7.611.417.132</b>

## STRUKTUR REMUNERASI ANGGOTA DIREKSI

## REMUNERATION STRUCTURE FOR MEMBERS OF THE BOARD OF DIRECTORS

Penetapan remunerasi bagi Direksi Pertamina Gas mengacu pada Peraturan Menteri Negara BUMN No. Per-13/MBU/09/2021 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas pada BUMN. Berdasarkan peraturan tersebut, komponen penghasilan Direksi terdiri dari:

The determination of remuneration for Pertamina Gas Directors refers to the Regulation of the Minister of State-Owned Enterprises No. Per-13/MBU/09/2021 concerning Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Boards in BUMN. Based on these regulations, the components of the Board of Directors' income consist of:

1. Gaji.
2. Tunjangan.
  - a. Tunjangan Hari Raya;
  - b. Asuransi Purna Jabatan;
  - c. Tunjangan Perumahan.
3. Fasilitas.
  - a. Fasilitas Kendaraan;
  - b. Fasilitas Kesehatan;
  - c. Bantuan Hukum.
4. Tantiem/Insentif Kinerja.

1. Salary
2. Allowance
  - a. Holiday allowance;
  - b. Post-Service Insurance;
  - c. Housing Allowance.
3. Facilities
  - a. Vehicle Facilities;
  - b. Medical facility;
  - c. Legal Aid.
4. Tantiem/Performance Incentives.

Penetapan Penghasilan Tahun 2021 dan Tantiem Tahun Buku 2020 bagi anggota Direksi berdasarkan Keputusan Pemegang Saham No. 060.K/OT.00.02/107/2020 tanggal 05 Oktober 2020 dan No. 071.K/OT.00.02/107/2021 tanggal 09 Desember 2021.

Determination of 2021 Income and Financial Year 2020 Bonus for members of the Board of Directors based on Shareholders' Decision Number 060.K/OT.00.02/107/2020 dated October 5, 2020 and Number 071.K/OT.00.02/107/2021 dated December 9, 2021.

Berdasarkan penetapan tersebut, maka penghasilan Direksi tahun buku 2021 adalah gaji Direktur Utama sebesar Rp162.675.000,- per bulan, sedangkan gaji anggota Direksi lainnya masing-masing sebesar 85% dari gaji Direktur Utama.

Based on this determination, the income of the Board of Directors for the 2021 financial year is the salary of the President Director of Rp.





Adapun tunjangan dan fasilitas Direksi dan Dewan Komisaris mengacu pada ketentuan sebagaimana tertuang dalam RUPS yang sama.

Tantiem bagi Direktur Utama tahun buku 2020 ditetapkan dengan ketentuan:

1. Tantiem Direktur sebesar 85% dari Tantiem Direktur Utama, Tantiem Komisaris Utama sebesar 45% dari Tantiem Direktur Utama dan Tantiem anggota Dewan Komisaris sebesar 90% dari Tantiem Komisaris Utama;
2. Pembayaran dihitung proporsional dengan memperhitungkan masa kerja efektif tahun buku 2020.

Tunjangan yang diberikan meliputi Tunjangan Hari Raya Keagamaan, Tunjangan Cuti Tahunan, Tunjangan Perumahan/Fasilitas Rumah Jabatan, Tunjangan Transportasi, dan Asuransi Purna Jabatan.

## BESARAN REMUNERASI DIREKSI

### Penghasilan Direksi (Gabungan) Tahun 2021 (dalam Rp)

Directors' Income (Combined) 2021 (in Rp)

Komponen Component	MID (Rp) MID (Rp)
Honorarium Honorarium	7.057.654.908
Tunjangan Allowance	1.350.250.033
Tantiem Tahun Buku 2020 Tantiem Fiscal Year 2020	8.976.775.615
<b>Total</b> Total	<b>17.384.680.556</b>

## PENGUNGKAPAN BONUS KINERJA, BONUS NON KINERJA DAN OPSI SAHAM DEWAN KOMISARIS DAN DIREKSI

Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris dan Direksi tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris dan Direksi. Pertamina Gas memberikan gaji/honorarium dan tantiem untuk anggota Direksi dan Dewan Komisaris Tahun Buku 2021 ditetapkan berdasarkan Keputusan Pemegang Saham selaku Rapat Umum Pemegang Saham Perusahaan.

The allowances and facilities for the Board of Directors and the Board of Commissioners refer to the provisions as stated in the same GMS.

Tantiem of President Director for the 2020 financial year is determined with the following conditions:

1. Tantiem Director of 85% of Tantiem of the President Director, Tantiem of President Commissioner of 45% of Tantiem of the President Director and Tantiem of members of the Board of Commissioners of 90% of Tantiem of the President Commissioner;
2. Payments are calculated proportionally by taking into account the effective working period for the 2020 financial year.

The allowances provided include Religious Holiday Allowances, Annual Leave Allowances, Housing Allowances/Home Office Facilities, Transportation Allowances, and Post-Service Insurance.

## AMOUNT OF REMUNERATION FOR DIRECTORS

## DISCLOSURE OF PERFORMANCE BONUSES, NON-PERFORMANCE BONUSES AND SHARE OPTIONS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The structure and components of the remuneration received by the Board of Commissioners and the Board of Directors do not include non-performance bonuses and/or stock options for each member of the Board of Commissioners and Board of Directors. Pertamina Gas provides Salaries/honorariums and bonuses for members of the Board of Directors and Board of Commissioners for the 2021 Fiscal Year determined based on the Decision of the Shareholders as the General Meeting of Shareholders of the Company.

## HUBUNGAN AFILIASI ANTARA ANGGOTA DIREKSI, DEWAN KOMISARIS DAN PEMEGANG SAHAM UTAMA

Hubungan afiliasi menyangkut hubungan kekeluargaan dan hubungan finansial atau kepemilikan pada institusi tertentu. Pertamina Gas memberikan perhatian pada hubungan afiliasi, karena dapat memengaruhi kemandirian Dewan Komisaris maupun Direksi dalam pengambilan keputusan.

### HUBUNGAN KELUARGA

Perusahaan senantiasa memastikan tidak adanya hubungan keluarga semenda sampai dengan derajat ketiga di antara anggota Dewan Komisaris dan di antara anggota Direksi, maupun di antara mereka.

Demikian pula dipastikan tidak ada hubungan keluarga semenda sampai dengan derajat ketiga, antara anggota Dewan Komisaris maupun anggota Dewan Direksi, dengan Pemegang Saham Pengendali.

### HUBUNGAN PEKERJAAN DAN FINANSIAL

Perusahaan senantiasa memastikan tidak adanya hubungan finansial di antara anggota Dewan Komisaris dan Direksi. Namun demikian terdapat Dewan Komisaris, kecuali Komisaris Independen dan Direksi, pada saat menjabat masih berstatus sebagai Direksi PT Perusahaan Gas Negara Tbk dan pekerja PT Pertamina (Persero), yang merupakan pemegang saham Pertamina Gas.

Penunjukan anggota Dewan Komisaris merupakan bagian penugasan dari PT Perusahaan Gas Negara Tbk dan PT Pertamina (Persero). Perusahaan memastikan tidak ada rangkap jabatan anggota Dewan Komisaris sebagai Direksi maupun Pejabat Eksekutif Perusahaan.

Hubungan afiliasi antara anggota Dewan Komisaris, Direksi, Pemegang Saham dapat dilihat sebagaimana tabel di bawah ini:

## AFFILIATION BETWEEN MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAJOR SHAREHOLDERS

Affiliation relates to family relationships and financial or ownership relationships in certain institutions. Pertamina Gas pays attention to the affiliation relationship, because it can affect the independence of the Board of Commissioners and the Board of Directors in making decisions.

### FAMILY RELATIONSHIP

The Company always ensures that there is no marital relationship up to the third degree among members of the Board of Commissioners and among members of the Board of Directors, as well as among them.

Likewise, it is ensured that there is no marital relationship up to the third degree, between members of the Board of Commissioners and members of the Board of Directors, and the Controlling Shareholders.

### EMPLOYMENT AND FINANCIAL RELATIONS

The Company always ensures that there is no financial relationship between the members of the Board of Commissioners and the Board of Directors. However, there is a Board of Commissioners, except for the Independent Commissioner and the Board of Directors, while serving as Directors of PT Perusahaan Gas Negara Tbk and employees of PT Pertamina (Persero), which are Pertamina Gas shareholders.

The appointment of members of the Board of Commissioners is part of the assignment from PT Perusahaan Gas Negara Tbk and PT Pertamina (Persero). The Company ensures that there are no concurrent positions of members of the Board of Commissioners as Directors or Executive Officers of the Company.

The affiliation relationship between members of the Board of Commissioners, Board of Directors, Shareholders can be seen in the table below:

**Hubungan Afiliasi Dewan Komisaris**  
Board of Commissioners Affiliation Relations

Nama Name	Hubungan Finansial Financial Relations					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Gigih Prakoso	-	✓	-	✓	-	✓
Surat Indrijarso	-	✓	-	✓	-	✓



**Hubungan Afiliasi Dewan Komisaris**  
Board of Commissioners Affiliation Relations

Nama Name	Hubungan Finansial Financial Relations					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Wahyu Setyawan	-	✓	-	✓	-	✓
Martinus Sembiring	-	✓	-	✓	-	✓
Diaz FM Hendropriyono	-	✓	-	✓	-	✓
Twedy Noviady Ginting	-	✓	-	✓	-	✓

**Hubungan Afiliasi Direksi**  
Board of Directors Affiliation Hubungan

Nama Name	Hubungan Finansial Financial Relations					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Wiko Migantoro	-	✓	-	✓	-	✓
Achmad Herry Syarifuddin*	-	✓	-	✓	-	✓
Indra Setyawati	-	✓	-	✓	-	✓
Rosa Permata Sari	-	✓	-	✓	-	✓
Rigo Supratman	-	✓	-	✓	-	✓

\*) Tidak lagi menjabat sejak 3 Juni 2021

\*) No longer in office since June 3, 2021

## PENGHINDARAN BENTURAN KEPENTINGAN

Hingga akhir periode pelaporan, Perusahaan memastikan tidak ada Dewan Komisaris, Direksi maupun pejabat perusahaan yang dihadapkan pada terjadinya benturan kepentingan dan dalam hal transaksi material.

Sebagai bagian dari implementasi tata kelola perusahaan yang baik, setiap anggota Dewan Komisaris dan Direksi telah menandatangani Pernyataan Tidak Berbenturan Kepentingan yang dilakukan setiap awal tahun pengangkatan. Pernyataan tersebut memberikan jaminan bahwa Dewan Komisaris dan Direksi akan tunduk kepada seluruh peraturan Perusahaan dan peraturan yang berlaku secara umum, serta menyatakan bahwa mereka tidak mempunyai benturan kepentingan terhadap Perusahaan.

## AVOIDANCE OF CONFLICT OF INTEREST

Until the end of the reporting period, the Company ensures that no Board of Commissioners, Board of Directors or company officials are faced with conflicts of interest and material transactions.

As part of the implementation of good corporate governance, each member of the Board of Commissioners and the Board of Directors has signed a Statement of No Conflict of Interest which is carried out at the beginning of each year of appointment. This statement provides assurance that the Board of Commissioners and the Board of Directors will comply with all Company regulations and generally applicable regulations, and state that they do not have a conflict of interest with the Company.

### KOMITMEN DEWAN KOMISARIS ATAS BENTURAN KEPENTINGAN

1. Setiap anggota Dewan Komisaris dilarang melakukan transaksi yang mempunyai benturan kepentingan serta keuntungan pribadi dari kegiatan Perusahaan selain honorarium dan fasilitas yang diterimanya sebagai anggota Dewan Komisaris dan Direksi yang ditentukan RUPS;
2. Para anggota Dewan Komisaris tidak boleh merangkap jabatan lain sebagai Anggota Direksi pada Badan Usaha Milik Daerah (BUMD), Badan Usaha Milik Swasta (BUMS), dan jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perusahaan yang diawasinya.

### KOMITMEN DIREKSI ATAS BENTURAN KEPENTINGAN

1. Setiap anggota Direksi dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi dari kegiatan Perusahaan, selain gaji dan fasilitas yang diterimanya sebagai anggota Direksi yang ditentukan oleh RUPS;
2. Apabila terjadi benturan kepentingan antara kepentingan Perusahaan dengan kepentingan salah seorang anggota Direksi, maka dengan persetujuan Dewan Komisaris, Perusahaan akan diwakili oleh anggota Direksi lainnya;
3. Anggota Direksi dilarang memangku jabatan rangkap sebagai Anggota Direksi pada BUMN, BUMD, BUMS dan jabatan lain yang dapat menimbulkan benturan, jabatan struktural dan fungsional lainnya pada instansi/lembaga Pemerintah Pusat dan atau daerah, jabatan lainnya sesuai dengan Peraturan Perundang-undangan;
4. Anggota Direksi dilarang menggunakan informasi rahasia dan data bisnis Perusahaan untuk kepentingan pribadi atau dengan cara yang merugikan Perusahaan;
5. Dalam hal terjadi benturan kepentingan yang menyangkut semua anggota Direksi, Perusahaan akan diwakili oleh Dewan Komisaris atau oleh salah seorang yang ditunjuk oleh Dewan Komisaris. Apabila tidak ada Dewan Komisaris, maka RUPS dapat mengangkat seorang atau lebih untuk mewakili Perusahaan.

### TRANSAKSI MENGANDUNG BENTURAN KEPENTINGAN

Penerapan tata kelola termasuk dalam hal pelaksanaan sistem pengendalian internal, Perusahaan memastikan selama tahun 2021 tidak terjadi transaksi yang patut diduga mengandung benturan kepentingan.

### COMMITMENT OF THE BOARD OF COMMISSIONERS ON CONFLICT OF INTEREST

1. Each member of the Board of Commissioners is prohibited from conducting transactions that have a conflict of interest and personal gain from the Company's activities other than the honorarium and facilities he receives as a member of the Board of Commissioners and the Board of Directors as determined by the GMS;
2. Members of the Board of Commissioners may not hold concurrent positions as members of the Board of Directors in Regional Owned Enterprises (BUMD), Private Owned Enterprises (BUMS), and other positions that may cause a direct or indirect conflict of interest with the Company they supervise.

### COMMITMENT OF THE BOARD OF DIRECTORS ON CONFLICT OF INTEREST

1. Each member of the Board of Directors is prohibited from conducting transactions that have a conflict of interest and taking personal benefits from the Company's activities, other than the salary and facilities he receives as a member of the Board of Directors as determined by the GMS;
2. If there is a conflict of interest between the interests of the Company and the interests of a member of the Board of Directors, then with the approval of the Board of Commissioners, the Company will be represented by other members of the Board of Directors;
3. Members of the Board of Directors are prohibited from holding concurrent positions as Members of the Board of Directors in BUMN, BUMD, BUMS and other positions that may cause conflicts, other structural and functional positions in central and or regional government agencies/institutions, other positions in accordance with the laws and regulations;
4. Members of the Board of Directors are prohibited from using confidential information and business data of the Company for personal interests or in a manner that is detrimental to the Company;
5. In the event of a conflict of interest involving all members of the Board of Directors, the Company will be represented by the Board of Commissioners or by a person appointed by the Board of Commissioners. If there is no Board of Commissioners, the GMS may appoint one or more persons to represent the Company.

### TRANSACTIONS CONTAINING CONFLICT OF INTEREST

The implementation of good governance includes the implementation of the internal control system, the Company ensures that during 2021 there will be no transactions that are suspected to contain conflicts of interest.







## Organ Pendukung Dewan Komisaris

### Supporting Organs of The Board of Commissioners

Dalam rangka membantu tugas dan tanggung jawabnya, Dewan Komisaris membentuk organ pendukung yang terdiri dari Komite Audit dan Komite Manajemen Risiko serta didukung oleh Sekretaris Dewan Komisaris. Setiap Komite Penunjang Dewan Komisaris diketuai oleh anggota Dewan Komisaris. Pelaksanaan tugas serta tanggung jawab masing-masing Komite tercantum dalam masing-masing Piagam Kerja (*charter*).

Adapun dasar hukum pembentukan organ penunjang Dewan Komisaris mengacu pada:

1. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang baik;
2. Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
3. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
4. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;
5. Anggaran Dasar Perusahaan Perseroan (Persero) PT Pertamina Gas.

Komite-komite tersebut bertanggung jawab untuk membantu Dewan Komisaris dalam menjalankan tugas-tugas pokoknya, serta merumuskan kebijakan Dewan Komisaris dalam bidang-bidang tertentu, namun demikian keputusan akhir tetap berada di Dewan Komisaris atau dapat diwakilkan ke komite-komite tersebut melalui Surat Keputusan Dewan Komisaris.

#### SEKRETARIS DEWAN KOMISARIS

Dalam rangka membantu kelancaran pelaksanaan tugasnya, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris dalam bidang administrasi dan kesekretariatan di lingkup tugas pengawasan Dewan Komisaris. Sekretaris Dewan Komisaris diangkat oleh dan bertanggung jawab kepada Dewan Komisaris.

Kohar Mahadi menjabat sebagai Sekretaris Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 tanggal 4 Juni 2020. Secara *full time* Sekretaris Dewan Komisaris bekerja dan bertanggung jawab kepada Dewan Komisaris yang rincian tugas, tanggung jawab, dan kewenangannya diatur dalam Pedoman Kerja (*Charter*) Sekretaris Dewan Komisaris.

In order to assist its duties and responsibilities, the Board of Commissioners establishes a supporting organ consisting of the Audit Committee and the Risk Management Committee and is supported by the Secretary to the Board of Commissioners. Each Supporting Committee of the Board of Commissioners is chaired by a member of the Board of Commissioners. The implementation of the duties and responsibilities of each Committee is listed in the respective Work Charter (*charter*).

The legal basis for the establishment of the supporting organs for the Board of Commissioners refers to:

1. Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance;
2. Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
3. Financial Services Authority Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee;
4. Financial Services Authority Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies;
5. Articles of Association of the Company (Persero) PT Pertamina Gas.

These committees are responsible for assisting the Board of Commissioners in carrying out their main tasks, as well as formulating the policies of the Board of Commissioners in certain areas, however the final decision remains with the Board of Commissioners or can be represented to these committees through a Decree of the Board of Commissioners.

#### SECRETARY TO THE BOARD OF COMMISSIONERS

In order to assist the smooth implementation of its duties, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners in the administrative and secretarial areas within the scope of the supervisory duties of the Board of Commissioners. The Secretary to the Board of Commissioners is appointed by and is responsible to the Board of Commissioners.

Kohar Mahadi serves as Secretary to the Board of Commissioners based on the Decree of the Board of Commissioners of PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 dated June 4, 2020. In full time the Secretary of the Board of Commissioners works and is responsible to the Board of Commissioners whose detailed duties, responsibilities, and authorities are regulated in the Work Guidelines (*Charter*) of the Secretary to the Board of Commissioners.



Selanjutnya berdasarkan Surat Keputusan Dewan Komisaris PT Pertamina Gas No. 039/DK-PG/VI/2021-S0 tanggal 3 Juni 2021, menetapkan Sdri. Airin Devanty sebagai Staf Sekretariat Dewan Komisaris PT Pertamina Gas. Tugas Staf Sekretariat Dewan Komisaris adalah membantu Sekretaris Dewan Komisaris dalam menjalankan tugas Sekretariat Dewan Komisaris PT Pertamina Gas.

### PEDOMAN KERJA SEKRETARIS DEWAN KOMISARIS

Dalam melaksanakan fungsi dan perannya, Sekretaris Dewan Komisaris telah dilengkapi dengan Pedoman Kerja (*Charter*) Sekretariat Dewan Komisaris yang ditetapkan oleh Dewan Komisaris berdasarkan Keputusan Dewan Komisaris PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 tanggal 4 Juni 2020 yang memuat tugas dan tanggung jawab Sekretaris Dewan Komisaris antara lain:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris, serta membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar Perusahaan; membuat Laporan Kegiatan Dewan Komisaris per Triwulan ke Pemegang Saham;
2. Mengadministrasikan dokumen Dewan Komisaris, baik korespondensi, risalah rapat maupun dokumen lainnya;
3. Menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan Rencana Kerja Komite Audit serta Komite Manajemen Risiko;
4. Membuat ulasan/reviu dokumen yang diajukan Direksi untuk minta persetujuan atau rekomendasi Dewan Komisaris;
5. Menyusun laporan-laporan Dewan Komisaris;
6. Memastikan bahwa dokumen penyelenggaraan kegiatan Dewan Komisaris tersimpan dengan baik di Perusahaan dalam rangka tertib administrasi dan pelaksanaan tata kelola Perusahaan yang baik;
7. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diperlukan;
8. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak-pihak terkait di lingkungan Pertamina Gas maupun pihak-pihak lain di luar lingkungan Pertamina Gas;
9. Menghadiri rapat Dewan Komisaris baik internal maupun eksternal (dengan Direksi) serta rapat Komite Penunjang Dewan Komisaris;
10. Melaksanakan tugas lain dan tugas khusus dari Dewan Komisaris; dan
11. Melakukan *self-assessment* terhadap efektivitas pelaksanaan tugasnya, dan memutakhirkan secara periodik pedoman kerjanya setiap akhir tahun.

Furthermore, based on the Decree of the Board of Commissioners of PT Pertamina Gas No. 039/DK-PG/VI/2021-S0 dated June 3, 2021, determined that Ms. Airin Devanty as Secretariat Staff of the Board of Commissioners of PT Pertamina Gas. The duties of the Secretariat Staff of the Board of Commissioners are to assist the Secretary of the Board of Commissioners in carrying out the duties of the Secretariat of the Board of Commissioners of PT Pertamina Gas.

### WORK GUIDELINES FOR THE SECRETARY OF THE BOARD OF COMMISSIONERS

In carrying out its functions and roles, the Secretary to the Board of Commissioners has been equipped with the Board of Commissioners Secretariat Charter which was determined by the Board of Commissioners based on the Decree of the Board of Commissioners of PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 dated June 4, 2020 which contains the duties and responsibilities of the Secretary to the Board of Commissioners, including:

1. Prepare meetings, including briefing sheets for the Board of Commissioners, and prepare minutes of the Board of Commissioners meetings in accordance with the provisions of the Company's Articles of Association; make a Quarterly Activity Report of the Board of Commissioners to the Shareholders;
2. Administering the documents of the Board of Commissioners, both correspondence, minutes of meetings and other documents;
3. Prepare the Annual Work Plan and Budget for the Board of Commissioners and the Work Plan for the Audit Committee and the Risk Management Committee;
4. Make a review/review of documents submitted by the Board of Directors to seek approval or recommendation from the Board of Commissioners;
5. Prepare reports for the Board of Commissioners;
6. Ensuring that the documents for the implementation of the activities of the Board of Commissioners are properly stored in the Company in the context of orderly administration and the implementation of good corporate governance;
7. Provide information needed by the Board of Commissioners on a regular basis and or at any time if necessary;
8. As a liaison officer for the Board of Commissioners with related parties within Pertamina Gas and other parties outside Pertamina Gas;
9. Attending both internal and external Board of Commissioners meetings (with the Board of Directors) as well as Board of Commissioners Supporting Committee meetings;
10. Carry out other duties and special duties of the Board of Commissioners; and
11. Conduct a self-assessment of the effectiveness of the implementation of its duties, and periodically update its work guidelines at the end of each year.



**Profil Sekretaris Dewan Komisaris**  
Board of Commissioners' Secretary Profile

## Kohar Mahadi

### Sekretaris Dewan Komisaris Board of Commissioners' Secretary

#### Data Pribadi

Warga Negara Indonesia  
Usia 58 tahun  
Kelahiran Pekanbaru, 22 April 1963

#### Domisili

DKI Jakarta

#### Pendidikan

Sarjana Ekonomi, Universitas Brawijaya Malang (1989)

#### Pengalaman Kerja

- Bagian Keuangan (Trainee), PT Pertamina Daerah Kalimantan (1990)
- Ast Anggaran ADM di Pertamina UP V (Balikpapan) (1995)
- Kepala Akuntansi Pertamina Pabum, Lahendong (1998)
- Ka. Treasury Keuangan Pertamina Sorong (2000)
- Manajer Keuangan Pertamina UPMS II Palembang (2008)
- VP Controller Pertamina Geothermal Energi (PGE) Jakarta (2012-2015)
- VP Controller/Keuangan Pertamina Gas (2016-2019)
- Staf Ahli Direktur Finance & Business Support PT Pertamina Gas (2019-2020)

#### Dasar Pengangkatan

Surat Keputusan Dewan Komisaris PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 tanggal 4 Juni 2020.

#### Personal data

Indonesian citizens  
58 years old  
Born in Pekanbaru, April 22, 1963

#### Domicile

DKI Jakarta

#### Education

Bachelor of Economics, Universitas Brawijaya Malang (1989)

#### Work experience

- Finance Division (Trainee), PT Pertamina Regional Kalimantan (1990)
- Ast ADM Budget at Pertamina UP V (Balikpapan) (1995)
- Head of Accounting for Pertamina Pabum, Lahendong (1998)
- Ka. Pertamina Finance Treasury Sorong (2000)
- Pertamina UPMS II Palembang Finance Manager (2008)
- VP Controller Pertamina Geothermal Energy (PGE) Jakarta (2012-2015)
- VP Controller/Finance Pertamina Gas (2016-2019)
- Expert Staff to the Director of Finance & Business Support of PT Pertamina Gas (2019-2020)

#### Basis of Appointment

Decree of the Board of Commissioners of PT Pertamina Gas No. 028/DK-PG/VI/2020-S0 dated June 4, 2020.

### PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris, serta membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar Perusahaan; membuat Laporan Kegiatan Dewan Komisaris per Triwulan ke Pemegang Saham;
2. Mengadministrasikan dokumen Dewan Komisaris, baik korespondensi, risalah rapat maupun dokumen lainnya;
3. Menyusun Rencana Kerja dan Anggaran Tahunan Dewan Komisaris dan Rencana Kerja Komite Audit serta Komite Manajemen Risiko;
4. Menyusun laporan-laporan Dewan Komisaris;

### IMPLEMENTATION OF THE DUTIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

1. Prepare meetings, including briefing sheets for the Board of Commissioners, and prepare minutes of the Board of Commissioners meetings in accordance with the provisions of the Company's Articles of Association; make a Quarterly Activity Report of the Board of Commissioners to the Shareholders;
2. Administering the documents of the Board of Commissioners, both correspondence, minutes of meetings and other documents;
3. Prepare the Annual Work Plan and Budget for the Board of Commissioners and the Work Plan for the Audit Committee and the Risk Management Committee;
4. Prepare reports from the Board of Commissioners;



5. Memastikan bahwa dokumen penyelenggaraan kegiatan Dewan Komisaris tersimpan dengan baik di Perusahaan dalam rangka tertib administrasi dan pelaksanaan tata kelola Perusahaan yang baik;
6. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diperlukan;
7. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak-pihak terkait di lingkungan Pertamina Gas maupun pihak-pihak lain di luar lingkungan Pertamina Gas;
8. Menghadiri rapat Dewan Komisaris baik internal maupun eksternal (dengan Direksi) serta rapat Komite Penunjang Dewan Komisaris;
9. Melaksanakan tugas lain dan tugas khusus dari Dewan Komisaris; dan
10. Melakukan *self-assessment* terhadap efektivitas pelaksanaan tugasnya, dan memutakhirkan secara periodik pedoman.

## KOMITE AUDIT

Komite Audit merupakan unsur kelembagaan dalam struktur tata kelola Perusahaan di bawah Dewan Komisaris untuk membantu pelaksanaan tugas dan tanggung jawabnya, khususnya terkait pengawasan atas kualitas laporan keuangan serta efektifitas sistem pengendalian internal perusahaan dan fungsi audit internal. Komite Audit diangkat dan diberhentikan serta bertanggung jawab langsung kepada Dewan Komisaris.

Komite Audit dibentuk dengan mengacu pada Undang-undang No. 19 Tahun 2003 tertanggal 19 Juni 2003 tentang Badan Usaha Milik Negara dan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Pembentukan Komite Audit Perusahaan bertujuan untuk membantu Dewan Komisaris dalam melaksanakan tugas dan fungsi pengawasan dan pemberian nasihat dalam pelaksanaan pengendalian internal dan audit Perusahaan serta untuk memastikan Perusahaan dikelola dengan manajemen yang sehat secara konsisten sesuai dengan prinsip-prinsip GCG yang dijiwai oleh nilai-nilai dan etika Perusahaan.

5. Ensuring that the documents for the implementation of the activities of the Board of Commissioners are properly stored in the Company in the context of orderly administration and the implementation of good corporate governance;
6. Provide information needed by the Board of Commissioners on a regular basis and or at any time if necessary;
7. As a liaison officer for the Board of Commissioners with related parties within Pertamina Gas and other parties outside Pertamina Gas;
8. Attending the Board of Commissioners' meetings both internally and externally (with the Board of Directors) as well as the Board of Commissioners' Supporting Committee meetings;
9. Carry out other duties and special duties of the Board of Commissioners; and
10. Conduct a self-assessment of the effectiveness of the implementation of its duties, and periodically update the guidelines.

## AUDIT COMMITTEE

The Audit Committee is an institutional element in the corporate governance structure under the Board of Commissioners to assist the implementation of its duties and responsibilities, particularly related to the supervision of the quality of financial reports as well as the effectiveness of the company's internal control system and the internal audit function. The Audit Committee is appointed and dismissed and is directly responsible to the Board of Commissioners.

The Audit Committee was formed with reference to Law No. 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises and Regulation of the Minister of State for State-Owned Enterprises No. PER-06/MBU/04/2021 April 13, 2021 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.

The establishment of the Company's Audit Committee aims to assist the Board of Commissioners in carrying out the duties and functions of supervision and providing advice in the implementation of the Company's internal controls and audits as well as to ensure that the Company is managed with sound management consistently in accordance with GCG principles inspired by values and ethics. Company.

### PEDOMAN KERJA KOMITE AUDIT

Dalam melaksanakan fungsi dan perannya, Komite Audit telah dilengkapi Pedoman Kerja (*Charter*) Komite Audit yang dimutakhirkan dan disahkan terakhir kali oleh Dewan Komisaris pada tanggal 29 Juni 2020 dengan No. 30/DK-PG/VI/2020-S0.

Isi Pedoman Kerja tersebut mengatur tentang komposisi anggota, struktur keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, masa jabatan tugas, tanggung jawab dan wewenang, rapat, pelaporan dan anggaran.

### KEANGGOTAAN KOMITE AUDIT

Komposisi Komite Audit Perusahaan terdiri dari 4 (empat) orang. Salah seorang di antaranya adalah Ketua Komite yang dijabat oleh salah seorang anggota Dewan Komisaris. Hal ini sesuai Peraturan Bapepam-LK tentang Komite Audit.

Di tahun 2021, Perusahaan melakukan perubahan susunan Komite Audit berdasarkan Surat Keputusan Dewan Komisaris PT Pertamina Gas No. 103/DK-PG/XI/2021-S0 tanggal 16 November 2021.

Per 31 Desember 2021, susunan keanggotaan Komite Audit adalah sebagai berikut:

<b>Ketua Chairman</b>	:	Wahyu Setyawan
<b>Anggota Members</b>	:	<ul style="list-style-type: none"> <li>▪ Diaz FM Hendropriyono</li> <li>▪ Twedy Noviadly Ginting</li> <li>▪ Kurnia Pinayungan</li> <li>▪ Hari Kuncoro</li> </ul>

### AUDIT COMMITTEE WORK GUIDELINES

In carrying out its functions and roles, the Audit Committee has been equipped with the Audit Committee Charter which was updated and last ratified by the Board of Commissioners on June 29, 2020 with No. 30/DK-PG/VI/2020-S0.

The contents of the Work Guidelines regulate the composition of members, membership structure, membership requirements including competency and independence requirements, term of office, responsibilities and authorities, meetings, reporting and budget.

### MEMBERSHIP OF THE AUDIT COMMITTEE

The composition of the Company's Audit Committee consists of 4 (four) people. One of them is the Chairman of the Committee, which is held by a member of the Board of Commissioners. This is in accordance with Bapepam-LK Regulations concerning the Audit Committee.

In 2021, the Company made changes to the composition of the Audit Committee based on the Decree of the Board of Commissioners of PT Pertamina Gas No. 103/DK-PG/XI/2021-S0 dated November 16, 2021.

As of December 31, 2021, the composition of the Audit Committee membership is as follows:

## Wahyu Setyawan

### Ketua Komite Audit/Komisaris

Chairman of the Audit Committee/Commissioner

**7 November 2020 s.d. RUPST 2024**

November 7, 2020 until AGMS 2024



Profil Ketua Komite Audit Wahyu Setyawan, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan. The profile of the Head of the Audit Committee Wahyu Setyawan, can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.



## Diaz FM Hendropriyono

### Anggota Komite Audit/Komisaris

Member of the Audit Committee/Commissioner

**14 Juli 2021–13 Juli 2024**

July 14, 2021 – July 13, 2024



Profil Anggota Komite Audit Diaz FM Hendropriyono, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.  
The profile of the Member of the Audit Committee, Diaz FM Hendropriyono, can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.

## Twedy Noviady Ginting

### Anggota Komite Audit/Komisaris

Member of the Audit Committee/Commissioner

**19 Oktober 2021-18 Oktober 2024**

October 19, 2021-October 18, 2024



Profil Anggota Komite Audit Twedy Noviady Ginting, dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan.  
The profile of the Member of the Audit Committee, Twedy Noviady Ginting, can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.

## Kurnia Pinayungan

### Anggota Komite Audit

Audit Committee Member

**1 Juli 2020–30 Juni 2023**

July 1, 2020-June 30, 2023

#### Latar Belakang Pendidikan:

Magister Manajemen (MM) , Fakultas Ekonomi Universitas Diponegoro Tahun 2015

#### Educational background:

Master of Management (MM) , Faculty of Economics, Diponegoro University in 2015

#### Latar Belakang Pekerjaan:

Manager PMO di Shared Service Project, PT Pertamina (Persero).

#### Job Background:

PMO Manager at Shared Service Project, PT Pertamina (Persero).

## Hari Kuncoro

### Anggota Komite Audit

Audit Committee Member

15 Desember 2020–14 Desember 2023

December 15, 2020–December 14, 2023

#### Latar Belakang Pendidikan:

Magister Finance Universitas Jenderal Soedirman Purwokerto

#### Educational background:

Master of Finance at Jenderal Sudirman University, Purwokerto

#### Latar Belakang Pekerjaan:

Kepala SPI Badan Pengelola Dana Perkebunan Kelapa Sawit (BPDPKS) di Lingkungan Kementerian Keuangan

#### Job Background:

Head of SPI for Palm Oil Plantation Fund Management Agency (BPDPKS) within the Ministry of Finance

### TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas dan tanggung jawab Komite Audit sebagaimana tercantum dalam Piagam Komite Audit No. 030/DK-PG/VI/2020-SO tanggal 29 Juni 2020 adalah untuk memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Komite Audit membantu Dewan Komisaris dalam rangka:

1. Melakukan telaah atas kebijakan akuntansi dan informasi keuangan Perusahaan telah disusun secara lengkap, konsisten, dan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
2. Melakukan penilaian perencanaan dan pelaksanaan kegiatan serta hasil audit yang dilakukan oleh Satuan Pengawasan internal maupun Auditor eksternal sehingga dapat dicegah pelaksanaan dan pelaporan yang tidak memenuhi standar;
3. Melakukan pengawasan terhadap kebijakan Direksi dalam pengurusan Perusahaan serta memberi nasihat kepada Direksi termasuk pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), serta Rencana Kerja dan Anggaran Perusahaan (RKAP), berdasarkan ketentuan sebagaimana diatur dalam Anggaran dasar, Keputusan RUPS dan Peraturan Perundang-undangan yang berlaku, terutama dalam hal investasi dan risiko usaha.

Terkait aksi pengawasan di atas, kegiatan yang telah dilakukan adalah sebagai berikut:

1. Melakukan evaluasi atas perencanaan pengurusan Perusahaan (RJPP/RKA), investasi dan tingkat risiko yang terukur;

### DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee as stated in the Audit Committee Charter No. 030/DK-PG/VI/2020-SO dated June 29, 2020 is to provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, identify matters that require the attention of the Board of Commissioners, and carry out the following tasks: other duties related to the duties of the Board of Commissioners.

The Audit Committee assists the Board of Commissioners in:

1. Reviewing the accounting policies and the Company's financial information that has been prepared completely, consistently, and in accordance with Indonesian Financial Accounting Standards;
2. Assess the planning and implementation of activities as well as the results of audits carried out by the Internal Control Unit and the external Auditor so that non-standard implementation and reporting can be prevented;
3. Supervise the policies of the Board of Directors in managing the Company and provide advice to the Board of Directors including the implementation of the Company's Long Term Plan (RJPP), as well as the Company's Work Plan and Budget (RKAP), based on the provisions as stipulated in the Articles of Association, GMS Resolutions and the prevailing laws and regulations, especially in terms of investment and business risk.

In relation to the above supervisory actions, the following activities have been carried out:

1. Evaluating the Company's management plan (RJPP/RKA), investment and measurable risk level;



2. Melakukan pemantauan pelaksanaan pengurusan Perusahaan (RJPP/RKAP) dan analisis hasil pengurusan Perusahaan;
3. Melakukan pemantauan dan kajian berkala atas pelaksanaan investasi, efektivitas kebijakan investasi dan analisis hasil investasi sebagai bahan pendapat Dewan Komisaris;
4. Membuat rencana kerja tahunan yang diselaraskan dengan rencana kerja tahunan kebijakan investasi Perusahaan yang dikelola oleh Direksi;
5. Melakukan penelaahan atas ketaatan terhadap peraturan Perundang-undangan;
6. Melakukan penelaahan atas kegiatan internal Audit, menelaah kecukupan dan efektivitas pengendalian internal Perusahaan, termasuk pengendalian informasi secara elektronik sesuai dengan karakteristik usaha, kompleksitas operasi, dan ketentuan Perundang-undangan yang mengatur aktivitas usaha Perusahaan;
7. Mengevaluasi ruang lingkup proses penelaahan pengendalian internal oleh SPI dan mengkaji temuan dan rekomendasi atas kelemahan pengendalian yang signifikan, serta tanggapan dan tindak lanjut manajemen atas masalah tersebut;
8. Menelaah hasil investigasi atas pelanggaran ketaatan (*non-compliance*), temuan pemeriksaan khusus oleh Internal Audit, Akuntan Publik maupun lembaga penyidik lainnya;
9. Melakukan penelaahan kecukupan pemeriksaan Akuntan Publik atas ruang lingkup audit dan memantau perkembangan dalam proses audit, termasuk menelaah kertas kerja auditor jika dipandang perlu tanpa mengganggu kelancaran proses audit;
10. Melakukan pembahasan dengan pihak Manajemen dan Akuntan Publik mengenai hasil audit, termasuk kesulitan-kesulitan yang dihadapi oleh Akuntan Publik;
11. Melaporkan kepada Dewan Komisaris berbagai risiko yang dihadapi Perusahaan dan pelaksanaan Manajemen Risiko oleh Direksi;
12. Melakukan pemeriksaan terhadap dugaan adanya kesalahan dalam Keputusan Rapat Direksi atau penyimpangan dalam pelaksanaan hasil keputusan Rapat Direksi;
13. Menjaga kerahasiaan dokumen, data, dan informasi mengenai Perusahaan yang diperoleh selama menjalankan tugas sebagai Komite Audit.

#### **WEWENANG KOMITE AUDIT**

1. Mengakses secara penuh, bebas terhadap catatan, dana, aset Perusahaan yang berkaitan dengan tugasnya.
2. Wajib bekerja dengan Internal Audit, antara lain dalam hal:
  - a. Berkoordinasi dalam penyusunan rencana kerja tahunan dan pelaksanaan audit;
  - b. Mengadakan pertemuan dengan internal Audit apabila dianggap perlu untuk membahas masalah-masalah yang

2. Monitoring the implementation of the Company's management (RJPP/RKAP) and analyzing the results of the Company's management;
3. Conduct periodic monitoring and review of investment implementation, effectiveness of investment policies and analysis of investment returns as material for the opinion of the Board of Commissioners;
4. Make an annual work plan that is aligned with the annual work plan of the Company's investment policy which is managed by the Board of Directors;
5. Reviewing compliance with laws and regulations;
6. Reviewing the internal audit activities, reviewing the adequacy and effectiveness of the Company's internal controls, including electronic information control in accordance with business characteristics, operating complexity, and the provisions of laws and regulations governing the Company's business activities;
7. Evaluating the scope of the internal control review process by SPI and reviewing findings and recommendations on significant control weaknesses, as well as management's response and follow-up to these problems;
8. Reviewing the results of investigations of non-compliance violations, findings of special examinations by Internal Audit, Public Accountants and other investigative institutions;
9. Reviewing the adequacy of the Public Accountant's examination of the audit scope and monitoring developments in the audit process, including reviewing the auditor's working papers if deemed necessary without disturbing the smooth running of the audit process;
10. Conducting discussions with the Management and Public Accountants regarding the audit results, including the difficulties faced by the Public Accountants;
11. Reporting to the Board of Commissioners various risks faced by the Company and the implementation of Risk Management by the Board of Directors;
12. Conducting examinations on allegations of errors in the Decisions of the Board of Directors Meeting or irregularities in the implementation of the results of the Board of Directors Meeting decisions;
13. Maintain the confidentiality of documents, data, and information regarding the Company obtained during their duties as the Audit Committee.

#### **AUTHORITY OF THE AUDIT COMMITTEE**

1. Fully, free access to records, funds, and assets of the Company related to their duties.
2. Mandatory work with Internal Audit, among others in terms of:
  - a. Coordinate in the preparation of the annual work plan and audit implementation;
  - b. Hold a meeting with the Internal Audit if deemed necessary to discuss issues that are considered

dianggap signifikan dan masih dalam kerangka tugas dan fungsi Komisaris sesuai perundangundangan yang berlaku;

- c. Apabila diperlukan, dengan persetujuan Komisaris dan didampingi Internal Audit dapat melakukan peninjauan dan pembahasan di Unit Kerja sesuai kebutuhan untuk melakukan pendalaman terhadap temuan tertentu yang dianggap perlu.

significant and are still within the framework of the duties and functions of the Commissioners in accordance with applicable laws and regulations;

- c. If necessary, with the approval of the Commissioner and accompanied by Internal Audit, they can conduct a review and discussion in the Work Unit as needed to deepen certain findings that are deemed necessary.

### PELAKSANAAN TUGAS KOMITE AUDIT TAHUN 2021

Komite Audit melaksanakan tugas dan tanggung jawabnya dalam mendukung tugas Dewan Komisaris sesuai dengan Piagam Komite Audit. Berikut realisasi pelaksanaan tugas Komite Audit di tahun 2021 yang diuraikan dalam tabel di bawah ini:

### IMPLEMENTATION OF THE DUTIES OF THE AUDIT COMMITTEE IN 2021

The Audit Committee carries out its duties and responsibilities in supporting the duties of the Board of Commissioners in accordance with the Audit Committee Charter. The following is the realization of the implementation of the duties of the Audit Committee in 2021 which is described in the table below.

**Pelaksanaan Tugas Komite Audit Tahun 2021**  
Implementation of the Duties of the Audit Committee in 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
15 Februari 2021 February 15, 2021	Pembahasan Proyek-Proyek bulan Januari 2021. Discussion of Projects for January 2021.	Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Members of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
17 Maret 2021 March 17, 2021	Pembahasan Proyek- Proyek bulan Februari 2021, dan kendalanya. Discussion of Projects for February 2021, and their constraints.	Ketua Komite Audit (Surat Indrijarso, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Surat Indrijarso, Commissioner), Member of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
15 April 2021 April 15, 2021	Pembahasan Proyek- Proyek bulan Maret 2021, dan kendalanya. Discussion on March 2021 Projects, and their constraints.	Ketua Komite Audit (Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Commissioner), Member of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
20 Mei 2021 May 20, 2021	Pembahasan Proyek- Proyek bulan April 2021, dan kendalanya. Discussion on April 2021 Projects, and their constraints.	Ketua Komite Audit (Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Commissioner), Members of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
16 Juni 2021 June 16, 2021	Pembahasan Proyek- Proyek bulan Mei 2021, dan kendalanya. Discussion of Projects for May 2021, and their constraints.	Ketua Komite Audit (Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Commissioner), Members of the Audit Committee, Secretary of Commissioners, CIA, related VPs.





**Pelaksanaan Tugas Komite Audit Tahun 2021**  
Implementation of the Duties of the Audit Committee in 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
14 Juli 2021 July 14, 2021	Pembahasan Proyek- Proyek bulan Juni 2021, dan kendalanya. Discussion of Projects for June 2021, and their constraints.	Ketua Komite Audit (Surat Indrijarso, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Surat Indrijarso, Commissioner), Member of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
19 Agustus 2021 August 19, 2021	Pembahasan Proyek- Proyek bulan Juli 2021, dan kendalanya. Discussion of Projects for July 2021, and their constraints.	Ketua Komite Audit (Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Commissioner), Members of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
16 September 2021 September 16, 2021	Pembahasan Proyek- Proyek bulan Agustus 2021, dan kendalanya. Discussion on August 2021 Projects, and their constraints.	Ketua Komite Audit (Wahyu Setyawan, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Wahyu Setyawan, Commissioner), Member of the Audit Committee, Secretary of Commissioners, Chief of Internal Audit, related VPs.
12 Oktober 2021 October 12, 2021	Pembahasan isu isu : 1. Tax 2. Plant LPG Mundu 3. Piutang PT ME 4. Cikarang Listrindo Discussion of issues: 1. Tax 2. Mundu LPG Plant 3. Receivables from PT ME 4. Cikarang Listrindo	Anggota Komite Audit, Anggota Komite Manajemen Risiko, VP Business Development, VP. Strategic Planning & Portfolio, VP Financial Controller, Corporate Secretary, Sekretaris Dewan Komisaris Member of the Audit Committee, Member of the Risk Management Committee, VP Business Development, VP. Strategic Planning & Portfolio, VP Financial Controller, Corporate Secretary, Secretary of Commissioners
18 Oktober 2021 October 18, 2021	Pembahasan Proyek-Proyek bulan September 2021, dan kendalanya. Discussion of September 2021 Projects, and their constraints.	Ketua Komite Audit (Wahyu Setyawan, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Wahyu Setyawan, Commissioner), Member of the Audit Committee, Secretary of the Commissioners, Chief of Internal Audit, related VPs.
17 November 2021 November 17, 2021	Pembahasan Proyek-Proyek bulan Oktober 2021, dan kendalanya. Discussion of Projects for October 2021, and their constraints.	Ketua Komite Audit (Wahyu Setyawan, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Wahyu Setyawan, Commissioner), Member of the Audit Committee, Secretary of the Commissioners, Chief of Internal Audit, related VPs.
16 Desember 2021 December 16, 2021	Pembahasan Proyek-Proyek bulan November 2021, dan kendalanya. Discussion of Projects for November 2021, and their constraints.	Ketua Komite Audit (Wahyu Setyawan, Komisaris), Anggota Komite Audit, Sekretaris Dewan Komisaris, Chief of Internal Audit, para VP yang terkait. Chairman of the Audit Committee (Wahyu Setyawan, Commissioner), Member of the Audit Committee, Secretary of the Commissioners, Chief of Internal Audit, related VPs.
28 Januari 2021 January 28, 2021	Pembahasan Audit, Laporan Keuangan per 31 Desember 2021 Audit Discussion, Financial Report as of December 31, 2021	Komite Audit, Chief of Internal Audit, KAP Tanudiredja (PWC) Audit Committee, Chief of Internal Audit, KAP Tanudiredja (PWC)

## RAPAT KOMITE AUDIT

Komite Audit menyelenggarakan rapat sekurang-kurangnya satu kali dalam setiap bulan atau bilamana diperlukan. Komite Audit dapat mengundang Dewan Komisaris untuk turut serta hadir dalam rapat yang diselenggarakan Komite Audit. Sepanjang tahun 2021, Komite Audit telah melaksanakan rapat sebanyak 14 (empat belas) kali dengan rincian sebagai berikut:

## AUDIT COMMITTEE MEETING

The Audit Committee holds a meeting at least once a month or when necessary. The Audit Committee may invite the Board of Commissioners to attend meetings held by the Audit Committee. Throughout 2021, the Audit Committee has held 14 (fourteen) meetings with the following details:

**Pelaksanaan Rapat dan Tingkat Kehadiran Rapat Komite Audit 2021**  
Meeting Implementation and Attendance at the 2021 Audit Committee Meeting

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Persentase (%) Percentage (%)
Surat Indrijarso*	Ketua Komite Audit/ Komisaris Chairman of the Audit Committee/Commissioner	7	7	100
Wahyu Setyawan**	Ketua Komite Audit/ Komisaris Chairman of the Audit Committee/Commissioner	14	14	100
Diaz FM Hendropriyono	Anggota Komite Audit/ Komisaris Member of the Audit Committee/Commissioner	7	7	100
Twedy Noviady Ginting	Anggota Komite Audit/ Komisaris Member of the Audit Committee/Commissioner	3	3	100
Kurnia Pinayungan	Anggota Komite Audit Audit Committee Member	14	14	100
Hari Kuncoro	Anggota Komite Audit Audit Committee Member	14	14	100

\*tidak lagi menjabat sejak 14 Juli 2021

\*\*menjabat sejak 14 Juli 2021

\*no longer in office since July 14, 2021

\*\*served since July 14, 2021

## PROGRAM PENINGKATAN KOMPETENSI KOMITE AUDIT

Perusahaan memfasilitasi pelaksanaan program peningkatan kompetensi bagi Komite Audit yang diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Audit. Komite Audit melaksanakan program dan peningkatan di tahun 2021 sebagai berikut:

## AUDIT COMMITTEE COMPETENCY IMPROVEMENT PROGRAM

The company facilitates the implementation of competency improvement programs for the Audit Committee which are expected to have a positive impact on the productivity and effectiveness of the Audit Committee's performance. The Audit Committee carries out the following programs and improvements in 2021.



Tanggal Date	Peserta Pelatihan Training Participants	Topik Pelatihan Training Topic	Hasil Pelatihan Training Result
6-7 April 2021 April 6-7, 2021	Kurnia Pinayungan, Hari Kuncoro	Meliputi: a. <i>Fundamental of Audit Committee</i> b. <i>Financial Information</i> c. <i>External Audit</i> d. <i>Internal Control</i> e. <i>Risk Management</i> f. <i>Internal Audit</i> g. <i>Compliance and Good Corporate Governance</i> Include : a. Fundamental of Audit Committee b. Financial Information c. External Audit d. Internal Control e. Risk Management f. Internal Audit g. Compliance and Good Corporate Governance.	Berhasil baik dan mengikuti semua topik yang dibahas Doing well and following all the topics covered
12 April 2021 April 12, 2021	Kurnia Pinayungan, Hari Kuncoro	Ujian Sertifikasi Certification Exam	Ketiga peserta dinyatakan lulus sesuai Surat Pernyataan kelulusan tanggal 20 April 2021 The three participants were declared to have passed according to the graduation statement dated April 20, 2021;

### INDEPENDENSI KOMITE AUDIT

Komite Audit secara kolektif mempunyai kompetensi dan pengalaman di bidang akuntansi, keuangan dan operasional. Baik ketua maupun anggota Komite Audit adalah independen terhadap Direksi, auditor internal maupun auditor eksternal.

Independensi Ketua dan Anggota Komite Audit dijalankan sesuai Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara dan Piagam Komite Audit. Untuk memenuhi syarat independensi, maka anggota Komite Audit tidak ditunjuk dari anggota eksekutif Kantor Akuntan Publik yang memberikan jasa audit dan/atau jasa non-audit kepada Perusahaan dalam jangka waktu enam bulan terakhir.

### INDEPENDENCE OF THE AUDIT COMMITTEE

The Audit Committee collectively has competence and experience in accounting, finance and operations. Both the chairman and members of the Audit Committee are independent of the Board of Directors, internal auditors and external auditors.

The independence of the Chairman and Members of the Audit Committee is carried out in accordance with the Regulation of the Minister of SOEs No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and the Audit Committee Charter. To fulfill the independence requirements, the members of the Audit Committee are not appointed from the executive members of the Public Accounting Firm that provide audit services and/or non-audit services to the Company within the last six months.

**Independensi Komite Audit**  
Independence of the Audit Committee

Pernyataan Independensi Independence Statement	Wahyu Setyawan	Diaz FM Hendropriyono	Twedy Noviadny Ginting	Kurnia Pinayungan	Hari Kuncoro
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa nonasuransi, jasa penilai dan/atau jasa konsultasi lain kepada Pertamina Gas dalam waktu enam bulan terakhir Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to Pertamina Gas within the last six months	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Pertamina Gas dalam waktu enam bulan terakhir (kecuali Komisaris Independen) Not a person who works or has the authority and responsibility to plan, lead, control, or supervise Pertamina Gas activities within the last six months (except Independent Commissioner)	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai saham langsung maupun tidak langsung di Pertamina Gas Does not have direct or indirect shares in Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Keluarga tidak mempunyai saham langsung maupun tidak langsung di Pertamina Gas The family does not have direct or indirect shares in Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Pertamina Gas Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Main Shareholder of Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Pertamina Gas Does not have a business relationship, either directly or indirectly, related to Pertamina Gas' business activities	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota <i>legislative</i> dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah Not serving as administrator of a political party and/ or candidate/member of the legislature and/or is a candidate or serving as head/deputy head of regional government	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di Pertamina Gas Do not have other positions that may cause conflicts of interest related to positions at Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No



### PENCAPAIAN KPI KOMITE AUDIT

Dalam mencapai kinerja yang efektif, Komite Audit melaksanakan tugas dan tanggung jawabnya dengan berpedoman pada Pedoman Kerja (*Charter*) Komite Audit yang kemudian dijabarkan lebih detail dalam Program Kerja Komite Audit. Untuk mengukur pencapaian kerjanya, Komite Audit menggunakan 9 (Sembilan) indikator. Untuk periode 1 Januari-31 Desember 2021, perhitungan kinerja Komite Audit adalah sebagai berikut:

### AUDIT COMMITTEE KPI ACHIEVEMENTS

In achieving effective performance, the Audit Committee carries out its duties and responsibilities based on the Audit Committee Charter which is then described in more detail in the Audit Committee Work Program. To measure the achievement of its performance, the Audit Committee uses 9 (nine) indicators. For the period January 1 – December 31, 2021, the calculation of the performance of the Audit Committee is as follows:

#### Pencapaian KPI Komite Audit Audit Committee KPI Achievements

Aspek yang Dinilai Rated aspect	Nilai Value	Keterangan Remark
Pemenuhan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan, misal benturan kepentingan. Compliance with applicable laws and regulations as well as Company policies, for example conflicts of interest.	90%	Baik Good
Komitmen dalam memajukan kepentingan perseroan. Commitment in advancing the interests of the company.	95%	Sangat Baik Very Good
Komitmen terhadap jadwal kerja Komite Audit yang telah diberikan kepadanya, misal: kehadiran dalam rapat-rapat Komite Audit. Commitment to the Audit Committee's work schedule that has been given to him, for example: attendance at Audit Committee meetings.	100%	Sangat Baik Very Good
Kontribusi dalam pelaksanaan tugas-tugas khusus. Contribution in the implementation of special tasks.	90%	Baik Good
Pemahaman terhadap berbagai dinamika dan kondisi mutakhir perusahaan. Understanding of various dynamics and current conditions of the company.	85%	Baik Good
Tingkat objektivitas, profesionalisme dan independensi dalam menyampaikan gagasan dan usulan perbaikan kinerja Perseroan pada setiap rapat Komite Audit atau rapat lainnya. The level of objectivity, professionalism and independence in conveying ideas and suggestions for improving the Company's performance at each Audit Committee meeting or other meeting.	100%	Sangat Baik Very Good
Kontribusi dalam membangun jaringan bagi kepentingan perusahaan. Contribution in building a network for the benefit of the company.	90%	Baik Good
Level kompetensi, keahlian, serta pengalaman profesional yang menunjang kemajuan perusahaan dalam jangka panjang. The level of competence, expertise, and professional experience that supports the company's progress in the long term.	85%	Baik Good
Komitmen untuk melakukan pengawasan agar perusahaan tetap berada pada jalur yang benar dalam menerapkan semua prinsip <i>Good Corporate Governance</i> secara intensif dan komprehensif. Commitment to carry out supervision so that the company remains on the right track in implementing all the principles of Good Corporate Governance intensively and comprehensively.	90%	Baik Good
<b>Nilai Komposit Rata-Rata (625+200) : 9 = 91,67%</b> <b>Average Composite Value (625+200) : 9 = 91.67%</b>	<b>825%</b>	<b>Sangat Baik Very Good</b>

Berdasarkan hasil perhitungan nilai komposit rata-rata, maka Penilaian Kinerja Komite Audit mendapatkan skor 91,67%. Nilai tersebut naik 2,4% dibandingkan dengan hasil Penilaian Kinerja Komite Audit tahun 2020 yaitu 89,44%.

Based on the results of the calculation of the average composite value, the Audit Committee Performance Assessment gets a score of 91.67%. This value increased by 2.4% compared to the results of the Audit Committee Performance Assessment in 2020, which was 89.44%.

## REMUNERASI KOMITE AUDIT

Penentuan jumlah remunerasi Komite Audit ditetapkan dengan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, yang mengatur terkait penghasilan anggota Komite Audit, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut.

Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut.

## KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko dibentuk untuk membantu tugas Dewan Komisaris dalam upaya melakukan identifikasi, pemetaan, analisis dan mitigasi risiko pada Perusahaan yang ditujukan untuk mencegah dan meminimalisasi risiko. Pembentukan Komite Manajemen Risiko juga merupakan komitmen Dewan Komisaris dalam mendukung implementasi Manajemen Risiko secara terintegrasi (ERM) dan internalisasi prinsip-prinsip tata kelola yang baik dalam seluruh proses bisnis dan aktivitas di entitas anak.

Berdasarkan ketentuan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, bahwa jumlah komite yang dibentuk oleh Dewan Komisaris terdiri dari 2 (dua) komite, yaitu komite Audit dan komite lainnya jika diperlukan. Implementasi saat ini di Perusahaan telah terbentuk Komite Audit dan Komite Manajemen Risiko dengan mempertimbangkan bahwa Perusahaan telah memenuhi ketentuan jumlah maksimal komite yang ditetapkan dan diperlukannya pengawasan pelaksanaan fungsi Pengelolaan Manajemen Risiko.

Komite Manajemen Risiko secara struktural bertanggung jawab kepada Dewan Komisaris. Komite Manajemen Risiko dibentuk oleh Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris No. 069/DK-PG/XII/2018-S0, tertanggal 18 Desember 2018 Tentang Pengangkatan Anggota Komite Manajemen Risiko.

## AUDIT COMMITTEE REMUNERATION

The determination of the amount of remuneration for the Audit Committee is determined by referring to the Regulation of the Minister of State for State-Owned Enterprises No. PER-06/MBU/04/2021 April 13, 2021 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, which regulates the income of members of the Audit Committee, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the Company's President Director with the provisions that the tax is borne by the Company and is not allowed to receive other income other than the honorarium.

Members of the Board of Commissioners who become Chairman/ members of the Audit Committee are not given additional income from this position.

## RISK MANAGEMENT COMMITTEE

The Risk Management Committee was formed to assist the duties of the Board of Commissioners in an effort to identify, map, analyze and mitigate risks in the Company aimed at preventing and minimizing risks. The establishment of the Risk Management Committee is also the commitment of the Board of Commissioners to support the implementation of integrated Risk Management (ERM) and the internalization of good governance principles in all business processes and activities in subsidiaries.

Based on the provisions of the Regulation of the Minister of State for State-Owned Enterprises No. PER-06/MBU/04/2021 April 13, 2021 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, that the number of committees formed by the Board of Commissioners consists of 2 (two) committees, namely the Audit committee and other committees if necessary. The current implementation in the Company has formed an Audit Committee and a Risk Management Committee taking into account that the Company has complied with the provisions on the maximum number of committees set and the need for supervision of the implementation of the Risk Management Management function.

The Risk Management Committee is structurally responsible to the Board of Commissioners. The Risk Management Committee was established by the Board of Commissioners based on the Decree of the Board of Commissioners No. 069/DK-PG/XII/2018-S0, dated 18 December 2018 Regarding the Appointment of Risk Management Committee Members.



### KEANGGOTAAN KOMITE MANAJEMEN RISIKO

Komposisi Komite Manajemen Risiko terdiri dari 4 (empat) orang. Dua orang di antaranya adalah satu orang Komisaris Utama sekaligus menjabat sebagai Ketua Komite Manajemen Risiko, serta Anggota Komisaris merangkap Anggota Komite.

Di tahun 2021, Perusahaan melakukan perubahan susunan Komite Manajemen berdasarkan Surat Keputusan No. Kpts-070/DK-PG/IX/2021-S0 tanggal 11 September 2021.

Per 31 Desember 2021, susunan keanggotaan Komite Manajemen Risiko adalah sebagai berikut:

<b>Ketua</b> Chairman	:	Gigih Prakoso
<b>Anggota</b> Members	:	<ul style="list-style-type: none"> <li>▪ Martinus Sembiring</li> <li>▪ Joko Purnomo</li> <li>▪ Doddy Bambang Christiawan</li> <li>▪ Patar Toruan</li> </ul>

### MEMBERSHIP OF THE RISK MANAGEMENT COMMITTEE

The composition of the Risk Management Committee consists of 4 (four) people. Two of them are the President Commissioner who also serves as the Chairman of the Risk Management Committee, and a Member of the Commissioner concurrently as a Committee Member.

In 2021, the Company made changes to the composition of the Management Committee based on Decree No. Kpts-070DK-PG/IX/2021-S0 on September 11, 2021.

As of December 31, 2021, the membership composition of the Risk Management Committee is as follows:

### Gigih Prakoso

**Ketua Komite Manajemen Risiko /Komisaris Utama**  
Head of Risk Management Committee/President Commissioner

**7 November 2020 s.d. RUPST 2023**

November 7, 2020 until AGMS 2023



Profil Ketua Komite Manajemen Risiko Gigih Prakoso dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan. The profile of the Head of the Risk Management Committee, Gigih Prakoso, can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.

### Martinus Sembiring

**Anggota Komite Manajemen Risiko/Komisaris**  
Member of the Risk Management Committee/Commissioner

**7 November 2020 s.d. RUPST 2024**

November 7, 2020 until AGMS 2024



Profil Anggota Komite Manajemen Risiko Martinus Sembiring dapat dilihat pada bagian Profil Dewan Komisaris dalam bab Profil Perusahaan. The profiles of the members of the Risk Management Committee, Martinus Sembiring, can be seen in the Profile of the Board of Commissioners in the Company Profile chapter.



## Joko Purnomo

### Anggota Komite Manajemen Risiko

Member of the Risk Management Committee

**18 Desember 2018 – 17 Desember 2022**

December 18, 2018 – December 17, 2022

#### Periode Jabatan:

18 Desember 2018 – 17 Desember 2022

#### Latar Belakang Pendidikan:

- Sarjana Teknik Geologi UGM tahun (1975)
- Magister Management dari Universitas Gadjah Mada Yogyakarta tahun (1996)

#### Latar Belakang Pekerjaan:

- General Manager JOB PTM Talisman (OK)
- Sekretaris Dewan Komisaris PT Pertamina Gas
- Anggota Komite Audit Dewan Komisaris PT Pertamina Gas

#### Term of Office:

December 18, 2018 – December 17, 2022

#### Educational background:

- Bachelor of Geological Engineering from UGM (1975)
- Master of Management from Gadjah Mada University Yogyakarta (1996)

#### Job Background:

- General Manager JOB PTM Talisman (OK)
- Secretary to the Board of Commissioners of PT Pertamina Gas
- Member of the Audit Committee of the Board of Commissioners of PT Pertamina Gas

## Doddy Bambang Christiawan

### Anggota Komite Manajemen Risiko

Member of the Risk Management Committee

**18 Desember 2018 s.d. 23 Oktober 2022**

December 18, 2018 until October 23, 2022

#### Periode Jabatan:

18 Desember 2018 – 17 Desember 2022

#### Latar Belakang Pendidikan:

Sarjana Ekonomi, Akuntan dari Fakultas Ekonomi dan Bisnis Universitas Airlangga Surabaya (Unair).

#### Latar Belakang Pekerjaan:

Financial Expert pada Perencanaan Korporat PT Pertamina (Persero).

#### Term of Office:

December 18, 2018 – December 17, 2022

#### Educational background:

Bachelor of Economics, Accountant from the Faculty of Economics and Business Universitas Airlangga Surabaya (Unair).

#### Job Background:

Financial Expert on Corporate Planning of PT Pertamina (Persero).

## Patar Toruan

### Anggota Komite Manajemen Risiko

Member of the Risk Management Committee

**10 September 2021 – 9 September 2024**

September 10, 2021 – September 9, 2024

#### Periode Jabatan:

10 September 2021- 9 September 2024.

#### Latar Belakang Pendidikan:

Sarjana Teknik Mesin ITB tahun (1994)

#### Latar Belakang Pekerjaan:

Technical & Engineering di PT Global Anugra Sistema (2019–2021)

#### Term of Office:

September 10, 2021- September 9, 2024

#### Educational background:

Bachelor of Mechanical Engineering from ITB (1994)

#### Job Background:

Technical & Engineering di PT Global Anugra Sistema (2019–2021)



## TUGAS DAN TANGGUNG JAWAB KOMITE MANAJEMEN RISIKO

Tugas dan tanggung jawab Komite Manajemen Risiko sebagaimana tercantum dalam Piagam Komite Manajemen Risiko No. 031/DK-PG/VI/2020-S0 tanggal 29 Juni 2020 adalah untuk memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Secara lebih detail Komite Manajemen Risiko membantu Dewan Komisaris sebagai berikut:

1. Komite Manajemen Risiko bertugas dan bertanggung jawab untuk membantu Dewan Komisaris dalam memberikan pendapat profesional dan independen guna memastikan diterapkannya Manajemen Risiko Perusahaan (*Enterprise Risk Management*). Ketua dan Anggota Komite wajib bertindak independen dalam melaksanakan tugasnya;
2. Komite Manajemen Risiko dalam hal ini mencakup Manajemen Risiko dan Remunerasi serta penerapan GCG untuk membantu Dewan Komisaris melaksanakan tugas dan tanggung jawab pengawasan di Perseroan;
3. Tugas utamanya yakni memantau dan memastikan diterapkannya prinsip, fungsi dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan Manajemen Risiko, Remunerasi dan penerapan GCG di Perusahaan;
4. Piagam Komite Manajemen Risiko merupakan dokumen formal sebagai bentuk wujud komitmen dari Dewan Komisaris dan Direksi dalam usaha menciptakan kondisi pengelolaan risiko yang baik dalam Perusahaan;
5. Piagam Komite Manajemen Risiko disosialisasikan agar dipahami oleh seluruh pihak yang terkait untuk menciptakan kerja sama yang baik dalam mewujudkan visi, misi dan tujuan Perusahaan;
6. Piagam Komite Manajemen Risiko juga akan menjadi sarana komunikasi (*public relation*) untuk menunjukkan komitmen Direksi dan Dewan Komisaris terhadap efektivitas *corporate governance*, remunerasi, Manajemen Risiko dan pengelolaan perusahaan secara keseluruhan;
7. Komite Manajemen Risiko bertugas melakukan review atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana *corporate actions* meliputi namun tidak terbatas seperti: investasi, pembentukan anak perusahaan, Rencana Jangka Panjang Perusahaan dan kerja sama terkait kegiatan usaha Perusahaan. Komite Manajemen Risiko bertugas melakukan evaluasi kebijakan dan strategi manajemen risiko baik operasional dan pengembangan usaha Perusahaan;

## DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE

The duties and responsibilities of the Risk Management Committee as stated in the Risk Management Committee Charter No. 031/DK-PG/VI/2020-S0 dated June 29, 2020 is to provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, identify matters that require the attention of the Board of Commissioners, and carry out the following tasks: other duties related to the duties of the Board of Commissioners.

In more detail, the Risk Management Committee assists the Board of Commissioners as follows:

1. The Risk Management Committee is tasked and responsible for assisting the Board of Commissioners in providing professional and independent opinions to ensure the implementation of Enterprise Risk Management. The Chair and Members of the Committee are required to act independently in carrying out their duties;
2. The Risk Management Committee in this case includes Risk Management and Remuneration as well as the implementation of GCG to assist the Board of Commissioners in carrying out their supervisory duties and responsibilities in the Company;
3. Its main task is to monitor and ensure the implementation of principles, functions and implementation related to policies on the management of Risk Management, Remuneration and the implementation of GCG in the Company;
4. The Risk Management Committee Charter is a formal document as a form of commitment from the Board of Commissioners and the Board of Directors in an effort to create good risk management conditions within the Company;
5. The Risk Management Committee Charter is socialized to be understood by all related parties to create good cooperation in realizing the vision, mission and objectives of the Company;
6. The Risk Management Committee Charter will also be a means of communication (public relations) to demonstrate the commitment of the Board of Directors and the Board of Commissioners to the effectiveness of corporate governance, remuneration, risk management and overall company management;
7. The Risk Management Committee is in charge of reviewing the application for approval from the Board of Directors to the Board of Commissioners on plans for corporate actions including but not limited to: investment, establishment of subsidiaries, the Company's Long Term Plan and cooperation related to the Company's business activities. The Risk Management Committee is tasked with evaluating risk management policies and strategies for both the Company's operations and business development;

8. Komite Manajemen Risiko bertugas memantau dan melakukan evaluasi penerapan manajemen risiko dan mitigasinya atas rencana bisnis dan investasi Perusahaan serta pelaksanaan operasional ditinjau dari sisi keuangan dan legal;
9. Komite Manajemen Risiko bertugas melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapat perhatian Dewan Komisaris.

### HAK DAN KEWENANGAN

1. Dalam menjalankan tugasnya, Komite Manajemen Risiko memiliki kewenangan untuk mengakses catatan, informasi, dan sumber daya Perusahaan yang berkaitan dengan pelaksanaan tugasnya;
2. Komite Manajemen Risiko dengan persetujuan Dewan Komisaris dapat meminta saran dan bantuan dari tenaga ahli dan profesional lain atas beban Perusahaan;
3. Apabila diperlukan Komite Manajemen Risiko dapat mempekerjakan tenaga ahli dan/atau konsultan untuk membantu Komite Manajemen Risiko terkait dengan rencana pengembangan usaha Perusahaan dengan persetujuan tertulis Dewan Komisaris dan atas beban Perusahaan yang dialokasikan dari anggaran biaya Dewan Komisaris.

### PELAKSANAAN TUGAS KOMITE MANAJEMEN RISIKO TAHUN 2021

Komite Manajemen Risiko melaksanakan tugas dan tanggung jawabnya dalam mendukung tugas Dewan Komisaris sesuai dengan Piagam Komite Manajemen Risiko serta Program Kerja Manajemen Risiko 2021 yang telah disusun. Dalam pelaksanaannya, Komite Manajemen Risiko dengan prinsip kehati-hatian melaksanakan analisis risiko terutama untuk bisnis perusahaan yang utama sebagai penyangga *cash flow* perusahaan, serta bisnis dalam perseroan yang berpotensi mendatangkan *downside risk* melalui berbagai upaya mitigasi risiko yang dilakukan bersama-sama dengan Unit Kerja Manajemen Risiko. Berikut realisasi pelaksanaan tugas Komite Manajemen Risiko di tahun 2021 yang diuraikan dalam tabel di bawah ini:

8. The Risk Management Committee is tasked with monitoring and evaluating the implementation of risk management and its mitigation on the Company's business and investment plans as well as operational implementation from a financial and legal perspective;
9. The Risk Management Committee is tasked with reporting the results of monitoring and evaluation as well as providing recommendations on matters that need the attention of the Board of Commissioners.

### RIGHTS AND AUTHORITIES

1. In carrying out its duties, the Risk Management Committee has the authority to access Company records, information, and resources related to the implementation of its duties;
2. The Risk Management Committee with the approval of the Board of Commissioners may seek advice and assistance from experts and other professionals at the expense of the Company;
3. If necessary, the Risk Management Committee may employ experts and/or consultants to assist the Risk Management Committee in relation to the Company's business development plans with the written approval of the Board of Commissioners and at the expense of the Company allocated from the budget of the Board of Commissioners.

### IMPLEMENTATION OF THE TASKS OF THE RISK MANAGEMENT COMMITTEE IN 2021

The Risk Management Committee carries out its duties and responsibilities in supporting the duties of the Board of Commissioners in accordance with the Risk Management Committee Charter and the 2021 Risk Management Work Program that have been prepared. In practice, the Risk Management Committee with the precautionary principle carries out risk analysis, especially for the company's main business as a buffer for the company's cash flow, as well as businesses within the company that have the potential to cause losses (*downside risk*) through various risk mitigation efforts carried out together with the Management Work Unit. Risk. The following is the implementation of the tasks of the Risk Management Committee in 2021 which is described in the table below.



**Pelaksanaan Tugas Komite Manajemen Risiko Tahun 2021**  
Implementation of the Tasks of the Risk Management Committee in 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
18 Februari 2021 February 18, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Januari 2021. Project Risk Management Management January 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
19 Maret 2021 March 19, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Februari 2021. Project Risk Management Management February 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
19 April 2021 April 19, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Maret 2021. Project Risk Management Management March 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
24 Mei 2021 May 24, 2021	Pengelolaan Manajemen Risiko Proyek Bulan April 2021. Project Risk Management Management April 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
21 Juni 2021 June 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Mei 2021. Project Risk Management Management May 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.

**Pelaksanaan Tugas Komite Manajemen Risiko Tahun 2021**  
Implementation of the Tasks of the Risk Management Committee in 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
19 Juli 2021 July 19, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Juni 2021. Project Risk Management Management June 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
23 Agustus 2021 August 23, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Juli 2021. Project Risk Management Management July 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio, dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
21 September 2021 September 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Agustus 2021. Project Risk Management August 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
12 Oktober 2021 October 12, 2021	Pembahasan isu-isu : 1. Tax 2. Plant LPG Mundu 3. Piutang PT ME 4. Cikarang Listrindo Discussion of issues: 1. Tax 2. Mundu LPG Plant 3. Receivables from PT ME 4. Cikarang Listrindo	Anggota Komite Manajemen Risiko, Anggota Komite Audit, VP Business Development, VP Strategic Planning & Portfolio, VP Financial Controller, Corporate Secretary Member of the Risk Management Committee, Member of the Audit Committee, VP Business Development, VP Strategic Planning & Portfolio, VP Financial Controller, Corporate Secretary
21 Oktober 2021 October 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan September 2021. Project Risk Management September 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.



**Pelaksanaan Tugas Komite Manajemen Risiko Tahun 2021**  
Implementation of the Tasks of the Risk Management Committee in 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
23 November 2021 November 23, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Oktober 2021. Project Risk Management Management October 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
21 Desember 2021 December 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan November 2021. Project Risk Management November 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.
24 Januari 2021 January 24, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Desember 2021. Project Risk Management Management December 2021.	Ketua Komite Manajemen Risiko (Gigih Prakoso), Martinus Sembiring (Komisaris), para Anggota Komite Manajemen Risiko, Sekretaris Dewan Komisaris, Chief of Internal Audit, VP Strategic Planning & Portfolio dan para VP yang terkait. Chairman of the Risk Management Committee (Gigih Prakoso), Martinus Sembiring (Commissioner), Members of the Risk Management Committee, Secretary of Commissioners, Chief of Internal Audit, VP Strategic Planning & Portfolio, and related VPs.

**RAPAT KOMITE MANAJEMEN RISIKO**

Komite Manajemen Risiko menyelenggarakan rapat satu kali dalam setiap bulan atau bilamana diperlukan. Komite Manajemen Risiko dapat mengundang Dewan Komisaris untuk turut serta hadir dalam rapat yang diselenggarakan Komite. Sepanjang tahun 2021, Komite Manajemen Risiko telah melaksanakan rapat sebanyak 13 (tiga belas) kali dengan rincian sebagai berikut:

**RISK MANAGEMENT COMMITTEE MEETING**

The Risk Management Committee holds a meeting once a month or when necessary. The Risk Management Committee may invite the Board of Commissioners to attend meetings held by the Committee. Throughout 2021, the Risk Management Committee has held 13 (thirteen) meetings with the following details:

**Pelaksanaan Rapat dan Tingkat Kehadiran Rapat Komite Manajemen Risiko 2021**  
Meeting Implementation and Attendance at Risk Management Committee Meeting 2021

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Persentase (%) Percentage (%)
Gigih Prakoso	Komisaris Utama/Ketua Komite Manajemen Risiko President Commissioner/Chairman of the Risk Management Committee	13	13	100
Martinus Sembiring	Komisaris/Anggota Komite Manajemen Risiko Commissioner/Member of the Risk Management Committee	13	13	100
Joko Purnomo	Komisaris/Anggota Komite Manajemen Risiko Commissioner/Member of the Risk Management Committee	13	13	100

**Pelaksanaan Rapat dan Tingkat Kehadiran Rapat Komite Manajemen Risiko 2021**  
Meeting Implementation and Attendance at Risk Management Committee Meeting 2021

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Persentase (%) Percentage (%)
Doddy Bambang Christiawan	Komisaris/Anggota Komite Manajemen Risiko Commissioner/Member of the Risk Management Committee	13	13	100
Patar Toruan	Anggota Komite Manajemen Risiko Member of the Risk Management Committee	5	5	100

**INDEPENDENSI KOMITE MANAJEMEN RISIKO**

Sebagai upaya untuk dapat menjaga independensi setiap anggota Komite, setiap tahunnya masing-masing anggota Komite Penunjang Dewan Komisaris memberikan pernyataan independensi.

**INDEPENDENCE OF THE RISK MANAGEMENT COMMITTEE**

In an effort to maintain the independence of each member of the Committee, every year each member of the Supporting Committee of the Board of Commissioners provides a statement of independence.

**Independensi Komite Manajemen Risiko**  
Independence of the Risk Management Committee

Pernyataan Independensi Independence Statement	Gigih Prakoso	Martinus Sembiring	Joko Purnomo	Doddy Bambang Christiawan	Patar Toruan
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Pertamina Gas dalam waktu enam bulan terakhir Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to Pertamina Gas within the last six months	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Pertamina Gas dalam waktu enam bulan terakhir (kecuali Komisaris Independen) Not a person who works or has the authority and responsibility to plan, lead, control, or supervise Pertamina Gas activities within the last six months (except Independent Commissioner)	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai saham langsung maupun tidak langsung di Pertamina Gas Does not have direct or indirect shares in Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Keluarga tidak mempunyai saham langsung maupun tidak langsung di Pertamina Gas The family does not have direct or indirect shares in Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Pertamina Gas Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Main Shareholder of Pertamina Gas	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Pertamina Gas Does not have a business relationship, either directly or indirectly, related to Pertamina Gas' business activities	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No
Tidak menjabat sebagai pengurus partai politik dan/ atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/ wakil kepala pemerintahan daerah. Not serving as administrator of a political party and/or candidate/member of the legislature and/or is a candidate or serving as head/deputy head of regional government.	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No





### Independensi Komite Manajemen Risiko Independence of the Risk Management Committee

Pernyataan Independensi Independence Statement	Gigih Prakoso	Martinus Sembiring	Joko Purnomo	Doddy Bambang Christiawan	Patar Toruan
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di Pertamina Gas. Does not have other positions that may cause conflicts of interest related to positions at Pertamina Gas.	Tidak No	Tidak No	Tidak No	Tidak No	Tidak No

#### PENCAPAIAN KPI KOMITE MANAJEMEN RISIKO

Dalam mencapai kinerja yang efektif, Komite Manajemen Risiko melaksanakan tugas dan tanggung jawabnya dengan berpedoman pada Pedoman Kerja (*Charter*) Komite Audit yang kemudian dijabarkan lebih detail dalam Program Kerja Komite Manajemen Risiko. Untuk mengukur pencapaian kerjanya, Komite Audit menggunakan 9 (Sembilan) indikator. Untuk periode 1 Januari–31 Desember 2021, perhitungan kinerja Komite Audit adalah sebagai berikut:

#### ACHIEVEMENT OF RISK MANAGEMENT COMMITTEE KPI

In achieving effective performance, the Risk Management Committee carries out its duties and responsibilities based on the Audit Committee Charter which is then described in more detail in the Risk Management Committee Work Program. To measure the achievement of its performance, the Audit Committee uses 9 (nine) indicators. For the period January 1 – December 31, 2021, the calculation of the performance of the Audit Committee is as follows:

### Pencapaian KPI Komite Manajemen Risiko Achievement of Risk Management Committee KPIs

Aspek yang Dinilai Rated aspect	Nilai Mark	Keterangan Information
Pemenuhan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan, misal benturan kepentingan. Compliance with applicable laws and regulations as well as Company policies, for example conflicts of interest.	90%	Baik Good
Komitmen dalam memajukan kepentingan perseroan. Commitment in advancing the interests of the company.	95%	Sangat Baik Very Good
Komitmen terhadap jadwal kerja Komite Audit yang telah diberikan kepadanya, misal: kehadiran dalam rapat-rapat Komite Audit. Commitment to the work schedule of the Audit Committee that has been given to him, for example: attendance at Audit Committee meetings.	100%	Sangat Baik Very Good
Kontribusi dalam pelaksanaan tugas-tugas khusus. Contribution in the implementation of special tasks.	95%	Sangat Baik Very Good
Pemahaman terhadap berbagai dinamika dan kondisi mutakhir perusahaan. Understanding of various dynamics and current conditions of the company.	90%	Baik Good
Tingkat objektivitas, profesionalisme dan independensi dalam menyampaikan gagasan dan usulan perbaikan kinerja Perseroan pada setiap rapat Komite Audit atau rapat lainnya. The level of objectivity, professionalism and independence in conveying ideas and suggestions for improving the Company's performance at each Audit Committee meeting or other meeting.	100%	Sangat Baik Very Good
Kontribusi dalam membangun jaringan bagi kepentingan perusahaan. Contribution in building a network for the benefit of the company.	95%	Sangat Baik Very Good
Level kompetensi, keahlian, serta pengalaman profesional yang menunjang kemajuan perusahaan dalam jangka panjang. The level of competence, expertise, and professional experience that supports the company's progress in the long term.	85%	Baik Good
Komitmen untuk melakukan pengawasan agar perusahaan tetap berada pada jalur yang benar dalam menerapkan semua prinsip <i>Good Corporate Governance</i> secara intensif dan komprehensif. Commitment to carry out supervision so that the company remains on the right track in implementing all the principles of Good Corporate Governance intensively and comprehensively.	90%	Baik Good
Nilai Komposit Rata-Rata (640+200) : 9 = 93,33 % Average Composite Value (640+200) : 9 = 93.33%	640	Sangat Baik Very Good

Berdasarkan hasil perhitungan nilai komposit rata-rata, maka Penilaian Kinerja Komite Manajemen Risiko mendapatkan skor 93,33%. Nilai tersebut naik 1,2% dibandingkan dengan hasil Penilaian Kinerja Komite Manajemen Risiko tahun 2020 yaitu 92,22%.

### REMUNERASI KOMITE MANAJEMEN RISIKO

Penentuan jumlah remunerasi Komite Manajemen Risiko ditetapkan dengan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-06/MBU/04/2021 Tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, yang mengatur terkait penghasilan anggota Komite Manajemen Risiko, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Manajemen Risiko tidak diberikan penghasilan tambahan dari jabatan tersebut.

### FUNGSI NOMINASI DAN REMUNERASI

Dewan Komisaris Pertamina Gas tidak membentuk Komite Nominasi dan Remunerasi. Pelaksanaan fungsi nominasi dan remunerasi di lingkungan Pertamina Gas dilakukan oleh Dewan Komisaris, di mana Dewan Komisaris memiliki wewenang untuk menyusun sistem, prosedur nominasi dan seleksi bagi calon Anggota Dewan Komisaris dan calon Direktur, memberikan rekomendasi tentang jumlah Anggota Dewan Komisaris dan Direktur serta mengembangkan sistem untuk pemberian remunerasi bagi Anggota Dewan Komisaris dan Direktur.

Sementara itu, remunerasi Direksi dan Dewan Komisaris ditetapkan melalui sebuah proses kajian yang dilaksanakan oleh Fungsi *Subsidiary & Joint Venture Management* dan SDM PT Pertamina (Persero). Hasil kajian tersebut menjadi bahan pertimbangan dalam persetujuan dan pengesahan atas besaran, bentuk dan waktu berlakunya remunerasi Direksi dilakukan pada saat RUPS Tahunan atau Keputusan Pemegang Saham secara Sirkuler. Dengan demikian, Pemegang Saham menjadi satu-satunya pemangku kepentingan yang memiliki akses untuk ikut menentukan remunerasi Direksi.

Based on the results of the calculation of the average composite value, the Risk Management Committee Performance Assessment gets a score of 93.33%. This value increased by 1.2% compared to the results of the Risk Management Committee Performance Assessment in 2020, which was 92.22%.

### RISK MANAGEMENT COMMITTEE REMUNERATION

The determination of the amount of remuneration for the Risk Management Committee is determined by referring to the Regulation of the Minister of State for State-Owned Enterprises No. PER-06/MBU/04/2021 Dated April 13, 2021 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, which regulates the income of members of the Management Committee Risk, which is in the form of a maximum honorarium of 20% (twenty percent) of the salary of the Company's President Director provided that the tax is borne by the Company and is not allowed to receive other income other than the honorarium. Members of the Board of Commissioners who become Chairman/members of the Risk Management Committee are not given additional income from this position.

### NOMINATION AND REMUNERATION FUNCTION

The Pertamina Gas Board of Commissioners did not establish a Nomination and Remuneration Committee. The implementation of the nomination and remuneration functions within Pertamina Gas is carried out by the Board of Commissioners, where the Board of Commissioners has the authority to develop a system, nomination and selection procedures for candidates for members of the Board of Commissioners and candidates for directors, provide recommendations on the number of members of the Board of Commissioners and Directors as well as develop a system for providing remuneration for Members of the Board of Commissioners and Directors.

Meanwhile, the remuneration for the Board of Directors and the Board of Commissioners is determined through a review process carried out by the Subsidiary & Joint Venture Management Function and PT Pertamina (Persero) HR. The results of the study are taken into consideration in the approval and ratification of the amount, form and timing of the remuneration for the Board of Directors carried out at the Annual GMS or Circular Shareholders' Decisions. Thus, the Shareholders are the only stakeholders who have access to participate in determining the remuneration of the Board of Directors.



# Organ Pendukung Direksi

## Supporting Organs of The Board of Directors

### CORPORATE SECRETARY

Sekretaris Perusahaan memiliki peran penting sebagai penghubung yang memfasilitasi komunikasi antara organ Perseroan dengan pihak eksternal, sebagai salah satu organ Perseroan yang menunjang pemeliharaan hubungan antara Perseroan dengan *stakeholders*, serta pihak yang turut memastikan adanya kepatuhan terhadap perundang-undangan dan peraturan yang berlaku. *Corporate Secretary* diangkat oleh Perusahaan dengan mempertimbangkan kemampuan profesional serta integritasnya di perusahaan, lingkungan bisnis dan *stakeholders*.

### STRUKTUR ORGANISASI

Berdasarkan Surat Keputusan Direksi PT Pertamina Gas No. Kpts-044/PG0000/2019-S0 tanggal 15 November 2019 tentang Struktur Organisasi dan Pertamina *Reference Level* (PRL) Organisasi PT Pertamina Gas, *Corporate Secretary* berada di bawah Direktur Utama dan bertanggung jawab untuk mengelola fungsi *Communication, Relations & CSR*, fungsi *Legal & Compliance*, fungsi *Land Management*, *BOD Support & Data Information*, *Head of External Relations East Region* dan *Head of External Relations West Region*.

Periode tahun 2021, *Corporate Secretary* dijabat oleh Fitri Erika. *Corporate Secretary* bertanggung jawab langsung kepada Direktur Utama dan dalam melaksanakan tugas dan tanggung jawabnya, *Corporate Secretary* membawahi:

- Fungsi *Communication, Relations & CSR*;
- Fungsi *Legal & Compliance*;
- Fungsi *Land Management*;
- *BOD Support and Data Information*;
- *External Relations di East Region dan West Region*.

### CORPORATE SECRETARY

The Corporate Secretary has an important role as a liaison that facilitates communication between the Company's organs and external parties, as one of the Company's organs that supports the maintenance of relations between the Company and stakeholders, as well as parties who help ensure compliance with applicable laws and regulations. The Corporate Secretary is appointed by the Company taking into account his professional abilities and integrity in the company, the business environment and stakeholders.

### ORGANIZATIONAL STRUCTURE

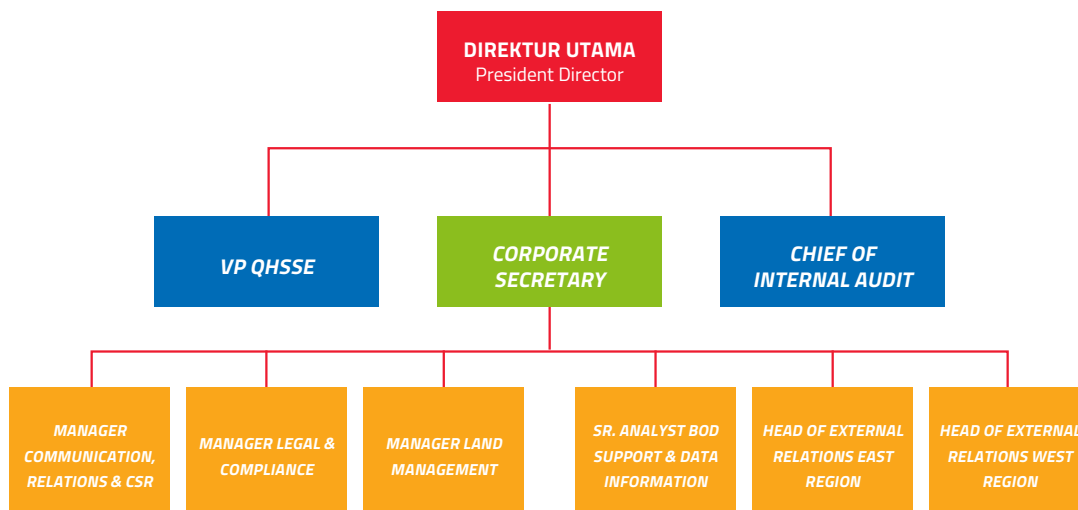
Based on the Decree of the Board of Directors of PT Pertamina Gas No. Kpts-044/PG0000/2019-S0 dated November 15, 2019 regarding Organizational Structure and Pertamina Reference Level (PRL) Organization of PT Pertamina Gas, Corporate Secretary is under the President Director and is responsible for managing the Communication, Relations & CSR functions, Legal & Compliance, Land Management function, BOD Support & Data Information, Head of External Relations East Region and Head of External Relations West Region.

For the period of 2021, the Corporate Secretary is held by Fitri Erika. The Corporate Secretary is directly responsible to the President Director and in carrying out his duties and responsibilities, the Corporate Secretary is in charge of:

- Communication, Relations & CSR functions;
- Legal & Compliance Function;
- Land Management function;
- BOD Support and Data Information;
- External Relations in the East and West Regions.

### Struktur Organisasi Corporate Secretary Pertamina Gas

Pertamina Gas Corporate Secretary Organization Structure



**Profil Corporate Secretary**  
Corporate Secretary Profile



**FITRI ERIKA**

**Corporate Secretary**  
Corporate Secretary

**Data Pribadi**

Warga Negara Indonesia  
Usia 47 tahun  
Kelahiran Banda Aceh, 21 Oktober 1974

**Domisili**

Tangerang Selatan

**Pendidikan**

- Sarjana Sosial Politik, Universitas Sumatera Utara, Medan
- Magister Studi Pembangunan, Universitas Sumatera Utara, Medan

**Pengalaman Kerja**

- Assistant Manager Brand Strategy Development PT Pertamina (Persero) (2014-2015)
- Area Manager Communication & Relations Sumbagut (2015-2017)
- Corporate Secretary PT Pertamina Lubricants (2017-2019).

**Dasar Pengangkatan**

Menjabat sebagai Corporate Secretary Pertamina Gas sejak 1 Februari 2019 berdasarkan Surat Keputusan Direktur SDM PT Pertamina (Persero) No. Kpts.P-066/K00000/2019-S8 tentang Mutasi Jabatan Corporate Secretary PT Pertamina Gas.

**Personal Data**

Indonesian citizens  
47 years old  
Born in Banda Aceh, October 21, 1974

**Domicile**

South Tangerang

**Education**

- Bachelor of Social Politics, University of North Sumatra, Medan
- Master of Development Studies, University of North Sumatra, Medan

**Work Experience**

- Assistant Manager Brand Strategy Development PT Pertamina (Persero) (2014-2015)
- Area Manager Communication & Relations Sumbagut (2015-2017)
- Corporate Secretary of PT Pertamina Lubricants (2017-2019).

**Basis of Appointment**

Served as Corporate Secretary of Pertamina Gas since February 1, 2019 based on the Decree of the HR Director of PT Pertamina (Persero) No. Kpts.P-066/K00000/2019-S8 regarding the Transfer of Position of the Corporate Secretary of PT Pertamina Gas.

**TUGAS, TANGGUNG JAWAB, DAN WEWENANG**

*Corporate Secretary* memiliki fungsi pokok, yakni memberikan dukungan kepada Dewan Komisaris untuk memberikan nasihat-nasihat serta pengawasan dalam kaitannya dengan pengurusan Perusahaan oleh Direksi dan segenap jajarannya.

Tugas dan tanggung jawab *Corporate Secretary* adalah sebagai berikut:

1. Mengarahkan dan mengkoordinasikan pengelolaan CSR, serta relasi dan komunikasi perusahaan, termasuk pengelolaannya di area melalui fungsi *shared service*;
2. Mengarahkan dan mengkoordinasikan pengelolaan kepatuhan perusahaan terhadap standar *Good Corporate Governance* (GCG), termasuk implementasi *due diligence*;
3. Mengarahkan dan mengkoordinasikan pengelolaan hukum perusahaan, termasuk pengelolaan urusan hukum, kontraktual, serta konsultasi hukum di perusahaan;

**DUTIES, RESPONSIBILITIES AND AUTHORITIES**

The *Corporate Secretary* has a main function, namely providing support to the Board of Commissioners to provide advice and supervision in relation to the management of the Company by the Board of Directors and all staff.

The duties and responsibilities of the *Corporate Secretary* are as follows:

1. Directing and coordinating the management of CSR, as well as corporate relations and communications, including its management in the area through the shared service function;
2. Directing and coordinating the management of the company's compliance with Good Corporate Governance (GCG) standards, including the implementation of due diligence;
3. Directing and coordinating the legal management of the company, including the management of legal, contractual and legal affairs in the company;



4. Mengarahkan dan mengkoordinasikan pengelolaan perizinan penggunaan lahan untuk pembangunan jaringan & infrastruktur operasi termasuk pengelolaan sertifikat hak atas tanah dan perpanjangannya di area melalui fungsi *shared service*;
5. Mengarahkan dan mengkoordinasikan pengelolaan aktivitas perusahaan, termasuk dukungan aktivitas BoD;
6. Mengarahkan dan mengkoordinasikan data dan informasi perusahaan serta penyusunan laporan perusahaan.

Wewenang Direksi yang dapat dilimpahkan ke *Corporate Secretary* adalah sebagai berikut:

1. Menetapkan sistem dan prosedur persuratan maupun kearsipan dalam lingkungan Direksi dan Perusahaan;
2. Melihat catatan-catatan, risalah-risalah rapat Direksi, dokumen-dokumen Perusahaan maupun laporan-laporan dalam rangka kegiatan penyediaan informasi yang diperlukan oleh Direksi;
3. Meminta laporan pelaksanaan hasil keputusan Direksi yang dilaksanakan oleh *person in charge*;
4. Meminta data/informasi/penjelasan yang dibutuhkan Direksi kepada pihak-pihak terkait di dalam maupun di luar Perusahaan untuk keperluan pelaksanaan tugas Direksi;
5. Meningkatkan serta meminta penjelasan dari *Person In Charge* (PIC) Perusahaan yang mengalami keterlambatan dalam tahapan proses pelaksanaan keputusan Direksi;
6. Mengingatkan serta meminta penjelasan dari satuan-satuan kerja/pihak terkait atas keterlambatan penyediaan bahan-bahan/informasi/data yang dibutuhkan oleh Direksi;
7. Mewakili Direksi untuk berhubungan dengan pihak-pihak di luar Perusahaan dan atau di dalam Perusahaan sesuai dengan penugasan yang diberikan serta kebijakan yang telah ditentukan;
8. Mengusulkan agenda rapat-rapat Direksi dengan pihak-pihak di dalam/luar Perusahaan;
9. Menghadiri rapat-rapat Direksi dengan pihak-pihak di dalam/luar Perusahaan sesuai dengan kebijakan yang telah ditetapkan sebelumnya;
10. Menggunakan fasilitas-fasilitas kesekretariatan untuk melaksanakan tugas-tugasnya.
11. Mengesahkan dan menyetujui pengeluaran dana di *Corporate Secretary* sesuai ketentuan yang berlaku;
12. Melakukan proses pengadaan barang/jasa sesuai dengan ketentuan yang berlaku;
13. Menetapkan hasil penilaian kinerja pekerja.

4. Directing and coordinating the management of land use permits for the construction of network & operating infrastructure including the management of land rights certificates and their extensions in the area through a shared service function;
5. Directing and coordinating the management of company activities, including support for BoD activities;
6. Directing and coordinating company data and information as well as preparing company reports

The powers of the Board of Directors that can be delegated to the Corporate Secretary are as follows:

1. Establish systems and procedures for correspondence and archives within the Board of Directors and the Company;
2. Viewing notes, minutes of Board of Directors meetings, Company documents and reports in the context of providing information required by the Board of Directors;
3. Request a report on the implementation of the results of the Board of Directors' decisions carried out by the person in charge;
4. Requesting data/information/explanation needed by the Board of Directors from relevant parties inside and outside the Company for the purposes of carrying out the duties of the Board of Directors;
5. Improve and ask for explanations from the Company's Person In Charge (PIC) who experience delays in the stages of the process of implementing the Board of Directors' decisions;
6. Remind and ask for explanations from work units/related parties for the delay in providing materials/information/data required by the Board of Directors;
7. Representing the Board of Directors in dealing with parties outside the Company and or within the Company in accordance with the assignments given and the policies that have been determined;
8. Propose the agenda for the meetings of the Board of Directors with parties inside/outside the Company;
9. Attending Board of Directors meetings with parties inside/ outside the Company in accordance with pre-determined policies;
10. Use secretarial facilities to carry out their duties.
11. Approve and approve the disbursement of funds at the Corporate Secretary in accordance with applicable regulations;
12. Carry out the process of procuring goods/services in accordance with applicable regulations;
13. Determine the results of employee performance appraisals.

## PELAKSANAAN TUGAS DAN TANGGUNG JAWAB

Sebagai wujud akuntabilitas atas pelaksanaan fungsi dan program kerja yang ditetapkan, *Corporate Secretary* telah menyusun dan menyampaikan laporan dalam bentuk Laporan Sekretaris Perusahaan 2021 sesuai dengan pembagian bidang dalam struktur organisasi meliputi:

1. Fungsi *Communication, Relations & CSR*
  - a. Melakukan pengelolaan relasi dengan pemangku kepentingan perusahaan termasuk penyusunan program/kegiatan dan implementasi *stakeholder engagement* dengan pemangku kepentingan;
  - b. Melakukan pengelolaan relasi dengan regulator yang berhubungan dengan bisnis perusahaan, termasuk di dalamnya penyusunan strategi, program/kegiatan, advokasi, identifikasi kebutuhan informasi, dan implementasi kegiatan relasi dengan regulator;
  - c. Melakukan pengelolaan *corporate identity* Pertamina Gas dan program pengembangan *image* perusahaan;
  - d. Melakukan pengelolaan komunikasi internal;
  - e. Melakukan pengelolaan komunikasi eksternal yang didalamnya termasuk media *monitoring* dan pemberitaan di media massa;
  - f. Melakukan pengelolaan komunikasi pada masa krisis perusahaan;
  - g. Melakukan pengelolaan *event* perusahaan;
  - h. Melakukan kegiatan survei atau *social mapping*;
  - i. Melakukan perencanaan program, pengelolaan aktivitas program dan *monitoring* program CSR perusahaan.
2. Fungsi *Legal & Compliance*
  - a. Melakukan rewiu terhadap kontrak atau perjanjian perusahaan;
  - b. Memberikan masukan dan konsultasi dari aspek hukum terhadap perjanjian-perjanjian perusahaan;
  - c. Memberikan pendampingan atas permasalahan hukum yang terjadi di perusahaan baik Litigasi maupun Non Litigasi;
  - d. Memberikan dukungan proses izin usaha perusahaan;
  - e. Melakukan pengelolaan *compliance* demi menjalankan prinsip tata kelola perusahaan yang baik yaitu termasuk menyusun program *compliance*, *GCG assessment* dan kajian terhadap regulasi.
3. Fungsi *Land Management*
  - a. Melakukan pengelolaan sertifikat hak atas tanah pada wilayah operasi eksisting, termasuk di dalamnya melakukan sertifikasi;
  - b. Melakukan analisis dan *portfolio* aset tanah perusahaan;
  - c. Melakukan pengelolaan perpanjangan sewa lahan untuk wilayah operasi eksisting perusahaan;
  - d. Memberikan dukungan pengembangan proyek perusahaan dalam bentuk perizinan dari Pemerintah dan pihak-pihak terkait;

## IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES

As a form of accountability for the implementation of the assigned functions and work programs, the Corporate Secretary has compiled and submitted a report in the form of the 2021 Corporate Secretary Report in accordance with the division of fields in the organizational structure including:

1. Communication, Relations & CSR Functions
  - a. Manage relationships with company stakeholders including the preparation of programs/activities and implementation of stakeholder engagement with stakeholders;
  - b. Manage relationships with regulators related to the company's business, including the preparation of strategies, programs/activities, advocacy, identification of information needs, and implementation of relations activities with regulators;
  - c. Manage Pertamina Gas corporate identity and corporate image development programs;
  - d. Perform internal communication management;
  - e. Manage external communication which includes media monitoring and reporting in the mass media;
  - f. Manage communication during the company's crisis;
  - g. Manage corporate events;
  - h. Conduct survey or social mapping activities;
  - i. Performing program planning, managing program activities and monitoring the company's CSR programs.
2. Legal & Compliance Function
  - a. Reviewing company contracts or agreements;
  - b. Provide input and consultation from the legal aspect of company agreements;
  - c. Provide assistance on legal issues that occur in the company, both litigation and non-litigation;
  - d. Provide support for the company's business license process;
  - e. Carry out compliance management in order to implement the principles of good corporate governance, which includes compiling compliance programs, GCG assessments and reviewing regulations.
3. Land Management Function
  - a. Manage land rights certificates in existing operational areas, including certification;
  - b. Perform analysis and portfolio of company land assets;
  - c. Manage the extension of the land lease for the company's existing operating area;
  - d. Provide support for company project development in the form of permits from the Government and related parties;





- e. Memberikan dukungan dalam pengembangan proyek infrastruktur gas perusahaan dalam bentuk pengadaan lahan.
- 4. *BOD Support and Data Information.*
  - a. Menyusun laporan perusahaan yaitu Laporan Manajemen Triwulanan, Laporan Tahunan (*Annual Report*) dan Laporan Keberlanjutan (*Sustainability Report*);
  - b. Melakukan pengelolaan anggaran di fungsi *Corporate Secretary*;
  - c. Mengelola kegiatan RUPS;
  - d. Mengelola aktivitas kesekretariatan perusahaan;
  - e. Mengelola aktivitas Direksi yang di dalamnya termasuk mengelola rapat Direksi dan implementasi protokoler kegiatan Direksi;
  - f. Mengelola dokumen perusahaan.
- 5. *External Relations di East Region dan West Region*
  - a. Melakukan pengelolaan relasi dengan pemangku kepentingan perusahaan termasuk penyusunan program/kegiatan dan implementasi *stakeholder engagement* dengan pemangku kepentingan di wilayah operasional perusahaan;
  - b. Melakukan pengelolaan relasi dengan regulator yang berhubungan dengan bisnis perusahaan, termasuk di dalamnya penyusunan program/kegiatan, identifikasi kebutuhan informasi, dan implementasi kegiatan relasi dengan regulator di wilayah operasional perusahaan;
  - c. Melakukan pengelolaan komunikasi internal;
  - d. Melakukan pengelolaan komunikasi pada masa krisis perusahaan;
  - e. Melakukan pengelolaan komunikasi eksternal yang didalamnya termasuk media *monitoring* dan pemberitaan di media massa;
  - f. Melakukan pengelolaan *event* perusahaan;
  - g. Melakukan perencanaan program dan pengelolaan aktivitas program CSR perusahaan;
  - h. Melakukan pengelolaan sertifikat hak atas tanah pada wilayah operasi eksisting, termasuk di dalamnya melakukan sertifikasi;
  - i. Melakukan pengelolaan perpanjangan sewa lahan untuk wilayah operasi eksisting perusahaan.

- e. Provide support in the development of the company's gas infrastructure projects in the form of land acquisition.
- 4. *BOD Support and Data Information.*
  - a. Prepare company reports, namely Quarterly Management Reports, Annual Reports and Sustainability Reports;
  - b. Perform budget management in the Corporate Secretary function;
  - c. Manage the activities of the GMS;
  - d. Manage company secretarial activities;
  - e. Managing the activities of the Board of Directors which includes managing the meetings of the Board of Directors and the implementation of the protocol for the activities of the Board of Directors;
  - f. Manage company documents.
- 5. *External Relations in East and West Region*
  - a. Manage relationships with company stakeholders including the preparation of programs/activities and implementation of stakeholder engagement with stakeholders in the company's operational areas;
  - b. Manage relationships with regulators related to the company's business, including the preparation of programs/activities, identification of information needs, and implementation of relations activities with regulators in the company's operational areas;
  - c. Perform internal communication management;
  - d. Manage communication during the company's crisis;
  - e. Manage external communication which includes media monitoring and reporting in the mass media;
  - f. Manage corporate events;
  - g. Perform program planning and management of the company's CSR program activities;
  - h. Manage land rights certificates in existing operational areas, including certification;
  - i. Manage the extension of the land lease for the company's existing operating area.

## PROGRAM PENINGKATAN KOMPETENSI *CORPORATE SECRETARY*

Perusahaan memfasilitasi pelaksanaan program peningkatan kompetensi bagi *Corporate Secretary* yang diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja *Corporate Secretary*. Program peningkatan kompetensi yang diberikan dapat berupa pelatihan dan kursus, seminar dan juga lokakarya, yang diselenggarakan secara tatap muka di dalam negeri ataupun melalui media pembelajaran secara *online*.

## CORPORATE SECRETARY COMPETENCY IMPROVEMENT PROGRAM

The company facilitates the implementation of a competency improvement program for the *Corporate Secretary* which is expected to have a positive impact on the productivity and effectiveness of the *Corporate Secretary*'s performance. The competency improvement programs provided can be in the form of training and courses, seminars and workshops, which are held face-to-face in the country or through online learning media.



**Program Peningkatan Kompetensi Corporate Secretary**  
Corporate Secretary Competency Improvement Program

Nama Name	Tempat Place	Waktu Time	Training/Seminar Training/Seminar	Penyelenggara Organizer
Fitri Erika	(Online) Jakarta	18 - 19 November 2021 November 18-19, 2021	Basic Safety Training Batch XI	PT Pertamina Gas
	(Online) Jakarta	25 - 27 Agustus 2021 August 25-27, 2021	Employee Assistance Program (EAP) Supervisory Workshop	APIO
Elok Riani Ariza	(Online) Jakarta	11 - 12 November 2021 November 11-12, 2021	Basic Safety Training Batch X	PT Pertamina Gas
	(Online) Jakarta	24 Maret - 15 Desember 2021 March 12-December 15, 2021	Pertamina Gas Leadership Development Program	Daya Dimensi Indonesia
Alfiera Ulfa	(Online) Jakarta	22 - 23 April 2021 April 22-23, 2021	Basic Safety Training Batch III	PT Pertamina Gas
	(Online) Jakarta	22 Juni 2021 June 22, 2021	Training Refreshment Continuous Improvement Program (CIP) Batch 3	PT Pertamina Gas
	(Online) Jakarta	02 - 04 Juni 2021 June 02-04, 2021	Pelatihan Leader As Coach Program Batch I Leader As Coach Program Batch I Training	LOOP
Ami Muslim Hakam	(Online) Jakarta	31 Agustus - 01 September 2021 August 31-September 01, 2021 2021	Basic Safety Training Batch VII	PT Pertamina Gas
	(Online) Jakarta	06 - 07 September 2021 September 06-07, 2021	HSSE Leadership Mandatory Training Batch 43	PT Pertamina (Persero) HSE TC
Dwi Rianto	(Online) Jakarta	05 - 06 Agustus 2021 August 05-06, 2021	Basic Safety Training Batch VI	PT Pertamina Gas
	(Online) Jakarta	30 April 2021 April 30, 2021	Training Refreshment Continuous Improvement Program (CIP) Batch 1	PT Pertamina Gas
Fasya Amalia Ardi	(Online) Jakarta	17 - 19 November 2021 November 17-19, 2021	Pelatihan Fire Prevention Protection Batch 16 Fire Prevention Protection Batch 16 Training	PT Pertamina (Persero) HSE TC
	(Online) Jakarta	13 - 16 April 2021 April 13-16, 2021	SUPREME Batch III	PT Pertamina (Persero) HSE TC
Fransiscus Adi Susanto	(Online) Jakarta	23 - 24 Agustus 2021 August 23-24, 2021	HSSE Leadership Mandatory Training Batch 41	PT Pertamina (Persero) HSE TC
	(Online) Jakarta	10 - 11 Juni 2021 June 10-11, 2021	Basic Safety Training Batch V	PT Pertamina Gas



**Program Peningkatan Kompetensi Corporate Secretary**  
Corporate Secretary Competency Improvement Program

Nama Name	Tempat Place	Waktu Time	Training/Seminar Training/Seminar	Penyelenggara Organizer
Muhammad Riyan Rahadiyan	(Online) Jakarta	15-16 April 2021 April 15-16, 2021	Pelatihan Internal Auditor Sistem Manajemen Terintegrasi Integrated Management System Internal Auditor Training	SYNERGY
	(Online) Jakarta	22-23 April 2021 April 22-23, 2021	Basic Safety Training Batch III	PT Pertamina Gas
	(Online) Jakarta	22 Juni 2021 June 22, 2021	Training Refreshment Continuous Improvement Program (CIP) Batch 3	PT Pertamina Gas
	(Online) Jakarta	25 Agustus 2021 August 25, 2021	Pelatihan Pengelolaan Sistem Tata Kerja (STK) Work System Management Training (STK)	PT Pertamina Gas
Syaftiria Elvadatika Siregar	(Online) Jakarta	15-16 April 2021 April 15-16, 2021	Pelatihan Internal Auditor Sistem Manajemen Terintegrasi Integrated Management System Internal Auditor Training	SYNERGY
	(Online) Jakarta	2-4 Juni 2021 June 2-4, 2021	Pelatihan Leader as Coach Program Batch I Leader As Coach Program Batch I Training	LOOP
	(Online) Jakarta	23-24 Agustus 2021 August 23-24, 2021	HSSE Leadership Mandatory Training Batch 41	PT Pertamina (Persero) HSE TC
	(Online) Jakarta	21-22 Oktober 2021 October 21-22, 2021	Basic Safety Training Batch VIII	PT Pertamina Gas
Tedi Abadi Yanto	(Online) Jakarta	27-28 Mei 2021 May 27-28, 2021	Basic Safety Training Batch IV	PT Pertamina Gas
Viona Flourenska	(Online) Jakarta	21-22 Oktober 2021 October 21-22, 2021	Basic Safety Training Batch VIII	PT Pertamina Gas
	(Online) Jakarta	10-11 Juni 2021 June 10-11, 2021	Basic Safety Training Batch V	PT Pertamina Gas
	(Online) Jakarta	28 Juni 2021 June 28, 2021	Training Refreshment Continuous Improvement Program (CIP) Batch 4	PT Pertamina Gas
	(Online) Jakarta	3-18 Juli 2021 July 3-18, 2021	Training Pendidikan Profesi Konsultan Hukum Pasar Modal Dasar 1 Basic Capital 1 Market Legal Consultant Professional Education Training	JENTERA
Yedo Kurniawan	(Online) Jakarta	10-11 Juni 2021 June 10-11, 2021	Basic Safety Training Batch V	PT Pertamina Gas

## MEKANISME PENGANGKATAN/PEMBERHENTIAN

Jabatan *Corporate Secretary* Pertamina Gas dijabat oleh pekerja Pertamina yang diperbantukan untuk mengemban tugas dan tanggung jawab *Corporate Secretary* di Pertamina Gas. Mekanisme Pengangkatan/Pemberhentian *Corporate Secretary* dikelola oleh Direktorat Sumber Daya Manusia Pertamina.

## APPOINTMENT/TERMINATION MECHANISM

The position of Pertamina Gas Corporate Secretary is held by Pertamina employees who are seconded to carry out the duties and responsibilities of the Corporate Secretary at Pertamina Gas. The mechanism for the appointment/dismissal of the Corporate Secretary is managed by the Pertamina Human Resources Directorate.

**Pemberhentian *Corporate Secretary* Pertamina Gas oleh SK Mutasi dari HR Pertamina dalam rangka pengembangan karier pejabat lama**  
Dismissal of Pertamina Gas Corporate Secretary by SK Mutation from Pertamina HR in the context of career development of old officials



**HR Pertamina mereviu *Short List Career Path* Pertamina untuk kemudian mencari (minimal) tiga kandidat baru untuk menjabat *Corporate Secretary* Pertamina Gas.**

HR Pertamina reviewed the Pertamina Short List Career Path to then look for (at least) three new candidates to serve as Pertamina Gas Corporate Secretary.



**Seleksi kandidat dilakukan melalui mekanisme *Fit & Proper Test*. *Assessor*-nya pejabat selevel SVP di Pertamina dan Direksi Pertamina Gas.**

Candidate selection is carried out through the Fit and Proper Test mechanism. The assessors are officials at the level of SVP at Pertamina and the Directors of Pertamina Gas.



**Hasil *Fit & Proper Test* diproses oleh Dewan Pertimbangan Karier Pekerja (DPKP) Pertamina untuk menerbitkan Rencana Mutasi Jabatan.**  
The results of the Fit & Proper Test are processed by the Pertamina Worker Career Advisory Council (DPKP) to issue a Position Transfer Plan.



**Pengukuhan *Corporate Secretary* Pertamina Gas disertai dengan penyerahan SK Pengangkatan.**

The inauguration of the Pertamina Gas Corporate Secretary is accompanied by the submission of the Appointment Decree.



# Internal Audit

## Internal Audit

Audit Internal merupakan suatu kegiatan pemberian keyakinan (*assurance*) dan konsultasi yang bersifat independen dan objektif yang bertujuan untuk meningkatkan nilai dan memperbaiki operasional Perusahaan. Kegiatan ini dilakukan melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola Perusahaan yang diharapkan dapat memberikan nilai tambah untuk PT Pertamina Gas dalam mencapai tujuannya.

Internal Audit dipimpin *Chief of Internal Audit* yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.

Internal Audit is an independent and objective assurance and consulting activity that aims to increase value and improve the Company's operations. This activity is carried out through a systematic approach, by evaluating and improving the effectiveness of risk management, control, and corporate governance processes which are expected to provide added value for PT Pertamina Gas in achieving its objectives.

Internal Audit is led by the Chief of Internal Audit who is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

### Profil Chief of Internal Audit

Chief of Internal Audit Profile

## SUHARTI

Chief of Internal Audit



### Data Pribadi

Warga Negara Indonesia. Lahir di Sumedang, 10 Januari 1979. Saat ini berusia 43 tahun dan berdomisili di Jakarta. Menempuh pendidikan program Sarjana - S1 Akuntansi Universitas Padjajaran dan Magister - S2 Manajemen Universitas Gadjah Mada. Sertifikasi profesi audit yang telah diambil antara lain *Chartered Accountant (CA)*, *Qualified Internal Auditor (QIA)* dan *Certified Fraud Examiner (CFE)*.

### Pengalaman Kerja

Menjabat sebagai Chief of Internal Audit sejak 2020, berdasarkan penetapan SK Mutasi Jabatan dari HCM Corporate. Beliau telah berkarier dan mengabdikan di PT Pertamina (Persero) dan Anak Perusahaan selama kurang lebih 19 tahun. Adapun jabatan yang pernah diemban:

- Chief of Internal Audit PT Pertamina Gas (2020–sekarang)
- Manager Operation & Business Dev Audit PT Pertamina Gas (2018-2020)
- Senior Auditor III Refinery ISC Internal Audit PT Pertamina Persero (2017–2018)
- Senior Auditor II Marketing Internal Audit PT Pertamina Persero (2015-2017)
- Senior Auditor Business Group Marketing & Trading PT Pertamina Persero (2015)
- Manager Finance & Support Function Audit PT Pertamina Gas (2013-2014)

### Personal Data

Indonesian citizens. Born in Sumedang, January 10, 1979. Currently 43 years old and domiciled in Jakarta. He studied Bachelor - S1 Accounting from Padjajaran University and Masters - Masters in Management from Gadjah Mada University. The audit profession certifications that have been taken include *Chartered Accountant (CA)*, *Qualified Internal Auditor (QIA)* and *Certified Fraud Examiner (CFE)*.

### Work Experience

Served as Chief of Internal Audit since 2020, based on the determination of the Position Transfer Decree from HCM Corporate. He has worked and served at PT Pertamina (Persero) and its Subsidiaries for approximately 19 years. The positions that have been held:

- Chief of Internal Audit of PT Pertamina Gas (2020 – present)
- Manager Operation & Business Dev Audit PT Pertamina Gas (2018 -2020)
- Senior Auditor III Refinery ISC Internal Audit PT Pertamina Persero (2017 – 2018)
- Senior Auditor II Marketing Internal Audit of PT Pertamina Persero (2015 -2017)
- Senior Auditor Business Group Marketing & Trading PT Pertamina Persero (2015)
- Manager Finance & Support Function Audit PT Pertamina Gas (2013 -2014)

## MEKANISME PENGANGKATAN/PEMBERHENTIAN INTERNAL AUDIT

Mekanisme pengangkatan/pemberhentian Chief of Internal Audit Pertamina Gas dilakukan oleh Direktur Utama PT Pertamina Gas.

## INTERNAL AUDIT APPOINTMENT/DISSMISSAL MECHANISM

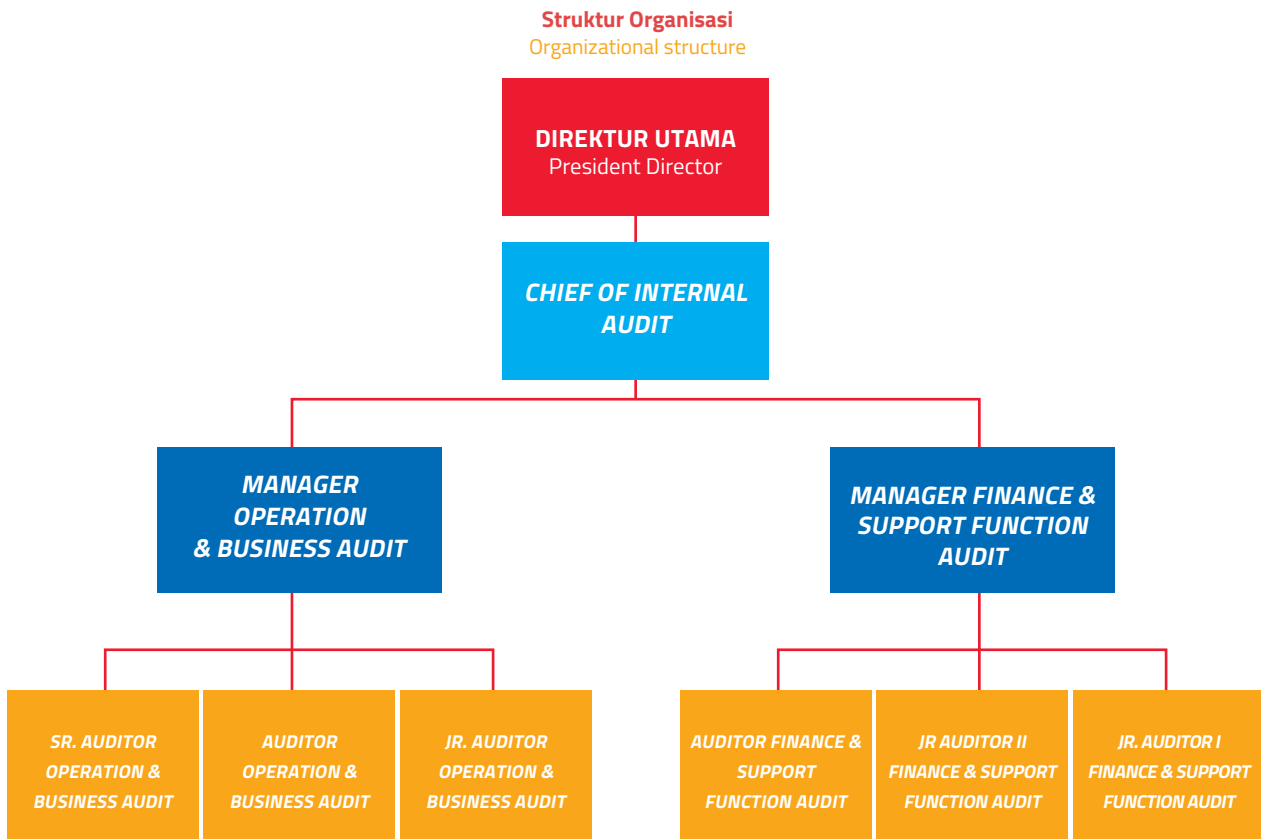
The mechanism for the appointment/dismissal of the Chief of Internal Audit of Pertamina Gas is carried out by the President Director of PT Pertamina Gas.

## STRUKTUR DAN KEDUDUKAN UNIT INTERNAL AUDIT

Internal Audit merupakan unit yang independen terhadap unit-unit yang lain dan secara langsung bertanggung jawab kepada Direktur Utama. Organisasi Internal Audit ditetapkan dalam Struktur Organisasi Pertamina Gas berdasarkan Surat Keputusan Direksi No. KPTS-044/PG00000/2019-S0 tertanggal 15 November 2019.

## INTERNAL AUDIT UNIT STRUCTURE AND POSITION

Internal Audit is a unit that is independent from other units and is directly responsible to the President Director. The Internal Audit Organization is stipulated in the Pertamina Gas Organizational Structure based on the Decree of the Board of Directors No. KPTS-044/PG000000/2019-S0 dated November 15, 2019.





## KEANGGOTAAN INTERNAL AUDIT

## INTERNAL AUDIT MEMBERSHIP

### Keanggotaan Internal Audit Internal Audit Membership

Nama Name	Keanggotaan Internal Audit Internal Audit Membership	
	Unit Internal Audit Internal Audit Unit	Jumlah Personel Number of Personnel
Suharti	Chief of Internal Audit	1
Iwan Adi Saputra	Manager Finance & Support Function Audit	1
-	Auditor Finance & Support Function Audit	0
-	Junior Auditor II Finance & Support Function Audit	0
-	Junior Auditor I Finance & Support Function Audit	0
Unang Wibowo	Manager Operation & Business Development Audit	1
Arief Pramana Putra	Senior Auditor Operation & Business Development Audit	1
Andi Setiawan	Auditor Operation & Business Development Audit	1
-	Junior Auditor Operation & Business Development Audit	0
Jumlah Total		5

## KOMPETENSI AUDITOR

Sertifikasi profesi menjadi sebuah aspek penting bagi auditor untuk memahami perkembangan audit, khususnya terkait kepatuhan terhadap peraturan serta perkembangan industri. Perusahaan senantiasa menyertakan para auditor pada program-program sertifikasi profesi di bidang internal Audit, baik yang bersifat nasional maupun internasional. Berikut disampaikan sertifikasi profesi yang dimiliki anggota Internal Audit hingga akhir tahun 2021.

## AUDITOR COMPETENCE

Professional certification is an important aspect for auditors to understand audit developments, particularly related to regulatory compliance and industry developments. The company always includes auditors in professional certification programs in the field of internal audit, both national and international. Following are the professional certifications held by members of the Internal Audit until the end of 2021.

### Sertifikasi Auditor Auditor Certification

Sertifikasi Certification	Jumlah Total	Nama Name
Qualified Internal Auditor (QIA)	5	Suharti, Unang Wibowo, Iwan Adi Saputra, Arief Pramana, Andi Setiawan
Certified Fraud Examiner (CFE)	2	Suharti, Iwan Adi Saputra
Certified Risk Professional (CRP)	1	Arief Pramana Putra

Selain program sertifikasi profesi, Perusahaan juga memberikan fasilitas berupa pelatihan yang bertujuan untuk meningkatkan kompetensi dan mengembangkan kualitas audit. Secara keseluruhan, dalam periode tahun 2021 tercatat 19 (sembilan belas) kegiatan pelatihan yang diikuti anggota Internal Audit baik secara *online* maupun *offline*.

In addition to the professional certification program, the Company also provides facilities in the form of training aimed at improving competence and developing audit quality. Overall, in the 2021 period there were 19 (nineteen) training activities attended by members of the Internal Audit both online and offline.

## PELATIHAN INTERNAL AUDIT TAHUN 2021

## INTERNAL AUDIT TRAINING 2021

### Pelatihan Internal Audit Tahun 2021 Internal Audit Training 2021

Nama Pekerja Employee Name	Nama Pelatihan Name of Training	Pemberi Pelatihan Trainer	Tanggal Pelaksanaan Date of Implementation
Unang Wibowo	Workshop Penyusunan Inisiatif Strategis Tahun 2021 Strategic Initiative Preparation Workshop 2021	Pertamina Gas	14–18 Januari 2021 January 14–18, 2021
Unang Wibowo	<i>Leader Forum</i> dengan tema <i>Driving PERTAMINA's Success amidst Uncertain Times - the Resilient Leader</i>	Pertamina Gas	1 Februari 2021 February 1, 2021
Suharti, Unang Wibowo	Pelatihan Antikorupsi PIA oleh KPK PIA Anti-Corruption Training by KPK	KPK	2 Februari 2021 February 2, 2021
Unang Wibowo	<i>Training</i> Penggunaan Digital Signature Perisai Pertamina untuk <i>Role Approver</i> (Pekerja Pemilik KBO) Training on the Use of Pertamina's Digital Signature Shield for Role Approver (KBO Owner Worker)	PT Pertamina (Persero)	9 Februari 2021 February 9, 2021
Unang Wibowo	<i>Workshop Procurement</i> Tahun 2021 PT Pertamina Gas Procurement Workshop in 2021 PT Pertamina Gas	Pertamina Gas	16 Februari 2021 February 16, 2021
Indra Saputra	<i>Course - GCG Online</i>	Pertamina Gas	4 Maret 2021 March 4, 2021
Suharti, Unang Wibowo	<i>Webinar BPKP: Enhancing Internal Audit Capability: A Strategy to Safeguard Goals of State and Regionally Owned Corporations</i>	BPKP	10 Maret 2021 March 10, 2021
Suharti, Unang Wibowo, Iwan A	<i>Webinar Leadership in a Post Pandemic World -DDI</i>	Pertamina Gas	10 Maret 2021 March 10, 2021
Indra Saputra	<i>Course - AKHLAK</i>	Pertamina Gas	19 Maret 2021 March 19, 2021
Suharti	<i>Leader's Forum Managing Financial Performance</i>	PT Pertamina (Persero)	30 Maret 2021 March 30, 2021





### Pelatihan Internal Audit Tahun 2021 Internal Audit Training 2021

Nama Pekerja Employee Name	Nama Pelatihan Name of Training	Pemberi Pelatihan Trainer	Tanggal Pelaksanaan Date of Implementation
Unang W, Andi Setiawan	<i>Strategic Management Workshop 2021 (Speed)</i>	Pertamina Gas	17, 18, 25 Maret 2021 & 5, 8, 9, 14, 21 April 2021 March 17, 18, 25, 2021 & April 5, 8, 9, 14, 21, 2021
Indra Saputra	<i>Course – Basic Safety Training</i>	Pertamina Gas	22 April 2021 April 22, 2021
Iwan Adi Saputra	<i>Training Online Class Loop Leader As Coach Program</i>	Loop – Indonesia	2 Juni 2021 June 2, 2021
Suharti	<i>Training Interaction Internal Audit With Audit Comitee and External Auditor In The New Normal</i>	Pertamina Corporate University	29 Juli 2021 July 29, 2021
Suharti, Iwan Adi Saputra	<i>Webinar Training CIA Course Review - IIA Indonesia</i>	IIA Indonesia	6-9 September 2021 September 6-9, 2021
Suharti	<i>Webinar Training CIA Course Review Part II - IIA Indonesia</i>	IIA Indonesia	14-15 September 2021 September 14-15, 2021
Suharti	<i>Webinar Training CIA Course Review Part III - IIA Indonesia</i>	IIA Indonesia	21-23 September 2021 September 21-23, 2021
Suharti	2021 IIA Indonesia National Conference	IIA Indonesia	27-29 Oktober 2021 October 27-29, 2021
Iwan Adi Saputra, Andi Setiawan, Arief Pramana	<i>Training Awareness Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System Awareness Training (SMAP)</i>	PT Bintang Solusi Utama	30 September 2021 September 30, 2021

## PEDOMAN KERJA INTERNAL AUDIT

Dalam melaksanakan fungsi dan perannya, Internal Audit telah dilengkapi Piagam Audit internal (*Audit Charter*) sebagai pedoman dasar yang berisi tentang:

- Visi, Misi dan Tujuan;
- *Value*;
- Ruang Lingkup;
- Prinsip Utama;
- Independensi;
- Wewenang;
- Tugas dan Tanggung Jawab;
- Standar Pelaksanaan Internal Audit.

Pelaksanaan audit oleh Internal Audit berpedoman pada Pedoman Umum Internal Audit sebagaimana ditetapkan melalui Surat Keputusan Direksi No. Kpts-003/PG00000/2019-S0 tertanggal 12 Februari 2019.

## INTERNAL AUDIT WORK GUIDELINES

In carrying out its functions and roles, Internal Audit has been equipped with an Internal Audit Charter as a basic guideline which contains:

- Vision, Mission and Goals;
- Values;
- Scope;
- Key Principles;
- Independence;
- Authority;
- Duties and responsibilities;
- Internal Audit Implementation Standards.

The implementation of the audit by Internal Audit is guided by the General Guidelines for Internal Audit as stipulated in the Decree of the Board of Directors No. Kpts-003/PG00000/2019-S0 dated February 12, 2019.

## KODE ETIK INTERNAL AUDIT

Sesuai standar dan berdasarkan Pedoman Umum Internal Audit No. A-001/PG0100/2019-S9 Bab II perihal Standar Pelaksanaan Fungsi Internal Audit, dalam menjalankan tugasnya Internal Auditor PT Pertamina Gas telah memiliki Kode Etik, antara lain:

### Integritas

- Melakukan pekerjaan dengan jujur, sungguh-sungguh, dan tanggung jawab;
- Mematuhi hukum dan peraturan yang berlaku serta melakukan pengungkapan sesuai dengan hukum dan etika profesi yang berlaku;
- Tidak melibatkan diri dalam tindakan atau kegiatan yang dapat mencederai reputasi profesi dan perusahaan;
- Mendukung dan berkontribusi pada pencapaian tujuan perusahaan.

### Objektivitas

- Tidak melibatkan diri dalam kegiatan atau membina hubungan yang dapat maupun diduga dapat menimbulkan konflik kepentingan dan mengganggu ketidakterbukaan;
- Menolak pemberian dalam bentuk apapun yang dapat maupun diduga dapat mempengaruhi penilaian profesional;
- Mengungkap semua fakta penting yang diketahui, yang apabila tidak diungkap dapat mengubah pemahaman terhadap laporan atas aktivitas yang dievaluasi.

### Kerahasiaan

- Berhati-hati dalam menggunakan dan menjaga kerahasiaan informasi yang diperoleh selama melaksanakan tugas;
- Tidak menggunakan informasi yang diperoleh dalam pelaksanaan tugas untuk mendapatkan keuntungan pribadi, melanggar hukum, dan yang dapat menimbulkan kerugian terhadap organisasinya.

### Kompetensi

- Hanya melaksanakan pekerjaan yang dapat diselesaikan dengan menggunakan pengetahuan, keterampilan, dan kompetensi yang dimiliki;
- Melaksanakan pekerjaan sesuai dengan *International Standards for the Professional Practice of Internal Auditing (Standards)*;
- Senantiasa meningkatkan kompetensi melalui pendidikan profesional berkelanjutan, guna meningkatkan efektivitas dan kualitas pelaksanaan pekerjaan.

## INTERNAL AUDIT CODE OF ETHICS

In accordance with the standards and based on the General Guidelines for Internal Audit No. A-001/PG0100/2019-S9 Chapter II regarding Standards for the Implementation of the Internal Audit Function, in carrying out its duties the Internal Auditor of PT Pertamina Gas has a Code of Ethics, including:

### Integrity

- Doing work honestly, sincerely, and responsibly;
- Comply with applicable laws and regulations and make disclosures in accordance with applicable laws and professional ethics;
- Do not engage in actions or activities that can injure the reputation of the profession and the company;
- Support and contribute to the achievement of company goals.

### Objectivity

- Not to be involved in activities or to develop relationships that may or may be suspected of causing a conflict of interest and disturbing impartiality;
- Refuse to give in any form that can or is suspected to influence professional judgment;
- Disclosing all important known facts, which if not disclosed can change the understanding of the report on the activities being evaluated.

### Confidentiality

- Be careful in using and maintaining the confidentiality of information obtained while carrying out tasks;
- Not using the information obtained in the performance of duties for personal gain, violating the law, and which may cause harm to the organization.

### Competence

- Only carry out work that can be completed using the knowledge, skills and competencies possessed;
- Carry out work in accordance with the *International Standards for the Professional Practice of Internal Auditing (Standards)*;
- Always improve competence through continuing professional education, in order to improve the effectiveness and quality of work implementation.



## TUGAS DAN TANGGUNG JAWAB, RUANG LINGKUP SERTA WEWENANG INTERNAL AUDIT

Tugas dan Tanggung Jawab Internal Audit adalah:

1. Menyusun dan mengusulkan *Annual Audit Plan* dan rencana anggaran biaya untuk mendapatkan persetujuan *President Director*;
2. Melaksanakan kegiatan penugasan melalui kegiatan *assurance* dan *consulting* di seluruh unit kerja di perusahaan;
3. Melaksanakan koordinasi pengawasan dengan Internal Audit Anak Perusahaan dan afiliasi perusahaan;
4. Melaksanakan penilaian atas risiko dan kontrol secara periodik;
5. Melaksanakan *review* atas *internal control* dalam proses penyusunan laporan keuangan secara periodik (ICOFR);
6. Melaksanakan pemeriksaan kepatuhan terhadap peraturan perundang-undangan terkait;
7. Mengidentifikasi alternatif perbaikan dan peningkatan kinerja bisnis perusahaan serta memitigasi terjadinya masalah berulang (*repeatable* dan *replicable*);
8. Melaksanakan koordinasi dengan Komite Audit;
9. Melaporkan hasil penugasan kepada *President Director* dan Direktur lainnya yang relevan;
10. *Monitoring* pelaksanaan tindak lanjut hasil audit internal, eksternal dan institusi pengawasan lainnya;
11. Melaksanakan koordinasi kegiatan pengawasan dengan eksternal audit;
12. Melaksanakan koordinasi dengan fungsi *Investigation & WBS IA PT Pertamina (Persero)* serta pihak terkait lainnya terkait adanya masalah yang dapat menimbulkan kerugian bagi Perusahaan;
13. Melakukan koordinasi dengan pihak ketiga untuk pelaksanaan kegiatan *Quality Assurance and Improvement Program*;
14. Melaporkan hasil kegiatan penugasan kepada Dewan Komisaris cq Komite Audit;
15. Melaksanakan penugasan lain yang diamanatkan oleh Direksi dan/atau Dewan Komisaris.

Ruang lingkup penugasan Internal Audit mencakup semua area dan kegiatan operasional, bisnis perusahaan beserta anak perusahaan, afiliasi dan pihak lain yang relevan dalam rangka mengevaluasi dan meningkatkan efektivitas tata kelola, manajemen risiko dan pengendalian internal, untuk meyakini hal-hal berikut:

- Regulasi yang berpengaruh signifikan pada perusahaan telah dipatuhi;
- Tindakan pekerja telah mematuhi kebijakan, standar, prosedur, dan hukum yang berlaku;
- Interaksi antar berbagai unit kerja internal dan eksternal terlaksana secara akuntabel dan berada dalam koridor tata kelola yang berlaku;
- Risiko diidentifikasi dan dimitigasi dengan baik;

## DUTIES AND RESPONSIBILITIES, SCOPE AND AUTHORITY OF INTERNAL AUDIT

Internal Audit Duties and Responsibilities are:

1. Prepare and propose the Annual Audit Plan and budget plan for approval from the President Director;
2. Carry out assignment activities through assurance and consulting activities in all work units in the company;
3. Coordinate supervision with the Internal Audit of Subsidiaries and company affiliates;
4. Carry out periodic risk and control assessments;
5. Carry out a review of internal control in the process of preparing periodic financial reports (ICOFR);
6. Carry out compliance checks with the relevant laws and regulations;
7. Identifying alternatives for improving and enhancing the company's business performance and mitigating the occurrence of repetitive and replicable problems;
8. To coordinate with the Audit Committee;
9. Reporting the results of the assignment to the President Director and other relevant Directors;
10. Monitoring the implementation of follow-up on the results of internal, external and other supervisory institutions;
11. Coordinate supervisory activities with external audits;
12. To coordinate with the Investigation & WBS IA function of PT Pertamina (Persero) and other related parties regarding problems that may cause losses to the Company;
13. Coordinate with third parties for the implementation of Quality Assurance and Improvement Program activities;
14. Reporting the results of assignment activities to the Board of Commissioners cq the Audit Committee;
15. Carry out other assignments as mandated by the Board of Directors and/or Board of Commissioners.

The scope of the Internal Audit assignment covers all areas and operational activities, the company's business and its subsidiaries, affiliates and other relevant parties in order to evaluate and improve the effectiveness of governance, risk management and internal control, to ensure the following:

- Regulations that have a significant impact on the company have been complied with;
- Workers' actions comply with applicable policies, standards, procedures and laws;
- Interaction between various internal and external work units is carried out in an accountable manner and is within the corridor of applicable governance;
- Risks are properly identified and mitigated;

- Program, rencana kerja, dan tujuan perusahaan telah tercapai secara efektif;
- Kualitas pengendalian internal selalu diperbaiki secara berkesinambungan;
- Informasi finansial, manajerial, dan operasional yang signifikan telah tersedia secara akurat, dapat diandalkan, dan tepat waktu.

Dalam menjalankan tugasnya, Internal Audit memiliki kewenangan untuk:

- Memiliki akses tidak terbatas atas semua data, dokumen, fungsi, kegiatan, dan sumber daya perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/pekerja dalam rangka pelaksanaan tugas IA;
- Menentukan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit;
- Melaksanakan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit;
- Melaksanakan koordinasi kegiatannya dengan kegiatan auditor eksternal dan institusi pengawasan lainnya;
- Meminta atau mendapatkan bantuan dari pekerja internal perusahaan maupun dari pihak luar perusahaan, dalam rangka pelaksanaan tugasnya;
- Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Komisaris dan/atau Komite Audit;
- Melaksanakan pemeriksaan pada anak perusahaan, afiliasi dan pihak lainnya yang relevan melalui mekanisme yang disepakati sebelumnya;
- *Chief of Internal Audit* melakukan koordinasi dan pengawasan kegiatan IA Anak Perusahaan.

## PROGRAM KERJA INTERNAL AUDIT

Penyusunan *Annual Audit Plan* (AAP) sebagai bagian dari program kerja Fungsi Internal Audit menggunakan metodologi *Risk Based Audit* dengan mempertimbangkan *Top Risk* Perusahaan dan Fokus Manajemen. Pelaksanaan audit difokuskan untuk evaluasi dan pemberian rekomendasi terhadap sistem pengendalian intern atas aktivitas bisnis Perusahaan yang memiliki risiko tinggi.

Penyusunan *Annual Audit Plan* dilaksanakan dengan mempertimbangkan:

- *Top Risk* Pertamina Gas;
- Masukan *Management* (BOD *Concern*) dan Arahan Dewan Komisaris/Komite Audit (BOC *Concern*);
- *Internal Audit Concern* di antaranya hasil audit sebelumnya, audit *universe coverage* ataupun pertimbangan lainnya;
- Hasil Rapat Kerja dan Koordinasi IA *Holding* PT Pertamina (Persero), *Subholding* dan Anak Perusahaan/afiliasi.

- Programs, work plans, and company objectives have been achieved effectively;
- The quality of internal control is continuously improved;
- Significant financial, managerial and operational information is available in an accurate, reliable and timely manner.

In carrying out its duties, Internal Audit has the authority to:

- Have unrestricted access to all data, documents, functions, activities, and other company resources including requesting information or explanations from all officials/workers in the context of carrying out IA duties;
- Determine the scope, methods, methods, techniques, strategies and audit approaches;
- Implement direct communication with the Board of Directors, Board of Commissioners, and/or the Audit Committee;
- Coordinate its activities with the activities of external auditors and other supervisory institutions;
- Requesting or obtaining assistance from internal employees of the company as well as from parties outside the company, in the context of carrying out their duties;
- Hold regular and incidental meetings with the Board of Directors, Board of Commissioners and/or Audit Committee;
- Carry out inspections on subsidiaries, affiliates and other relevant parties through previously agreed mechanisms;
- The Chief of Internal Audit coordinates and supervises the activities of IA Subsidiaries.

## INTERNAL AUDIT WORK PROGRAM

The preparation of the Annual Audit Plan (AAP) as part of the work program of the Internal Audit Function using the Risk Based Audit methodology by considering the Company's Top Risk and Management Focus. The audit is focused on evaluating and providing recommendations on the internal control system for the Company's high risk business activities.

The preparation of the Annual Audit Plan is carried out by considering:

- Top Risk Pertamina Gas;
- Management input (BOD *Concern*) and Directions from the Board of Commissioners/Audit Committee (BOC *Concern*);
- Internal Audit Concern, including the results of previous audits, universe coverage audits or other considerations;
- Results of the Working Meeting and Coordination of IA *Holding* PT. Pertamina (Persero), *Subholding* and Subsidiaries/affiliates.



Pada pertengahan tahun 2021, telah dilaksanakan evaluasi dan *review* atas pelaksanaan *Annual Audit Plan* tahun 2021 secara terkonsolidasi bersama dengan Internal Audit PT Pertamina (Persero) dan Internal Audit Anak Perusahaan lainnya, dengan mempertimbangkan:

1. *Progress AAP* tahun 2021 yang telah dilaksanakan;
2. *Updated Top Risk* dan *Risk Register* tahun 2021;
3. *Direksi/Management Concern* dari masing-masing Anak Perusahaan;
4. Dampak atas kondisi pandemi COVID-19.

Internal Audit melaporkan realisasi atas program kerja diantaranya rekomendasi untuk perbaikan dan implementasinya secara periodik kepada pihak manajemen dan Komite Audit.

Berikut penjabaran Rencana Kerja tahun 2021:

1. Pelaksanaan audit (*assurance*)  
Menerapkan metodologi audit secara *Risk Based* di lingkungan Pertamina Gas dan Perusahaan Afiliasinya agar dapat secara optimal mengawal pencapaian tujuan perusahaan terutama yang memiliki dampak signifikan.
2. Pelaksanaan jasa konsultansi  
Memberikan alternatif solusi permasalahan yang dihadapi manajemen, terkait peran Internal Audit sebagai internal konsultan perusahaan dari aspek pengelolaan risiko, pengendalian dan tata kelola perusahaan tanpa mengambil alih tugas dan tanggung jawab Manajemen.
3. *Monitoring* tindak lanjut hasil audit internal dan eksternal  
Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang direkomendasikan serta *issue-issue* strategis yang dihadapi oleh perusahaan dan mencari solusi penyelesaian yang efektif.
4. Koordinasi dengan Internal Audit PT Pertamina (Persero), Internal Audit PGN (sebagai *sub holding gas*), serta Internal Audit Anak Perusahaan PT Pertamina Gas. Mengembangkan Fungsi Internal Audit di Perusahaan-perusahaan terafiliasi Pertamina (Persero) serta meyakinkan pemenuhan Sistem Tata Kerja dan atribut-atributnya telah sesuai dengan standar penugasan Internal Audit.
5. Koordinasi dengan berbagai Fungsi terkait pelaksanaan audit pihak eksternal yaitu BPK-RI, BPKP, Kantor Akuntan Publik dan Internal Audit PT Pertamina (Persero).
6. Koordinasi dengan Komite Audit dan Management Risiko terkait pelaksanaan dan kendala pada proyek di Pertamina Gas serta realisasi program kerja dan isu signifikan.
7. Implementasi dan pengembangan *tools Audit Management System (AMS)*.
8. Implementasi dan pengembangan aplikasi Sistem Informasi Konsultasi Internal Audit (SI-KIA).
9. Mendukung rencana implementasi & Sertifikasi ISO 37001 Sistem Manajemen Anti Penyusutan (SMAP) di Pertamina Gas.

In mid-2021, an evaluation and review of the implementation of the 2021 Annual Audit Plan has been carried out in a consolidated manner together with the Internal Audit of PT. Pertamina (Persero) and the Internal Audit of other Subsidiaries, taking into account:

1. Progress of the 2021 AAP that has been implemented;
2. Updated Top Risk and Risk Register in 2021;
3. Directors/Management Concern of each Subsidiary;
4. The impact of the COVID-19 pandemic condition.

Internal Audit reports the realization of the work program including recommendations for improvement and implementation periodically to management and the Audit Committee.

The following is the description of the 2021 Work Plan:

1. Implementation of audit (*assurance*)  
Applying a Risk Based audit methodology within Pertamina Gas and its Affiliated Companies in order to optimally oversee the achievement of company goals, especially those that have a significant impact.
2. Implementation of consulting services  
Provide alternative solutions to problems faced by management, related to the role of Internal Audit as the company's internal consultant from the aspect of risk management, control and corporate governance without taking over the duties and responsibilities of Management.
3. Monitoring the follow-up to the results of internal and external audits  
Monitor, analyze and report on the implementation of recommended follow-up improvements as well as strategic issues faced by the company and seek effective solutions.
4. Coordination with the Internal Audit of PT Pertamina (Persero), the Internal Audit of PGN (as a gas sub holding), and the Internal Audit of the Subsidiary PT Pertamina Gas. Developing the Internal Audit Function in Pertamina (Persero) affiliated companies and ensuring that the Work System and its attributes comply with the Internal Audit assignment standards.
5. Coordination with various functions related to the implementation of external party audits, namely BPK-RI, BPKP, Public Accounting Firm and PT Pertamina (Persero) Internal Audit.
6. Coordination with the Audit Committee and Risk Management related to the implementation and constraints on projects at Pertamina Gas as well as the realization of work programs and significant issues.
7. Implementation and development of Audit Management System (AMS) tools.
8. Implementation and development of the Internal Audit Consultation Information System (SI-KIA) application.
9. Support the implementation plan & Certification of ISO 37001 Anti-Bribery Management System (SMAP) at Pertamina Gas.

10. Mengkoordinasikan pelaksanaan dan pendampingan implementasi *fraud risk assessment* pada seluruh fungsi – dalam rangka implementasi ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) di Pertamina Gas.

10. Coordinate the implementation and assistance of fraud risk assessment implementation in all functions – in the context of implementing the ISO 37001 Anti-Bribery Management System (SMAP) at Pertamina Gas.

## RAPAT INTERNAL AUDIT

Selain melaksanakan tugas dan tanggung jawab sesuai dengan peran Fungsi Internal Audit, secara periodik melaksanakan rapat/pertemuan dengan beberapa *Stakeholder* di Perusahaan terkait pembahasan seputar kegiatan audit, konsultasi, diskusi dan berbagai keperluan lainnya. Pelaksanaan Rapat/pertemuan ini merupakan bentuk koordinasi Internal Audit dengan Manajemen dalam rangka memberikan masukan & saran, serta memberikan nilai tambah bagi Perusahaan.

Sepanjang tahun 2021, Internal Audit mengadakan rapat/pertemuan sejumlah 40 (empat puluh) kali. Berikut rekapitulasi tanggal pelaksanaan, Agenda rapat dan Peserta rapat Divisi Internal Audit.

## INTERNAL AUDIT MEETING

In addition to carrying out duties and responsibilities in accordance with the role of the Internal Audit Function, periodically holding meetings/meetings with several Stakeholders in the Company related to discussions regarding audit activities, consultations, discussions and various other needs. This meeting/meeting is a form of coordination between Internal Audit and Management in order to provide input & suggestions, as well as provide added value for the Company.

Throughout 2021, Internal Audit held 40 (forty) meetings/meetings. The following is a recapitulation of the implementation date, meeting agenda and meeting participants of the Internal Audit Division.

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	22 Januari 2021 January 22, 2021	Review PKAT Internal Audit Tahun 2021 PKAT Internal Audit Review 2021	Komite Audit Audit Committee
2	15 Februari 2021 February 15, 2021	Pembahasan Proyek-Proyek Bulan Januari 2021 Discussion of Projects for January 2021	Komite Audit Audit Committee
3	18 Februari 2021 February 18, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Januari 2021 Project Risk Management Management January 2021	Komisaris/Komite Audit Commissioners/Audit Committee
4	17 Maret 2021 March 17, 2021	Pembahasan Proyek-Proyek bulan Februari 2021 dan Kendalanya Discussion of Projects for February 2021 and their Constraints	Komite Audit Audit Committee
5	19 Maret 2021 March 19, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Februari 2021 Project Risk Management Management February 2021	Komisaris/Komite Audit Commissioners/Audit Committee
6	15 April 2021 April 15, 2021	Pembahasan Proyek-Proyek bulan Maret 2021 dan Kendalanya Discussion of March 2021 Projects and their Constraints	Komisaris/Komite Audit Commissioners/Audit Committee
7	15 April 2021 April 15, 2021	Laporan Hasil Pengawasan Internal Audit TW 1 Laporan Outstanding Isu Temuan Audit Eksternal Report on the Results of Internal Audit TW 1 Outstanding Report on External Audit Meeting Issues	Komite Audit Audit Committee





No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
8	19 April 2021 April 19, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Maret 2021 Project Risk Management March 2021	Komisaris/Komite Audit Commissioners/Audit Committee
9	20 Mei 2021 May 20, 2021	Rapat Bulanan Komite Audit Progres Kinerja s.d. Bulan April 2021 Audit Committee Monthly Meeting of Performance Progress until April 2021	Komite Audit Audit Committee
10	24 Mei 2021 May 24, 2021	Pengelolaan Manajemen Risiko Progres Proyek s.d. Bulan April 2021 Risk Management Project Progress until April 2021	BOC, Komite Audit BOC, Audit Committee
11	27 Mei 2021 May 27, 2021	<i>BOD Meeting</i>	BOD
12	14 Juni 2021 June 14, 2021	Outstanding Tindak Lanjut Temuan Eksternal & Holding PT Pertamina Gas ( <i>BOD Meeting</i> ) Implementasi ISO 37001 SMAP (Sistem Manajemen Anti Penyyuapan) di PT Pertamina Gas ( <i>BOD Meeting</i> ) Outstanding Follow-up on External Findings & PT Pertamina Gas Holding ( <i>BOD Meeting</i> ) Implementation of ISO 37001 SMAP (Anti-Bribery Management System) at PT Pertamina Gas ( <i>BOD Meeting</i> )	BOD
13	16 Juni 2021 June 16, 2021	Pembahasan Proyek – Proyek Bulan Mei 2021 dan Kendalanya Discussion of Projects for May 2021 and their Constraints	Komisaris/Komite Audit Commissioners/Audit Committee
14	21 Juni 2021 June 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Mei 2021 Project Risk Management Management May 2021	Komisaris/Komite Audit Commissioners/Audit Committee
15	24 Juni 2021 June 24, 2021	<i>BOD Meeting</i>	BOD
16	14 Juli 2021 July 14, 2021	Pembahasan Kinerja Internal Audit Kinerja sd TW-2 Tahun 2021 Discussion of Internal Audit Performance Performance up to Q2 2021	Komite Audit Dewan Komisaris Audit Committee, Commissioners
17	14 Juli 2021 July 14, 2021	Pembahasan Proyek dan Kinerja Perusahaan s.d. Bulan Juni 2021 Project Discussion and Company Performance up to June 2021	Komite Audit/ Komisaris Commissioners/Audit Committee
18	15 Juli 2021 July 15, 2021	Laporan Kajian Terminasi Perjanjian BOT Pipa Moeladi ( <i>BOD Meeting</i> ) Moeladi Pipe BOT Agreement Termination Study Report ( <i>BOD Meeting</i> )	BOD
19	29 Juli 2021 July 29, 2021	Komite HSSE Level Direktur Utama Periode Semester I Tahun 2021 HSSE Committee for President Director Level I Semester 2021	BOD
20	3 Agustus 2021 August 3, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
21	10 Agustus 2021 August 10, 2021	<i>Update Progress</i> Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
22	19 Agustus 2021 August 19, 2021	Pembahasan Proyek dan Kinerja Perusahaan Bulan Juli 2021 Project Discussion and Company Performance in July 2021	Komite Audit Audit Committee



No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
23	23 Agustus 2021 August 23, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Juli 2021 Management of Project Risk Management July 2021	Komite MGT Resiko/ Komisaris
24	31 Agustus 2021 August 31, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
25	16 September 2021 September 16, 2021	BOD Meeting	BOD
26	16 September 2021 September 16, 2021	Pembahasan Proyek dan Kinerja Perusahaan Bulan Agustus 2021 Project Discussion and Company Performance in August 2021	Komite Audit Audit Committee
27	21 September 2021 September 21, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
28	21 September 2021 September 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan Agustus 2021 Project Risk Management in August 2021	Komite MGT Resiko/ Komisaris Risk Management Committee/ Commissioners
29	28 September 2021 September 28, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
30	4 Oktober 2021 October 4, 2021	Persetujuan Pelaksanaan Divestasi Gedung Oil Centre Approval for the Divestment of the Oil Center Building	BOD
31	6 Oktober 2021 October 6, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
32	18 Oktober 2021 October 18, 2021	Pembahasan Proyek dan Kinerja Perusahaan Bulan September Project Discussion and Company Performance in September	Komite Audit Audit Committee
33	27 Oktober 2021 October 27, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	Audit, BOD
34	11 November 2021 November 11, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
35	17 November 2021 November 17, 2021	Rapat Bulanan Komite Audit Status Kinerja s.d. Bulan Oktober 2021 Audit Committee Monthly Meeting of Performance Status until October 2021	Komite Audit Audit Committee
36	23 November 2021 November 23, 2021	Update Progress Pipa Minyak Rokan & Tindak Lanjut Hasil Leadership Meeting Update on Rokan Oil Pipeline Progress & Follow Up on Leadership Meeting Results	BOD
37	23 November 2021 November 23, 2021	Tinjauan Dewan Pengarah SMAP SMAP Steering Board Overview	BOD
38	15 Desember 2021 December 15, 2021	Update Progress Pipa Minyak Rokan Rokan Oil Pipe Progress Update	BOD
39	17 Desember 2021 December 17, 2021	Pembahasan Proyek dan Kinerja Perusahaan Bulan November 2021 Project Discussion and Company Performance in November 2021	Komite Audit Audit Committee
40	21 Desember 2021 December 21, 2021	Pengelolaan Manajemen Risiko Proyek Bulan November 2021 Project Risk Management November 2021	Komisaris Commissioners

### Frekuensi dan Tingkat Kehadiran Rapat Internal Audit

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Internal Audit dalam rapat/pertemuan bersama dengan Manajemen yang diselenggarakan selama tahun 2021.

### Frequency and Attendance of Internal Audit Meetings

The following is the frequency and level of attendance of each member of the Internal Audit in meetings/meetings with Management held during 2021.



**Tabel Tingkat Kehadiran Rapat Satuan Pengawasan Intern**  
**Table of Attendance at Internal Audit Unit Meetings**

Jenis Rapat Type of Meeting	Jumlah Rapat Number of Meeting	Tingkat Kehadiran Attendance Rate
Rapat Internal Direksi – Komisaris Internal Meetings of the Board of Directors – Commissioners	17	100%
Rapat Komite Audit Audit Committee Meeting	15	100%
Rapat Manajemen Risiko Risk Management Meeting	8	100%

## KINERJA DAN REALISASI PELAKSANAAN AUDIT 2021

Proses audit dilaksanakan untuk mengevaluasi efektivitas pelaksanaan pengendalian internal Perusahaan, manajemen risiko, dan proses tata kelola perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan perusahaan. Selain itu juga dilakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, operasional, sumber daya manusia, teknologi informasi, dan kegiatan lainnya. Laporan hasil audit yang dilaksanakan oleh Internal Audit disampaikan kepada Direktur Utama. Selanjutnya, rekomendasi dari hasil audit tersebut diperhatikan dan menjadi referensi dalam pelaksanaan tindak lanjutnya.

Berikut merupakan hasil pelaksanaan tugas dan tanggung jawab internal audit di tahun 2021:

1. Audit sesuai Program Kerja Audit Tahunan (*Audit Annual Plan*):
  - a. Audit Atas Pengelolaan Niaga Gas di PT Pertamina Gas Group;
  - b. Audit Atas Pengelolaan Anggaran Biaya Operasional (ABO) di PT Pertamina Gas;
  - c. Audit Atas Pengelolaan Anggaran Biaya Investasi (ABI) *Business Development* di PT Pertamina Gas.
2. Audit dengan permintaan Manajemen/Non Program Kerja Audit Tahunan:
  - a. Evaluasi atas Aktivitas Pengelolaan Aktivitas Subkontraktor pada Pelaksanaan EPC Proyek Pembangunan & Pengoperasian Pipa Minyak Mentah Koridor Balam Bangko – Dumai dan Koridor Minas –Duri – Dumai (Pipa Minyak Rokan) di PT Pertamina Gas;
  - b. Evaluasi atas Amandemen Kontrak Antara PTGN dengan (DPS EPS/PT Risco Energi Pratama) pada Bisnis LNG Sambera *Project* & Papua *Project*;
  - c. Pengumpulan Data/Informasi Awal terkait Aduan/WBS Penyimpangan TKO Pengadaan Barang dan Jasa di PT Perta Arun Gas (PT PAG).

## PERFORMANCE AND REALIZATION OF 2021 AUDIT IMPLEMENTATION

The audit process is carried out to evaluate the effectiveness of the implementation of the Company's internal control, risk management, and corporate governance processes, in accordance with laws and regulations and company policies. In addition, an examination and assessment of efficiency and effectiveness in finance, operations, human resources, information technology, and other activities is also carried out. The report on the results of the audit carried out by Internal Audit is submitted to the President Director. Furthermore, the recommendations from the audit results are considered and become a reference in the implementation of follow-up actions.

The following are the results of the implementation of internal audit duties and responsibilities in 2021:

1. Audit according to the Annual Audit Plan:
  - a. Audit on Gas Trading Management at PT Pertamina Gas Group;
  - b. Audit on Management of Operational Budget (ABO) at PT Pertamina Gas;
  - c. Audit on the Management of the Business Development Investment Cost Budget (ABI) at PT Pertamina Gas.
2. Audit at the request of Management/Non-Annual Audit Work Program:
  - a. Evaluation of Subcontractor Activities Management Activities in the EPC Implementation of the Construction & Operation of Crude Oil Pipelines in the Balam Bangko – Dumai Corridor and the Minas – Duri – Dumai Corridor (Rokan Oil Pipeline) at PT Pertamina Gas;
  - b. Evaluation of the Contract Amendment between PTGN and (DPS EPS/PT Risco Energi Pratama) in the LNG Sambera Project & Papua Project;
  - c. Collecting Initial Data/Information related to Complaints/WBS Deviations from TKO Procurement of Goods and Services at PT Perta Arun Gas (PT.PAG).

3. Fungsi *consulting* (Konsultasi Formal):
  - a. Klarifikasi atas Pengaduan Proses Pelelangan *Beauty Contest SCADA-SIS-LDS-LMS Project* Rokan;
  - b. Evaluasi atas *Monitoring Progress* Proyek *Cargo Dock* PT Pertamina Gas;
  - c. Evaluasi atas Usulan PPHK Proyek Cikarang Listrindo PT Pertamina Gas;
  - d. Evaluasi atas Amandemen Kontrak Antara PT Pertagas Niaga dengan PT Minarak Brantas Gas Indonesia (MBGI) pada Bisnis Pembelian Gas.
4. Konsultasi Informal  
Selain Konsultasi Formal di mana ruang lingkup sesuai kesepakatan dengan Manajemen, Fungsi Internal Audit juga memberikan konsultasi informal yaitu pemberian masukan/saran rekomendasi/pertimbangan terkait aspek *Governance, Risk dan Control* (GRC) dalam permasalahan *daily* operasional kepada Manajemen, tanpa mengambil alih tugas dan tanggung jawab manajemen. Jumlah konsultasi informal yang diberikan periode Tahun 2021 sebanyak 194 materi konsultasi.
5. Koordinasi dengan komite:
  - a. Komite Audit, melalui rapat yang dilaksanakan setiap 1 bulan sekali;
  - b. Komite Management Risiko, melalui rapat yang dilaksanakan setiap 1 bulan sekali.
6. Koordinasi dengan berbagai fungsi di *Holding-Subholding* Gas dan Anak Perusahaan:
  - a. Koordinasi dengan Internal Audit Holding PT Pertamina (Persero) dilaksanakan secara intensif, terkait:
    - Koordinasi pelaporan kegiatan *Assurance, Consulting*, progress tindak lanjut, mandays Auditor dan lain-lain secara berkala;
    - Pelaporan kinerja Internal Audit secara periodik perbulan;
    - Pelaksanaan sentralisasi *Audit Management System*;
    - Pelaksanaan standarisasi KPI Fungsi Internal Audit;
  - Koordinasi dengan Fungsi *Policy Setting, Planning & Monitoring* (PSPM) Internal Audit terkait pelaksanaan *Quality Assurance* melalui *peer review* di PT Pertamina (Persero), *Sub Holding* dan Anak Perusahaan;
  - Koordinasi dengan Fungsi Audit Investigasi terkait rencana pelaksanaan *Fraud Risk Assessment* (FRA) dalam implementasi SMAP ISO 37001:2016
  - Koordinasi *follow up* atas pengaduan yang disampaikan melalui *whistle blowing system*;
  - Rapat Koordinasi/Rapat Kerja koordinasi penyusunan *Annual Audit Plan* dan *Calendar of Events* (COE) Tahun 2022 dan lain-lain.

3. Consulting function (Formal Consultation):
  - a. Clarification of Complaints about the Beauty Contest Tender Process for the SCADA-SIS-LDS-LMS Project Rokan;
  - b. Evaluation on Monitoring Progress of PT Pertamina Gas Cargo Dock Project;
  - c. Evaluation of the Proposed PPHK for the Cikarang Listrindo Project of PT Pertamina Gas;
  - d. Evaluation of the Amendment to the Contract Between PT Pertagas Niaga and PT Minarak Brantas Gas Indonesia (MBGI) in the Gas Purchasing Business.
4. Informal Consultation  
In addition to Formal Consultancy where the scope is in accordance with the agreement with Management, the Internal Audit Function also provides informal consultancy, namely providing input/suggestion recommendations/considerations related to aspects of Governance, Risk and Control (GRC) in daily operational issues to Management, without taking over the duties and responsibilities management. The number of informal consultations provided for the 2021 period was 194 consultation.
5. Coordination with committees:
  - a. Audit Committee, through a meeting which is held once a month.
  - b. Risk Management Committee, through a meeting that is held once a month.
6. Coordination with various functions in Holding - Subholding Gas and Subsidiaries:
  - a. Coordination with the Internal Audit Holding of PT Pertamina (Persero) is carried out intensively, related to:
    - Coordination of reporting on Assurance, Consulting activities, follow-up progress, Auditor mandays and others on a regular basis;
    - Internal Audit performance reporting periodically per month;
    - Implementation of centralized Audit Management systems;
    - Implementation of KPI standardization for Internal Audit Function;
    - Coordination with the Internal Audit's Policy Setting, Planning & Monitoring (PSPM) function regarding the implementation of Quality Assurance through peer review at PT Pertamina (Persero), Sub Holding and Subsidiaries;
    - Coordination with the Investigation Audit Function regarding the Fraud Risk Assessment (FRA) implementation plan in the implementation of SMAP ISO 37001:2016
    - Coordination of follow-up on complaints submitted through the whistle blowing system;
    - Coordination Meetings/Coordination Meetings for the preparation of the Annual Audit Plan and Calendar of Events (COE) for 2022 etc.



- b. Koordinasi dengan Internal Audit *Sub Holding* PT PGN dilaksanakan terkait:
- Koordinasi berbagai fungsi di Internal PT Pertamina Gas dan Tim Internal Audit PGN dalam pelaksanaan Audit atas Pengelolaan *Corporate Credit Card* Dan Biaya Representasi *Sub Holding* Gas;
  - Koordinasi berbagai fungsi di Internal PT Pertamina Gas dan Tim Internal Audit PGN dalam pelaksanaan Audit atas Investasi dan Keproyekan di Lingkungan PT Pertamina Gas;
  - Koordinasi pelaksanaan dan pelaporan terkait *Whistleblowing System* (WBS) serta tindak lanjutnya di PT Pertamina Gas;
  - Koordinasi pelaksanaan *progress* tindak lanjut, penyusunan *Annual Audit Plan* (AAP) 2022 dan *calendar of events* 2022.
- c. Koordinasi dengan Internal Audit Anak Perusahaan PT Pertamina Gas
- Koordinasi dengan Internal Audit anak perusahaan PT Pertamina Gas terkait monitoring pelaksanaan *assurance/consulting* dan juga terkait penelaahan WBS dan tindak lanjutnya. Namun demikian, secara organisasi Fungsi Internal Audit di PTGN, PAG dan PDG masih *vacant*.
7. Koordinasi dengan berbagai Fungsi di PT Pertamina Gas dalam hal koordinasi dengan Auditor Eksternal:
- a. *Monitoring* TL dan melaksanakan koordinasi terkait pelaksanaan Audit BPK – RI Tahun 2021:
- Mengkoordinasikan dalam pelaksanaan *monitoring* tindak lanjut hasil temuan BPK-RI atas Laporan Hasil Pemeriksaan (LHP) tahun 2017 dan 2019;
  - Koordinasi terkait pelaksanaan dan permintaan data atas Audit Pemeriksaan Kinerja Pendahuluan atas Program Konversi Bahan Bakar Minyak (BBM) ke Bahan Bakar Gas (BBG) Melalui Pembangunan Jaringan Gas Kota dan SPBG;
  - Melaksanakan koordinasi terkait Pemeriksaan Pendahuluan Dengan Tujuan Tertentu atas Pengelolaan Penerimaan Negara Bukan Pajak (PNBP) Minyak dan Gas Bumi TA 2019 pada Kementerian Energi dan Sumber Daya Mineral serta Instansi Terkait Lainnya oleh BPK-RI;
  - Melaksanakan koordinasi antar fungsi pelaksanaan pemeriksaan kinerja atas efektivitas kegiatan pengelolaan piutang usaha untuk meningkatkan laba perusahaan Tahun 2019 s.d. Semester I Tahun 2021 pada PT Pertamina (Persero), *Subholding* dan Anak Perusahaan.
- b. Coordination with PT PGN Sub Holding Internal Audit is carried out in relation to:
- Coordination of various functions within PT Pertamina Gas and the PGN Internal Audit Team in carrying out the Audit on the Management of Corporate Credit Cards and Representation Fees for Gas Sub Holdings;
  - Coordination of various functions within PT Pertamina Gas Internal and PGN's Internal Audit Team in the implementation of the Audit on Investments and Projects within PT Pertamina Gas;
  - Coordination of implementation and reporting related to the Whistleblowing System (WBS) and its follow-up at PT Pertamina Gas;
  - Coordinating the implementation of follow-up progress, preparation of the 2022 Annual Audit Plan (AAP) and the 2022 calendar of events.
- c. Coordination with Internal Audit Subsidiary PT Pertamina Gas
- Coordination with the Internal Audit of a subsidiary of PT Pertamina Gas related to monitoring the implementation of assurance/consulting and also related to the WBS review and follow-up. However, organizationally the Internal Audit functions at PTGN, PAG and PDG are still vacant.
7. Coordination with various functions at PT Pertamina Gas in terms of coordination with External Auditors:
- a. Monitoring TL and carrying out coordination related to the implementation of the 2021 BPK – RI Audit:
- Coordinate in the implementation of follow-up monitoring of BPK-RI findings on the 2017 and 2019 Examination Results Reports (LHP).
  - Coordination related to the implementation and request for data on the Preliminary Performance Audit of the Conversion Program of Fuel Oil (BBM) to Gas Fuel (BBG) through the Development of City Gas Networks and SPBGs.
  - Carry out coordination related to Preliminary Examination with Specific Purposes on the Management of Non-Tax State Revenue (PNBP) of Oil and Gas FY 2019 at the Ministry of Energy and Mineral Resources and Other Related Agencies by BPK-RI.
  - Carry out coordination between the functions of carrying out performance checks on the effectiveness of accounts receivable management activities to increase company profits in 2019 to Semester I of 2021 at PT Pertamina (Persero), Subholding and Subsidiaries.

- b. Melaksanakan koordinasi dengan BPKP dan fungsi di PT Pertamina Gas terkait:
    - Pelaksanaan *Review* atas Perjanjian BOT PT Moeladi Pipa Citarik-Tegalgede 32 inch;
    - Pelaksanaan evaluasi atas perbedaan pendapat antara PT Pertamina Gas dengan Kontraktor (Konsorsium WIKA – Rabana – Kelsri) perihal usulan *Change Order* di Proyek Pipa Ruas Gresik – Semarang beserta pelaksanaan administrasinya.
  - c. Melaksanakan koordinasi internal (antar fungsi) dan eksternal terkait pelaksanaan Audit dan pemenuhan permintaan data atas Audit Pelaksanaan Audit Dengan Tujuan Tertentu atas Kewajaran Nilai Basis Aset Usulan PT Pertamina Gas dalam Penetapan Tarif Pengangkutan Gas Ruas Belawan – KIM – KEK dan Ruas Muara Karang – Muara Tawar oleh BPH MIGAS.
  - d. Melaksanakan koordinasi dengan Auditor Eksternal PWC dan Fungsi terkait di PT Pertamina Gas dalam rangka pelaksanaan audit dan pemenuhan permintaan data atas pelaksanaan:
    - Reviu atas Informasi Keuangan di PT Pertamina Gas per 30 Juni 2021;
    - Interim;
    - *End Year* tahun 2021.
8. *Monitoring* Tindak Lanjut hasil Audit Internal dan Eksternal (oleh BPK-RI, KAP dan Internal Audit PT Pertamina (Persero)), dengan *reminder* melalui email dan melaksanakan rapat pemuktahiran secara periodik.

## MONITORING TINDAK LANJUT HASIL AUDIT

Internal Audit melakukan pemantauan dan melaporkan tindak lanjut temuan audit secara berkala kepada BOD dan Komite Audit. Rekapitulasi atas pemantauan hasil audit signifikan secara keseluruhan di tahun 2021 adalah sebagai berikut:

### Monitoring Tindak Lanjut Hasil Audit Monitoring Follow-up on Audit Results

Tahun Year	Jumlah Temuan/ Rekomendasi Number of Findings/ Recommendations	Selesai Done	Belum Melewati <i>End</i> <i>Date</i> Not yet past the end date	Melewati <i>End</i> <i>Date</i> Past the End Date	Progres* Progress*
2021	112	48	64	0	100,00%
2020	88	55	33	0	100,00%
2019	117	81	35	1	98,78%

\* Keterangan: Progres penyelesaian tindak lanjut atas temuan/rekomendasi sesuai dengan *end date*

\* Note: The progress of completing the follow-up on findings/recommendations is in accordance with the end date

- b. Carry out coordination with BPKP and related functions at PT Pertamina Gas:
    - Implementation of a Review on the PT Moeladi BOT Agreement for the 32 inch Citarik-Tegalgede Pipe.
    - Evaluation of differences of opinion between PT Pertamina Gas and the Contractor (WIKA Consortium – Rabana – Kelsri) regarding the proposed Change Order in the Gresik – Semarang Pipeline Project and its administrative implementation.
  - c. Carry out internal (inter-function) and external coordination related to the implementation of the Audit and the fulfillment of data requests for the Audit Implementation of the Audit with a Specific Purpose on the Fairness of the Value of the Asset Base Proposed by PT Pertamina Gas in the Determination of Gas Transportation Tariffs for the Belawan - KIM - KEK and Muara Karang - Muara Tawar Sections by BPH MIGAS.
  - d. Coordinate with PWC External Auditors and related functions at PT Pertamina Gas in the context of audit implementation and fulfillment of data requests on the implementation of:
    - Review of Financial Information at PT Pertamina Gas as of June 30, 2021.
    - Interim.
    - End Year 2021.
8. Follow-up monitoring of Internal and External Audit results (by BPK-RI, KAP and PT Pertamina (Persero) Internal Audit), with reminders via email and holding periodic updating meetings.

## FOLLOW-UP MONITORING OF AUDIT RESULTS

Internal Audit monitors and reports follow-up audit findings on a regular basis to the BOD and the Audit Committee. The summary of the monitoring of significant audit results as a whole in 2021 is as follows:



Untuk dapat memastikan bahwa tindak lanjut atau langkah perbaikan atas hasil audit atau hasil revidu/evaluasi wajib dilaksanakan oleh *auditee* dan/atau pihak terkait tertuang dalam laporan hasil audit dan laporan hasil revidu/evaluasi. Tanggung jawab Internal Audit adalah melakukan pemantauan dan penilaian atas tindak perbaikan yang dilakukan oleh *auditee* dan atasannya, serta melaporkan hasil pemantauan tindak lanjut tersebut, kepada Direktur Utama dan Dewan Komisaris. Sedangkan tanggung jawab dari *Auditee*/Fungsi terkait adalah melaksanakan rekomendasi tindak lanjut sesuai kesepakatan pada *exit meeting* dan telah tertuang pada laporan hasil audit/evaluasi dengan *deliverable* tindak lanjut dan jangka waktu yang ditentukan. Rekapitulasi Tindak lanjut audit periode tahun 2021 menunjukkan hasil sebagai berikut:

To be able to ensure that follow-up or corrective steps on the results of the audit or the results of the review/evaluation must be carried out by the auditee and/or related parties, it is stated in the report on the results of the audit and the report on the results of the review/evaluation. The responsibility of the Internal Audit is to monitor and evaluate the corrective actions taken by the auditee and his superiors, as well as to report the results of the follow-up monitoring to the President Director and the Board of Commissioners. exit meeting and has been stated in the audit/evaluation report with follow-up deliverables and the specified timeframe. The follow-up audit recapitulation for the 2021 period shows the following results:

**Tindak Lanjut Temuan Audit Internal 2021**  
Follow-up on Internal Audit Findings 2021

Kegiatan Audit Unit Kerja Work Unit Audit Activities	Jumlah Temuan/ Rekomendasi Number of Findings/ Recommendations	Selesai Done	Belum Melewati End Date Not yet past the end date	Melewati End Date Past the End Date	Progres* Progress*
Hasil Audit Internal Internal Audit Results	99	44	55	0	100%
Hasil Audit Eksternal (BPK RI) External Audit Results (BPK RI)	5	1	4	0	100%
Hasil Audit Eksternal (ICM KAP) External Audit Results (ICM KAP)	3	3	0	0	100%
Internal (Internal Audit Persero) Internal (Internal Audit Persero)	5	0	5	0	100%

\* Keterangan: Progres penyelesaian tindak lanjut atas temuan/rekomendasi sesuai dengan *end date*

\* Note: The progress of completing the follow-up on findings/recommendations is in accordance with the end date



## Auditor Eksternal External Auditor

Perusahaan menggunakan jasa auditor eksternal yang difungsinya dilaksanakan oleh Kantor Akuntan Publik (KAP) guna memastikan integritas penyajian Laporan Keuangan. Penunjukan KAP ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit.

Proses pemilihannya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Pertamina Gas.

### PEMERIKSAAN KANTOR AKUNTAN PUBLIK (KAP)

Pertamina Gas melalui koordinasi Fungsi *Finance* dan *Internal Audit*, menggunakan jasa auditor eksternal untuk memastikan integritas penyajian Laporan Keuangan kepada Pemegang Saham. Audit eksternal berasal dari kantor akuntan publik (KAP) yang terdaftar di Bank Indonesia dan Bapepam-LK.

Dengan mempertimbangan rekomendasi Komite Audit dan kriteria auditor eksternal, Dewan Komisaris menetapkan KAP Tanudiredja, Wibisana, Rintis & Rekan ("PWC") sebagai pelaksana audit eksternal yang melakukan audit laporan keuangan Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2021.

### KANTOR AKUNTAN PUBLIK

#### JUMLAH PERIODE AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK (KAP)

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik yang mengaudit Laporan Keuangan Perusahaan untuk periode 6 (enam) tahun terakhir.

The company uses the services of an external auditor whose function is carried out by a Public Accounting Firm (KAP) to ensure the integrity of the presentation of the Financial Statements. The appointment of KAP is determined through the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee.

The selection process is carried out in accordance with the applicable goods and services procurement mechanism. To ensure the independence and quality of the audit results, the appointed External Auditor must not have a conflict of interest with Pertamina Gas.

### PUBLIC ACCOUNTING FIRM (KAP) EXAMINATION

Pertamina Gas, through coordination of the Finance and Internal Audit Functions, uses the services of an external auditor to ensure the integrity of the presentation of Financial Statements to Shareholders. The external audit comes from a public accounting firm (KAP) registered with Bank Indonesia and Bapepam-LK.

Taking into account the recommendations of the Audit Committee and the criteria of the external auditor, the Board of Commissioners has appointed KAP Tanudiredja, Wibisana, Rintis & Rekan ("PWC") as the executor of the external audit to audit the Company's financial statements for the financial year ending December 31, 2021.

### PUBLIC ACCOUNTING FIRM

#### NUMBER OF PERIODS OF PUBLIC ACCOUNTANTS AND PUBLIC ACCOUNTING FIRMS (KAP)

For the purposes of transparency, the following is a list of Public Accounting Firms that audited the Company's Financial Statements for the last 6 (six) years.

#### Auditor Eksternal External Auditor

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Publik Public Accounting	Biaya Jasa Service Fee
2021	Tanudiredja, Wibisana, Rintis & Rekan ("PWC")	Daniel Kohar	Rp1.410.750.000
2020	Tanudiredja, Wibisana, Rintis & Rekan ("PWC")	Toto Harsono	Rp1.401.750.000
2019	Tanudiredja, Wibisana, Rintis & Rekan ("PWC")	Yusron	Rp675.000.000
2018	Purwantono, Sungkoro & Surja ("EY")	Widya Arijanti	Rp650.710.583
2017	Purwantono, Sungkoro & Surja ("EY")	Widya Arijanti	Rp618.653.376
2016	Purwantono, Sungkoro & Surja ("EY")	Widya Arijanti	Rp610.427.200





## TUGAS POKOK AUDIT EKSTERNAL

KAP mempunyai tugas pokok sebagai akuntan publik yang melaksanakan standar auditing yang ditetapkan oleh Ikatan Akuntan Publik Indonesia (IAPI). Standar tersebut mengharuskan akuntan publik untuk merencanakan dan melaksanakan audit agar memperoleh keyakinan memadai bahwa laporan keuangan bebas dari salah saji material. Audit juga menilai laporan keuangan secara keseluruhan agar sesuai dengan prinsip akuntansi yang ditentukan.

Selain melakukan audit terhadap Laporan Keuangan, KAP PWC tidak memberikan jasa konsultasi lain kepada Perusahaan.

## HASIL PENILAIAN

Hasil audit keuangan oleh KAP PWC menyatakan bahwa laporan keuangan konsolidasi Pertamina Gas telah disajikan secara wajar adalah semua hal yang material, sesuai Standar Akuntansi Keuangan di Indonesia dengan opini "Wajar dalam semua hal yang material".

## EFEKTIVITAS PELAKSANAAN AUDIT OLEH AKUNTAN PUBLIK

Perusahaan melakukan kajian atas efektivitas pelaksanaan audit oleh Akuntan Publik melalui Komite Audit berkoordinasi dengan Internal Audit untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan dan meningkatkan kinerja baik dari segi keuangan maupun operasional. Perusahaan senantiasa berupaya menindaklanjuti setiap temuan audit, sehingga mampu menekan temuan-temuan di tahun berikutnya.

## MAIN DUTIES OF EXTERNAL AUDIT

KAP has the main task as a public accountant who carries out the auditing standards set by the Indonesian Institute of Public Accountants (IAPI). These standards require public accountants to plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The audit also assesses the financial statements as a whole for conformity with specified accounting principles.

Apart from auditing the Financial Statements, KAP PWC does not provide other consulting services to the Company.

## RATING RESULT

The results of the financial audit by KAP PWC stated that the consolidated financial statements of Pertamina Gas have been fairly presented in all material respects, in accordance with Indonesian Financial Accounting Standards with an "Unqualified" opinion.

## EFFECTIVENESS OF AUDIT IMPLEMENTATION BY PUBLIC ACCOUNTANTS

The Company reviews the effectiveness of the audit by the Public Accountant through the Audit Committee in coordination with the Internal Audit to ensure that all findings can be followed up according to the assigned authority and improve performance both in terms of finance and operations. The company always strives to follow up on each audit finding, so as to be able to suppress the findings in the following year.

# Sistem Pengendalian Internal

## Internal Control System

Sistem pengendalian intern adalah salah satu sarana utama untuk dapat memastikan bahwa pengelolaan perusahaan telah dilaksanakan sesuai dengan prinsip-prinsip GCG. Penerapan sistem pengendalian internal diarahkan untuk memberikan keyakinan atas tercapainya tujuan melalui kinerja yang efektif dan efisien, kehandalan pelaporan keuangan, pengamanan aset, serta ketaatan terhadap peraturan perundang-undangan.

### PENERAPAN SISTEM PENGENDALIAN INTERNAL

Pertamina Gas terus berupaya untuk mengembangkan Sistem Pengendalian Internal (SPI). Hal ini merupakan bentuk kepatuhan terhadap ketentuan yang mengatur tentang keberadaan dan pengembangan SPI, di antaranya Pasal 26 Peraturan Menteri Negara Badan Usaha Milik Negara No. PAER-01/2011 sebagai pengganti Keputusan Menteri Badan Usaha Milik Negara No. KEP-11/MMBU/2002 tentang Penerapan Praktik *Good Corporate Governance* pada BUMN.

Perusahaan menggunakan pendekatan *Committee of Sponsoring Organizations of the Treadway Commissions (COSO)* dalam mengevaluasi sistem pengendalian internal. Tujuan SPI adalah mengamankan investasi dan aset Perusahaan. Secara garis besar, SPI yang dilaksanakan di Pertamina Gas, mencakup:

1. Lingkungan pengendalian internal dalam Perusahaan yang disiplin dan terstruktur;
2. Pengkajian dan pengelolaan risiko usaha;
3. Aktivitas pengendalian;
4. Sistem informasi dan komunikasi;
5. *Monitoring* dalam implementasi secara operasional dijabarkan lebih lanjut ke dalam berbagai kebijakan berupa Pedoman, Petunjuk Operasional, maupun Instruksi Kerja.

### PENGENDALIAN ATAS PELAKSANAAN OPERASIONAL DAN PELAPORAN KEUANGAN

Sistem Pengendalian Internal yang baik harus dapat meningkatkan efektifitas dan efisiensi kegiatan operasional dan keuangan Perusahaan untuk memastikan tercapainya tujuan perusahaan. Untuk dapat mewujudkannya, Perusahaan melakukan penerapannya secara berjenjang meliputi seluruh elemen yang terdapat di dalam Perusahaan. Pengendalian Keuangan dan Operasional yang dilakukan oleh Dewan Komisaris adalah dengan melakukan pengawasan dan penasehatan terkait proses kecukupan dan kewajaran dalam penyusunan laporan keuangan, pengelolaan risiko dengan memperhatikan prinsip kehati-hatian yang dibantu oleh Komite Audit. Sedangkan Direksi menerapkan sistem pengendalian internal melalui penerapan kebijakan dan prosedur Perusahaan secara konsisten dan memenuhi kepatuhan terhadap regulasi yang berlaku, antara lain terkait dengan kegiatan usaha Perusahaan dan manajemen risiko, rencana strategis, pembagian tugas, pendelegasian wewenang serta kebijakan akuntansi yang memadai.

The internal control system is one of the main means to ensure that the management of the company has been carried out in accordance with GCG principles. The implementation of the internal control system is directed at providing confidence in the achievement of objectives through effective and efficient performance, reliable financial reporting, asset security, and compliance with laws and regulations.

### IMPLEMENTATION OF INTERNAL CONTROL SYSTEM

Pertamina Gas continues to strive to develop the Internal Control System (SPI). This is a form of compliance with the provisions governing the existence and development of SPI, including Article 26 of the Regulation of the State Minister for State-Owned Enterprises No. PAER-01/2011 in lieu of the Decree of the Minister of State-Owned Enterprises No. KEP-11/MMBU/2002 concerning the Implementation of Good Corporate Governance Practices in BUMN.

The Company uses the Committee of Sponsoring Organizations of the Treadway Commissions (COSO) approach in evaluating its internal control system. The objective of SPI is to secure the Company's investments and assets. Broadly speaking, the SPI implemented at Pertamina Gas includes:

1. Disciplined and structured internal control environment within the Company;
2. Business risk assessment and management;
3. Control activities;
4. Information and communication systems;
5. Monitoring in operational implementation is further elaborated into various policies in the form of Guidelines, Operational Instructions, and Work Instructions.

### CONTROL OVER OPERATIONAL IMPLEMENTATION AND FINANCIAL REPORTING

A good Internal Control System must be able to increase the effectiveness and efficiency of the Company's operational and financial activities to ensure the achievement of company goals. To be able to make it happen, the Company implements it in stages covering all elements contained within the Company. Financial and Operational Control carried out by the Board of Commissioners is to carry out supervision and advice related to the process of adequacy and fairness in the preparation of financial reports, risk management by taking into account the precautionary principle assisted by the Audit Committee. Meanwhile, the Board of Directors implements an internal control system through consistent application of Company policies and procedures and compliance with applicable regulations, including those related to the Company's business activities and risk management, strategic plans, division of tasks, delegation of authority and adequate accounting policies.



## PELAKSANAAN SISTEM PENGENDALIAN INTERNAL OPERASIONAL

Untuk meningkatkan efektifitas sistem pengendalian internal operasional Perusahaan agar dapat memberikan jaminan secara memadai pada tercapainya tujuan perusahaan, terpercayanya informasi, dan terjaganya aset-aset perusahaan.

Proses implementasi sistem pengendalian internal operasional:

1. Menetapkan kebijakan terkait lingkungan pengendalian diantaranya struktur organisasi dan kebijakan operasional (RKAP dan RJPP);
2. Melakukan pengelolaan risiko melalui identifikasi *risk register*, penetapan *top corporate risk*, mitigasi risiko dan *monitoring* rencana mitigasinya;
3. Prosedur pengendalian internal dibuat untuk memberikan keyakinan yang memadai bahwa tujuan perusahaan dapat tercapai melalui penyusunan Sistem Tata Kerja (Pedoman, TKO, TKI, TKPA) sesuai RASCI, personel yang kompeten, pemisahan tanggung jawab serta pengendalian aset;
4. Informasi dan komunikasi mengenai lingkungan pengendalian, penilaian risiko, prosedur pengendalian serta pengawasan dibutuhkan manajemen untuk mengarahkan operasi dan memastikan kepatuhan pada pelaporan, hukum dan peraturan yang diperlukan;
5. Dilakukan *monitoring* atas implementasi prosedur tersebut agar masih sesuai dengan kebijakan Perusahaan.

## PELAKSANAAN SISTEM PENGENDALIAN INTERNAL KEUANGAN

Untuk memastikan efektivitas dan pelaksanaan dari pengendalian internal dalam rangka memberikan keyakinan yang memadai terhadap kehandalan pelaporan keuangan Pertamina Gas melalui implementasi ICoFR. Pelaksanaan ICoFR mengacu pada Pedoman Pengendalian Intern Pada Pelaporan Keuangan (ICoFR) No. A-001/H00000/2017-S9 PT Pertamina (Persero) yang telah diratifikasi dan disosialisasikan.

Proses implementasi ICoFR dilakukan melalui:

1. Penyelarasan hasil BPM dan RCM yang telah dirancang dengan STK (Pedoman/TKO/TKI) proses bisnis;
2. Sosialisasi desain atas proses bisnis dan rancangan pengendalian utama yang baru dan berubah;
3. Pelaksanaan ICoFR dan sertifikasinya oleh *Control Owner* berdasarkan hasil desain BPM dan RCM setiap triwulan;
4. Evaluasi ICoFR:
  - a. Evaluasi kecukupan rancangan pengendalian oleh *Business Control Effectiveness* setiap triwulan; dan
  - b. Pengujian atas setiap efektivitas rancangan dan pelaksanaan pengendalian secara independen oleh Internal Audit.

## IMPLEMENTATION OF THE OPERATIONAL INTERNAL CONTROL SYSTEM

To improve the effectiveness of the Company's operational internal control system so that it can provide adequate guarantees for the achievement of company goals, reliable information, and safeguarding company assets.

Operational internal control system implementation process:

1. Establish policies related to the control environment including organizational structure and operational policies (RKAP and RJPP);
2. Perform risk management through risk register identification, determination of top corporate risk, risk mitigation and monitoring of mitigation plans;
3. Internal control procedures are made to provide adequate assurance that the company's objectives can be achieved through the preparation of a Work Procedure System (Guidelines, TKO, TKI, TKPA) according to RASCI, competent personnel, separation of responsibilities and asset control;
4. Information and communication regarding the control environment, risk assessment, control and supervisory procedures are needed by management to direct operations and ensure compliance with required reporting, laws and regulations;
5. Monitoring the implementation of the procedure so that it is still in accordance with Company policy.

## IMPLEMENTATION OF THE FINANCIAL INTERNAL CONTROL SYSTEM

To ensure the effectiveness and implementation of internal control in order to provide adequate assurance on the reliability of Pertamina Gas' financial reporting through the implementation of ICoFR. The implementation of ICoFR refers to the Guidelines for Internal Control in Financial Reporting (ICoFR) No. A-001/H00000/2017-S9 PT Pertamina (Persero) which has been ratified and socialized.

The ICoFR implementation process is carried out through:

1. Alignment of BPM and RCM results that have been designed with STK (Guidelines/TKO/TKI) business processes;
2. Dissemination of the design of new and changed business processes and main control designs;
3. Implementation of ICoFR and its certification by the Control Owner based on the results of the BPM and RCM designs every quarter;
4. ICoFR evaluation:
  - a. Evaluation of the adequacy of the control design by Business Control Effectiveness every quarter; and
  - b. Tests on the effectiveness of each control design and implementation independently by Internal Audit.

Direksi menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perusahaan. Lingkungan pengendalian internal dalam Perusahaan dilaksanakan dengan disiplin dan terstruktur, integritas yang tinggi, nilai etika serta pegawai yang berkompeten.

Internal Audit merupakan bagian dari Sistem Pengendalian Internal yang dibentuk untuk membantu Direktur Utama dalam memenuhi kewajibannya kepada Pemegang Saham yang bertanggung jawab di dalam melaksanakan peran pengawasan di internal Perusahaan melalui kegiatan audit (*assurance*) maupun konsultasi yang dilaksanakan secara independen dan objektif. Internal Audit melakukan serangkaian kegiatan dan konsultasi yang bertujuan untuk memungkinkan perusahaan agar memperbaiki nilai perusahaan dan kinerja operasional melalui evaluasi secara berkala dan peningkatan sistem manajemen risiko, pengendalian internal dan proses tata kelola yang baik. Pengendalian internal di lingkungan Perseroan senantiasa dievaluasi agar mampu mengikuti perkembangan usaha Perusahaan.

Selain komponen pengendalian berjenjang seperti di atas, Pertamina Gas juga memberlakukan mekanisme pelaporan atas dugaan penyimpangan sebagaimana diamanahkan pada Pasal 27 Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 yang merupakan mekanisme Pengaduan (*Whistleblowing System*). Mekanisme ini diberlakukan sebagai upaya Pertamina Gas untuk terus meningkatkan praktik transparansi dan keterbukaan informasi khususnya yang terkait dengan pelaporan pelanggaran baik yang dilakukan oleh pekerja maupun manajemen Perusahaan. Pedoman dan Prosedur Penanganan Pelaporan Pelanggaran (*Whistleblowing*) diberlakukan dan disosialisasikan dengan mengacu kepada Ketentuan Pengelolaan *Whistleblowing System* PT Pertamina (Persero).

The Board of Directors establishes an effective internal control system to secure the Company's investments and assets. The internal control environment in the Company is implemented with discipline and structure, high integrity, ethical values and competent employees.

Internal Audit is part of the Internal Control System which was established to assist the President Director in fulfilling his obligations to Shareholders who are responsible for carrying out the internal supervisory role of the Company through audit (*assurance*) activities as well as consultations carried out independently and objectively. Internal Audit carries out a series of activities and consultations aimed at enabling the company to improve corporate value and operational performance through regular evaluation and improvement of risk management systems, internal controls and good governance processes. Internal control within the Company is constantly evaluated in order to be able to follow the development of the Company's business.

In addition to the tiered control components as above, Pertamina Gas also applies a reporting mechanism for alleged irregularities as mandated in Article 27 of the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 which is a complaint mechanism (*Whistleblowing System*). This mechanism is implemented as an effort by Pertamina Gas to continue to improve the practice of transparency and disclosure of information, especially those related to reporting violations by both employees and management of the Company. Guidelines and Procedures for Handling Whistleblowing Reports (*Whistleblowing*) are enforced and disseminated by referring to the Provisions for the Management of the PT Pertamina (Persero) Whistleblowing System.



## EVALUASI ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Evaluasi terhadap pelaksanaan sistem pengendalian internal dilakukan sebagai proses pengukuran terhadap efektivitas strategi yang digunakan dalam upaya mencapai tujuan Perusahaan, di mana Pertamina Gas melakukan analisis laporan hasil audit secara periodik tahunan dan mengelompokkan hasil audit sesuai dengan kategori sasaran (*objectives*) dan komponen dalam kerangka COSO. Dengan demikian, Perusahaan dapat melakukan peningkatan (*improvement*) untuk komponen-komponen yang diperlukan secara terarah.

Analisis hasil audit tersebut juga dilakukan untuk menilai kepatuhan terhadap ketentuan yang berlaku serta memberikan penilaian atas kecukupan pengendalian internal perusahaan (operasional, keakurasian/keandalan laporan-laporan Perusahaan, serta kepatuhan terhadap aturan Perundang-undangan yang berlaku) dalam mencapai tujuan perusahaan.

Kegiatan pengendalian bertujuan untuk memastikan mekanisme pengawasan berjalan secara efektif dan berkesinambungan dengan melibatkan semua pihak. Semua pihak yang terlibat dalam struktur organisasi perusahaan harus mencerminkan adanya pemisahan fungsi yang jelas sehingga dapat meminimalkan tingkat risiko penyimpangan. Kegiatan pengendalian pada Pertamina Gas pada tahun 2021 dilakukan melalui pelaksanaan audit (*assurance*) dan konsultasi formal, dengan hasil antara lain sebagai berikut:

1. Assurance (*Annual Audit Plan & Non Annual Audit Plan*):
  - a. Laporan Hasil Audit (LHA) - Audit Atas Pengelolaan Niaga Gas di PT Pertamina Gas Group;
  - b. Laporan Hasil Audit (LHA) - Audit Atas Pengelolaan Anggaran Biaya Operasional (ABO) di PT Pertamina Gas;
  - c. Laporan Hasil Audit (LHA) - Audit Atas Pengelolaan Anggaran Biaya Investasi (ABI) di PT Pertamina Gas;
  - d. Laporan Hasil Audit (LHA) - Evaluasi atas Aktivitas Pengelolaan Aktivitas Subkontraktor pada Pelaksanaan EPC Proyek Pembangunan & Pengoperasian Pipa Minyak Mentah Koridor Balam Bangko – Dumai dan Koridor Minas –Duri – Dumai di PT Pertamina Gas;
  - e. *Management Letter* - Evaluasi atas Amandemen Kontrak Antara PTGN dengan (DPS EPS/PT Risco Energi Pratama) pada Bisnis LNG Sambera *Project* & Papua *Project*;
  - f. Laporan Hasil Audit (LHA) - Pengumpulan Data/Informasi Awal terkait Aduan/WBS Penyimpangan TKO Pengadaan Barang dan Jasa di PT Perta Arun Gas.

## EVALUATION OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

Evaluation of the implementation of the internal control system is carried out as a process of measuring the effectiveness of the strategies used in an effort to achieve the Company's goals, where Pertamina Gas analyzes the audit reports on an annual basis and groups the audit results according to the categories of objectives (*objectives*) and components within the COSO framework. Thus, the Company can make improvements to the components needed in a directed manner.

Analysis of the audit results is also carried out to assess compliance with applicable regulations and provide an assessment of the adequacy of the company's internal controls (operations, accuracy/reliability of company reports, and compliance with applicable laws and regulations) in achieving company goals.

Control activities aim to ensure that the supervisory mechanism runs effectively and continuously by involving all parties. All parties involved in the company's organizational structure must reflect a clear separation of functions so as to minimize the level of risk of deviation. Control activities at Pertamina Gas in 2021 are carried out through the implementation of audits (*assurance*) and formal consultations, with the following results:

1. Assurance (*Annual Audit Plan & Non Annual Audit Plan*):
  - a. Audit Result Report (LHA) - Audit on Gas Trading Management at PT Pertamina Gas Group;
  - b. Audit Result Report (LHA) - Audit on Management of Operational Budget (ABO) at PT Pertamina Gas;
  - c. Audit Result Report (LHA) - Audit on Investment Cost Budget Management (ABI) at PT Pertamina Gas;
  - d. Audit Result Report (LHA) - Evaluation of Subcontractor Activities Management Activities on EPC Implementation Project Development & Operation of Crude Oil Pipelines Balam Bangko – Dumai Corridor and Minas – Duri – Dumai Corridor at PT Pertamina Gas;
  - e. *Management Letter* - Evaluation of the Contract Amendment between PTGN and (DPS EPS/PT Risco Energi Pratama) in the LNG Sambera Project & Papua Project;
  - f. Audit Result Report (LHA) - Collecting Initial Data/Information related to Complaints/WBS Deviations from TKO Procurement of Goods and Services at PT Perta Arun Gas.

## 2. Konsultasi Formal

- a. Laporan Hasil Evaluasi Klarifikasi atas Pengaduan Proses Pelelangan *Beauty Contest SCADA-SIS-LDS-LMS Project* Rokan;
- b. Laporan Hasil Evaluasi atas *Monitoring Progress* Proyek *Cargo Dock* PT Pertamina Gas;
- c. Laporan Hasil Evaluasi atas Usulan PPHK Proyek Cikarang Listrindo PT Pertamina Gas;
- d. Laporan Hasil Evaluasi atas Amandemen Kontrak Antara PT Pertagas Niaga dengan PT Minarak Brantas Gas Indonesia (MBGI) pada Bisnis Pembelian Gas.

Kegiatan konsultasi bertujuan untuk memberikan alternatif solusi permasalahan yang dihadapi manajemen, terkait peran Internal Audit sebagai internal konsultan perusahaan dari aspek pengelolaan risiko, pengendalian dan tata kelola perusahaan tanpa mengambil alih tugas dan tanggung jawab manajemen. Pelaksanaan konsultasi informal dilaksanakan sehari-hari melalui pemberian masukan dalam rapat sesuai permintaan Manajemen.

Internal Audit menerapkan metodologi audit berbasis risiko (*Risk Based Audit*) agar dapat secara optimal mengawal pencapaian tujuan perusahaan terutama yang memiliki dampak signifikan. Penyusunan *Annual Audit Plan* sebagai bagian dari program kerja Fungsi Internal Audit menggunakan metodologi *Risk Based Audit* dengan mempertimbangkan *Top Risk* Perusahaan dan Fokus Manajemen. Pelaksanaan audit difokuskan untuk evaluasi dan pemberian rekomendasi terhadap sistem pengendalian intern atas aktivitas bisnis Perusahaan yang memiliki risiko tinggi.

Berdasarkan hasil evaluasi yang berlangsung tahun 2021, Internal Audit telah memberikan rekomendasi perbaikan pengendalian internal kepada manajemen untuk area-area atau proses bisnis yang masih memerlukan perbaikan, antara lain:

1. Proses Perencanaan, Pengadaan Barang dan Jasa, Penyusunan Kontrak, Pelaksanaan & Pengawasan Pekerjaan termasuk Pembayaran, Maintain Kinerja Vendor serta Pemanfaatan/*Post Mortem* pada Proses Pengadaan Barang dan Jasa;
2. Proses Perencanaan, Pengadaan, Pelaksanaan & Pengawasan termasuk Pembayaran serta Realisasi Penyaluran Gas dan Pelaksanaan Kerjasama Operasi (Konsorsium) pada Investasi Pembangunan Pipa Transmisi Gas;
3. Proses serah terima Project dari Fungsi Pelaksana Investasi kepada Fungsi Pelaksana Operasi ketika tahap pembangunan telah dinyatakan selesai serta proses kapitalisasi aset dan pencatatannya kedalam pembukuan perusahaan;
4. Proses pengadaan barang dan jasa serta pemberian fasilitas perusahaan di lingkungan Anak Perusahaan;

## 2. Formal Consultation

- a. Report on Evaluation Results of Clarification of Complaints about the Beauty Contest Tender Process SCADA-SIS-LDS-LMS Project Rokan;
- b. Evaluation Result Report on Monitoring Progress of PT Pertamina Gas Cargo Dock Project;
- c. Evaluation Result Report on the Proposed PPHK for the Cikarang Listrindo Project of PT Pertamina Gas;
- d. Evaluation Result Report on Contract Amendment Between PT Pertagas Niaga and PT Minarak Brantas Gas Indonesia (MBGI) in the Gas Purchasing Business.

Consultation activities aim to provide alternative solutions to problems faced by management, related to the role of Internal Audit as the company's internal consultant from the aspects of risk management, control and corporate governance without taking over the duties and responsibilities of management. Informal consultations are carried out on a daily basis through providing input in meetings according to the request of Management.

Internal Audit applies a risk-based audit methodology (*Risk Based Audit*) in order to optimally oversee the achievement of company goals, especially those that have a significant impact. The preparation of the *Annual Audit Plan* as part of the work program of the Internal Audit Function using the *Risk Based Audit* methodology by considering the Company's *Top Risk* and Management Focus. The audit is focused on evaluating and providing recommendations on the internal control system for the Company's high risk business activities.

Based on the results of the evaluation that took place in 2021, Internal Audit has provided recommendations for improving internal control to management for areas or business processes that still require improvement, including:

1. Process of Planning, Procurement of Goods and Services, Drafting Contracts, Execution & Supervision of Work including Payments, Maintain Vendor Performance and Utilization/*Post Mortem* in the Process of Procurement of Goods and Services.
2. Process of Planning, Procurement, Implementation & Supervision including Payment and Realization of Gas Distribution and Implementation of Joint Operations (Consortium) on Gas Transmission Pipeline Construction Investment.
3. The process of handing over the Project from the Investment Implementing Function to the Operations Executing Function when the development stage has been declared complete as well as the asset capitalization process and its recording into the company's books.
4. The process of procuring goods and services as well as providing company facilities within the Subsidiary.





5. Proses pembentukan Kerjasama Operasi (Konsorsium) untuk penyaluran produk gas antara Anak Perusahaan dengan pihak lain;
6. Proses penyelesaian *outstanding* pemanfaatan lahan PT Pertamina Gas oleh pihak lain;
7. Proses penyelesaian pengakhiran kontrak pekerjaan Konsultasi, Pelatihan, Implementasi dan Sertifikasi di PT Pertamina Gas;
8. Proses kegiatan operasional terhadap kesesuaian dengan aturan dan regulasi yang berlaku;
9. Proses *compliance* dalam usaha niaga gas dan transportasi minyak/gas di Pertamina Gas dan Anak Perusahaan.

Hasil evaluasi terhadap pelaksanaan audit dijadikan Direksi sebagai dasar untuk melakukan perbaikan sistem pengendalian intern dalam aktivitas operasional Perusahaan.

Dalam upaya menjaga kualitas pelaksanaan tugas dan perannya, Internal Audit melaksanakan *Quality Assurance* (QA) atas setiap penugasan. Mekanisme *Quality Assurance* dilakukan melalui review berjenjang mulai dari Anggota Tim Audit, Ketua Tim Audit, Pengawas Tim Audit hingga Penanggung Jawab Tim Audit di setiap kegiatan penugasan audit. Sebelum pelaksanaan pra dan exit meeting dilakukan *challenge session* secara internal oleh *Chief of Internal Audit*.

Selain review berjenjang sesuai peran jabatan dalam tim, *Quality Assurance* Tahun 2021 telah dilakukan melalui *peer review* yang dilaksanakan oleh Anak Perusahaan Pertamina Group di bawah koordinasi Fungsi *Policy Setting, Planning, & Monitoring - Internal Audit Holding* PT Pertamina (Persero). Merujuk pada *Attribute Standards* IPPF 1311 – *Internal Assessment*, pada Tahun 2021 Fungsi Internal Audit Pertamina Group (Holding) telah melaksanakan *Periodic Quality Assessment* (PQA) di seluruh Fungsi Internal Audit Anak Perusahaan dan afiliasi Pertamina. *Periodic Quality Assessment* (PQA) dilaksanakan untuk menilai kesesuaian pengelolaan Fungsi Internal Audit di Anak Perusahaan dan afiliasi dengan Standards Profesi Internal Audit (*best practices*) yang diterbitkan oleh *Institute of Internal Auditors* (IIA), Piagam Internal Audit dan Sistem Tata Kerja Internal Audit yang berlaku.

Berdasarkan hasil PQA Tahun 2021 disimpulkan bahwa kesesuaian pengelolaan Fungsi Internal Audit di PT Pertamina Gas dengan Standards Profesi Internal Audit terdapat peningkatan signifikan dari tahun sebelumnya dan dinilai "SANGAT BAIK" dengan nilai 3,85 di atas nilai rata-rata dari seluruh Internal Audit Pertamina Group (24 AP/afiliasi) yaitu 3,41 dari skala 0 s.d 4, serta menempati urutan ke 5 (lima) dari seluruh Fungsi Internal Audit di PT Pertamina Group (*Mirroring*).

5. The process of establishing a Joint Operation (Consortium) for the distribution of gas products between Subsidiaries and other parties.
6. The process of resolving outstanding land use of PT Pertamina Gas by other parties.
7. The process of completing the termination of the Consultation, Training, Implementation and Certification work contract at PT Pertamina Gas.
8. The process of operational activities in accordance with applicable rules and regulations.
9. Compliance process in gas trading and oil/gas transportation business at Pertamina Gas and its Subsidiaries.

The results of the evaluation of the audit implementation are used by the Board of Directors as the basis for improving the internal control system in the Company's operational activities.

In an effort to maintain the quality of the implementation of its duties and roles, Internal Audit carries out *Quality Assurance* (QA) for each assignment. The *Quality Assurance* mechanism is carried out through a tiered review starting from members of the Audit Team, Head of the Audit Team, Supervisor of the Audit Team to the Person in Charge of the Audit Team in each audit assignment activity. Prior to the implementation of the pre and exit meetings, a challenge session was held internally by the Chief of Internal Audit.

In addition to tiered reviews according to the role of positions in the team, *Quality Assurance* in 2021 has been carried out through *peer review* carried out by Pertamina Group Subsidiaries under the coordination of the *Policy Setting, Planning, & Monitoring Function - Internal Audit Holding* PT Pertamina (Persero). Referring to the *Attribute Standards* IPPF 1311 – *Internal Assessment*, in 2021 the Internal Audit Function of Pertamina Group (Holding) has carried out *Periodic Quality Assessment* (PQA) in all Internal Audit Functions of Pertamina's subsidiaries and affiliates. *Periodic Quality Assessment* (PQA) is carried out to assess the suitability of the management of the Internal Audit Function in Subsidiaries and affiliations with the Internal Audit Professional Standards (*best practices*) issued by the *Institute of Internal Auditors* (IIA), the Internal Audit Charter and the applicable Internal Audit Work System.

Based on the results of the 2021 PQA, it was concluded that the suitability of the management of the Internal Audit Function at PT Pertamina Gas with the Internal Audit Professional Standards had a significant increase from the previous year and was rated "VERY GOOD" with a score of 3.85 above the average value of the entire Pertamina Group Internal Audit. (24 AP/affiliate) which is 3.41 from a scale of 0 to 4, and ranks 5th (fifth) of all Internal Audit Functions at PT Pertamina Group (*Mirroring*).



Seluruh *Area of Improvement* untuk hasil PQA Tahun 2020 telah ditindaklanjuti oleh Internal Audit PT Pertamina Gas. Adapun tindak lanjut atas *Area of Improvement* untuk hasil PQA Tahun 2021 yang perlu dilaksanakan adalah sebagai berikut:

1. Perbaikan langkah pengujian dalam *work program* audit secara memadai sesuai risiko/*control*;
2. Pengujian dan penarikan kesimpulan sesuai *work program* audit dan Kertas Kerja Audit (KKA);
3. Perbaikan dokumentasi KKA;
4. Pencantuman justifikasi penentuan sampel dalam KKA.

Selain itu merujuk pada *Attribute Standards IPPF 1300 – Quality Assurance and Improvement Program (QAIP)*, pada Tahun 2021 Fungsi Internal Audit Pertamina Group (Holding) telah mengkoordinasikan pelaksanaan *Stakeholder Feedback Survey* sebagai bagian dari *periodic self assessments* di seluruh Fungsi Internal Audit Anak Perusahaan dan afiliasi Pertamina. *Stakeholder Feedback Survey* dilaksanakan setiap akhir tahun berjalan melalui kuesioner yang disampaikan kepada Direktur Utama, Komisaris Utama, Komite Audit, Direksi, pejabat satu level di bawah Direktur Utama (Dirut) pada Fungsi Leher PT Pertamina (Persero), *Subholding* dan Anak Perusahaan *Services*.

Berdasarkan hasil *Stakeholder Feedback Survey* Tahun 2021, tingkat kepuasan *Stakeholder* atas kinerja Fungsi Internal Audit PT Pertamina Gas sebesar 4,34 (skala likert 1-5) dengan kategori "SANGAT BAIK" dengan nilai di atas nilai rata-rata dari seluruh Internal Audit Pertamina Group (24 AP/afiliasi) yaitu 4,09.

Hal yang mendukung kepuasan *Stakeholder* dan *Auditee* yang dirangkum dari pertanyaan terbuka, antara lain:

1. Internal Audit telah berperan aktif dalam memberikan rekomendasi/masukan terhadap proses pengambilan keputusan untuk memastikan proses dan prosedur sesuai dengan *Good Corporate Governance*;
2. Rekomendasi yang disampaikan Auditor dapat memberikan nilai tambah dan mendukung pencapaian tujuan perusahaan;
3. Auditor memiliki kemampuan koordinasi dan komunikasi yang baik dengan *Stakeholder* dan *Auditee*;
4. Auditor bersikap *professional* saat melaksanakan penugasan audit/konsultasi;
5. Internal Audit berperan sebagai *strategic business partner* dalam melakukan pendampingan kegiatan operasional Perusahaan melalui kegiatan audit dan konsultasi;
6. Ruang lingkup penugasan Audit dan Konsultasi, pengelolaan *Whistleblowing System (WBS)* dan *Fraud Prevention* mencakup seluruh entitas di Pertamina Group;
7. Auditor memiliki pemahaman atas proses bisnis yang menjadi objek audit/konsultasi;
8. Internal Audit berperan aktif dalam melakukan pendampingan Auditor Eksternal.

All Areas of Improvement for the 2020 PQA results have been followed up by the Internal Audit of PT Pertamina Gas. The follow-up to Areas of Improvement for PQA results in 2021 that need to be implemented are as follows:

1. Improvement of testing steps in the audit work program adequately according to risk/control;
2. Testing and drawing conclusions according to the audit work program and Audit Working Paper (KKA);
3. Improvement of KKA documentation;
4. Inclusion of the justification for determining the sample in the KKA.

In addition, referring to the *Attribute Standards IPPF 1300 – Quality Assurance and Improvement Program (QAIP)*, in 2021 the Internal Audit Function of Pertamina Group (Holding) has coordinated the implementation of the *Stakeholder Feedback Survey* as part of *periodic self-assessments* in all Internal Audit Functions of Subsidiaries and affiliates. Pertamina. The *Stakeholder Feedback Survey* is carried out at the end of the current year through questionnaires submitted to the President Director, President Commissioner, Audit Committee, Directors, officials one level below the President Director (Director) at the Neck Function of PT Pertamina (Persero), *Subholding* and *Subsidiary Services*.

Based on the results of the *Stakeholder Feedback Survey* in 2021, the level of *Stakeholder* satisfaction with the performance of the Internal Audit Function of PT Pertamina Gas is 4.34 (Likert scale 1-5) with the category "VERY GOOD" with a value above the average value of the entire Pertamina Group Internal Audit (24 AP/affiliate) is 4.09.

Things that support *Stakeholder* and *Auditee* satisfaction are summarized from open questions, including:

1. Internal Audit has played an active role in providing recommendations/input on the decision-making process to ensure processes and procedures are in accordance with *Good Corporate Governance*.
2. Recommendations submitted by the Auditor can provide added value and support the achievement of company goals.
3. Auditors have good coordination and communication skills with *Stakeholders* and *Auditees*.
4. Auditors behave professionally when carrying out audit/consultation assignments.
5. Internal Audit acts as a *strategic business partner* in assisting the Company's operational activities through auditing and consulting activities.
6. The scope of the Audit and Consultation assignments, *Whistle Blowing System (WBS)* management and *Fraud Prevention* covers all entities in the Pertamina Group
7. The auditor has an understanding of the business processes that are the object of the audit/consultation
8. Internal Audit plays an active role in assisting the External Auditor.



Adapun *Area of Improvement* untuk hasil *Stakeholder/Auditee Feedback* Tahun 2021 yang perlu dilaksanakan adalah sebagai berikut:

1. Peningkatan peran sebagai *problem solver* dan *trusted advisor* melalui *insight*;
2. Peningkatan kualitas *review* berjenjang secara efektif;
3. Peningkatan pemahaman proses bisnis, *communication skill*, business acumen & kompetensi teknis Auditor secara berkesinambungan;
4. Penerapan *Agile Auditing*, implementasi & integrasi *Audit Management System*;
5. Meningkatkan sosialisasi terkait *fraud prevention*, *lesson learned*, kebijakan penugasan audit dan konsultansi.

#### **PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KEKUCUKAPAN SISTEM PENGENDALIAN INTERNAL**

Perusahaan terus berupaya menerapkan Sistem Pengendalian Internal yang efektif dengan melibatkan Dewan Komisaris, Direksi, dan seluruh Insan Pertamina Gas. Untuk menilai kecukupan sistem pengendalian internal, telah dilaksanakan Audit/Evaluasi atas pengendalian internal yang dilaksanakan secara periodik. Hasil dari audit pengendalian internal tersebut, masih dinilai beberapa sistem pengendalian internal yang masih perlu ditingkatkan keefektifannya. Adapun kelemahan sistem pengendalian internal telah dilakukan upaya perbaikan oleh Management secara kooperatif dan berkelanjutan dalam mencapai tujuan Perusahaan. Dari hasil evaluasi tahunan tersebut menunjukkan bahwa Sistem Pengendalian Intern di Perusahaan selama tahun 2021 telah mencukupi dan masih perlu untuk ditingkatkan.

#### **MANAJEMEN RISIKO**

Perusahaan telah mengaplikasikan sistem manajemen risiko yang komprehensif di seluruh aspek bisnis dan operasional guna mengidentifikasi, menganalisa, serta menerapkan strategi mitigasi risiko secara tepat untuk mencegah atau meminimalisir dampak negatif yang timbul dari setiap risiko yang dapat timbul sewaktu-waktu. Dengan menerapkan manajemen risiko secara komprehensif akan membantu Perusahaan dalam usaha mengintegrasikan strategi Perusahaan guna membangun kepercayaan para pemegang saham. Dengan demikian, Manajemen Risiko dapat menjadi perangkat strategis dalam pengambilan keputusan pada proses manajemen.

The Areas of Improvement for the results of Stakeholder/Auditee Feedback in 2021 that need to be implemented are as follows:

1. Increased role as problem solver and trusted advisor through insight.
2. Improving the quality of tiered reviews effectively.
3. Increasing understanding of business processes, communication skills, business acumen & technical competence of Auditors on an ongoing basis.
4. Agile Auditing implementation, implementation & integration of Audit Management System.
5. Increasing socialization related to fraud prevention, lessons learned, audit assignment policies and consulting.

#### **STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM**

The Company continues to strive to implement an effective Internal Control System by involving the Board of Commissioners, Directors, and all Pertamina Gas personnel. To assess the adequacy of the internal control system, an Audit/Evaluation of the internal control has been carried out periodically. The results of the internal control audit are still being assessed for several internal control systems that still need to be improved in their effectiveness. Meanwhile, the weaknesses of the internal control system have been improved by the Management in a cooperative and sustainable manner in achieving the Company's goals. From the results of the annual evaluation, it shows that the Company's Internal Control System during 2021 has been sufficient and still needs to be improved.

#### **RISK MANAGEMENT**

The Company has implemented a comprehensive risk management system in all business and operational aspects to identify, analyze, and implement appropriate risk mitigation strategies to prevent or minimize negative impacts arising from any risks that may arise at any time. By implementing comprehensive risk management, it will help the Company in its efforts to integrate the Company's strategy in order to build the trust of shareholders. Thus, Risk Management can be a strategic tool in decision making in the management process.

Pelaksanaan Manajemen Risiko tersebut didasarkan pada Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Bagian keenam Pasal 25 dari ketentuan tersebut mengatur Manajemen Risiko, yang menyatakan:

1. Direksi, dalam setiap pengambilan keputusan/tindakan, harus mempertimbangkan risiko usaha;
2. Direksi wajib membangun dan melaksanakan program manajemen risiko korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG;
3. Pelaksanaan program manajemen risiko dapat dilakukan, dengan:
  - a. Membentuk unit kerja tersendiri yang ada di bawah Direksi atau;
  - b. Memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi manajemen risiko.
4. Direksi wajib menyampaikan laporan profil manajemen risiko dan penanganannya bersamaan dengan laporan berkala perusahaan.

Pada prinsipnya, kegiatan utama manajemen risiko adalah menciptakan budaya sadar risiko di Perusahaan sehingga Manajemen Risiko menjadi bagian integral dalam kegiatan bisnis Pertamina Gas. Dengan demikian, dalam setiap merencanakan dan melaksanakan setiap kegiatan bisnis proses selaku dilakukan proses identifikasi, analisa dan mitigasi, serta perhitungan risiko yang melekat dari setiap keputusan bisnis yang dipilih.

Sesuai dengan prosedur dan standar, Perusahaan juga melakukan evaluasi terhadap pengelolaan manajemen risiko secara berkala guna mengetahui kecukupan maturitas dan menetapkan roadmap untuk peningkatan kualitas pengelolaan risiko Perusahaan. Pelaksanaan review berkala maturitas pengelolaan risiko Perusahaan pada tahun 2021 menggunakan metodologi PRISMA (*Pertamina Risk Maturity Self Assessment*) untuk memenuhi aspirasi Kementerian BUMN sesuai Surat Kementerian BUMN No S-787/MBU/10/2021 tanggal 8 Oktober 2021.

Kegiatan Manajemen Risiko dijalankan oleh fungsi Strategic Planning & Portfolio sebagai koordinator pelaksanaan Manajemen Risiko di PT Pertamina Gas dengan melibatkan seluruh fungsi kerja, area operasi dan Anak Perusahaan/*Joint Venture* sebagai pemilik risiko (*risk owner*).

The implementation of Risk Management is based on the Minister of SOE Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. The sixth part of Article 25 of the provision regulates Risk Management, which states:

1. The Board of Directors, in every decision/action, must consider business risks;
2. The Board of Directors is required to develop and implement an integrated corporate risk management program which is part of the implementation of the GCG program;
3. Implementation of the risk management program can be carried out, by:
  - a. Establish a separate work unit under the Board of Directors or;
  - b. Give assignments to existing and relevant work units to carry out the risk management function;
4. The Board of Directors is required to submit a risk management profile report and its handling together with the company's periodic reports.

In principle, the main activity of risk management is to create a risk-aware culture in the Company so that Risk Management becomes an integral part of Pertamina Gas' business activities. Thus, in planning and carrying out every business process activity, identification, analysis and mitigation processes are carried out, as well as the calculation of the inherent risks of each selected business decision.

In accordance with procedures and standards, the Company also evaluates risk management on a regular basis to determine the adequacy of maturity and establish a roadmap to improve the quality of the Company's risk management. The implementation of a periodic review of the Company's risk management maturity in 2021 using the PRISMA (*Pertamina Risk Maturity Self Assessment*) methodology to fulfill the aspirations of the Ministry of SOEs in accordance with the SOE Ministry Letter No S-787/MBU/10/2021 dated October 8, 2021.

Risk Management activities are carried out by the Strategic Planning & Portfolio function as the coordinator of the implementation of Risk Management at PT Pertamina Gas by involving all work functions, operating areas and Subsidiaries/*Joint Ventures* as risk owners.



## KOMITE MANAJEMEN RISIKO

Berdasarkan Peraturan Menteri Negara BUMN No. Per-12/MBU/2012 tanggal 24 Agustus 2012, tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN, mewajibkan Dewan Komisaris membentuk Komite Audit dan Komite lainnya untuk membantu Dewan Komisaris melaksanakan tugas dan tanggung jawab pengawasan di Perusahaan.

Untuk mendorong agar Perusahaan dikelola sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG), maka Dewan Komisaris membentuk Komite Manajemen Risiko dan menetapkan Piagam Komite Manajemen Risiko No. 031/DK-PG/VI/2020-SO tanggal 29 Juni 2020 sebagai komitmen dari Dewan Komisaris dan Direksi dalam usaha menciptakan kondisi pengelolaan risiko yang baik dalam Perusahaan. Komite Manajemen Risiko dalam hal ini mencakup Manajemen Risiko dan Remunerasi serta penerapan GCG untuk membantu Dewan Komisaris melaksanakan tugas dan tanggung jawab pengawasan di Perusahaan. Tugas utama Komite Manajemen Risiko yakni memantau dan memastikan diterapkannya prinsip, fungsi dan pelaksanaan yang berhubungan dengan:

1. Kebijakan strategi Perusahaan, RJPP dan RKAP;
2. Mengevaluasi implementasi risk management yang efektif;
3. Memastikan efektivitas sistem remunerasi yang diterapkan di Perusahaan yang dapat mendorong peningkatan kinerja dan dapat mengurangi kesempatan terjadinya penyimpangan dalam pengelolaan Perusahaan;
4. Pengembangan dan Penerapan *Good Corporate Governance* (GCG).

## STRUKTUR MANAJEMEN RISIKO PERTAMINA GAS

Struktur Organisasi Perusahaan terkait Fungsi *Strategic Planning & Portfolio* selaku koordinator pelaksana kegiatan Manajemen Risiko adalah sebagai berikut:

## RISK MANAGEMENT COMMITTEE

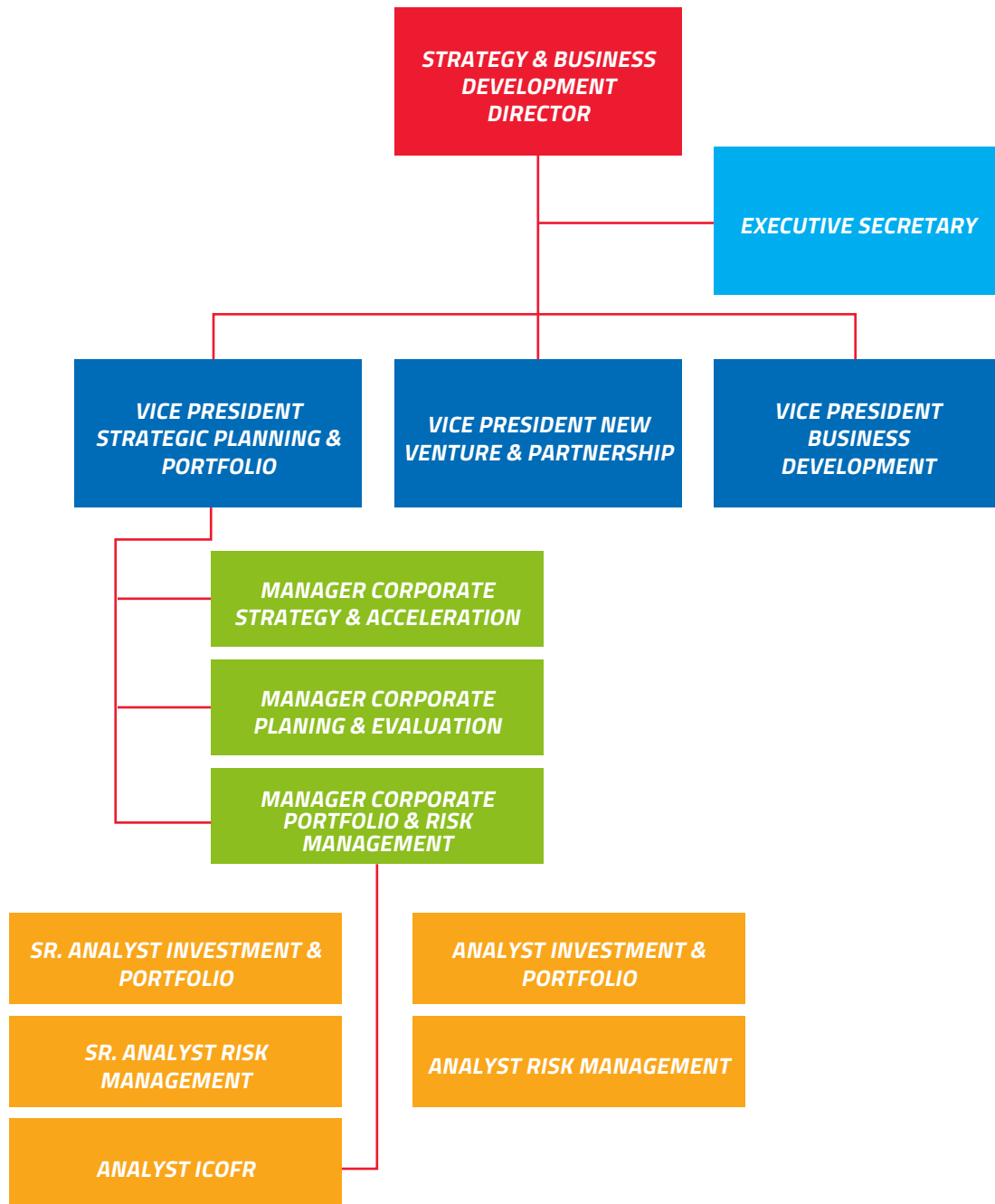
Based on the Regulation of the Minister of State-Owned Enterprises Number: Per-12/MBU/2012 dated August 24, 2012, regarding the Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs, it is mandatory for the Board of Commissioners to form an Audit Committee and other Committees to assist the Board of Commissioners in carrying out their supervisory duties and responsibilities in the Company.

To encourage the Company to be managed in accordance with the principles of Good Corporate Governance (GCG), the Board of Commissioners established a Risk Management Committee and stipulates the Risk Management Committee Charter No. 031/DK-PG/VI/2020-SO dated June 29, 2020 as a commitment from the Board of Commissioners and Directors in an effort to create good risk management conditions within the Company. The Risk Management Committee in this case includes Risk Management and Remuneration as well as the implementation of GCG to assist the Board of Commissioners in carrying out their supervisory duties and responsibilities in the Company. The main task of the Risk Management Committee is to monitor and ensure the implementation of principles, functions and implementation related to:

1. Company strategy policy, RJPP and RKAP;
2. Evaluating the implementation of effective risk management;
3. Ensure the effectiveness of the remuneration system implemented in the Company which can encourage performance improvement and can reduce the opportunity for irregularities in the management of the Company;
4. Development and Implementation of Good Corporate Governance (GCG).

## PERTAMINA GAS RISK MANAGEMENT STRUCTURE

The Company's Organizational Structure related to the Strategic Planning & Portfolio Function as the coordinator for implementing Risk Management activities is as follows:





## Profil VP Strategic Planning & Portfolio

VP Strategic Planning & Portfolio Profile

# R. BARA IMAROSA

VP. PLANNING & PORTFOLIO



### Data Pribadi

Warga Negara Indonesia.  
Usia 54 tahun  
Lahir Jakarta, 11 September 1968

### Domisili

Bogor, Jawa Barat

### Riwayat Pendidikan

- Sarjana Teknik Mesin
- Master of Business Administration Energy Management, Universitas Gadjah Mada (2014)

### Riwayat Jabatan

Sejak bergabung dengan PT Pertamina (Persero) pada tahun 1991, beliau telah menduduki berbagai posisi strategis di PT Pertamina (Persero) di Direktorat Pengolahan serta Fungsi Gas.

### Dasar Pengangkatan

Menjabat sebagai VP Strategic Planning & Portfolio sejak 1 Agustus 2018 berdasarkan Surat Keputusan Direktur SDM PT Pertamina (Persero) No Kpts. P-485/K00000/2018-S8.

### Personal data

Indonesian citizens.  
54 years old  
Born in Jakarta, September 11, 1968

### Domicile

Bogor, West Java

### Educational background

- Bachelor of Mechanical Engineering
- Master of Business Administration Energy Management, Gadjah Mada University (2014)

### Position History

Since joining PT Pertamina (Persero) in 1991, he has held various strategic positions at PT Pertamina (Persero) in the Directorate of Gas Processing and Function.

### Basis of Appointment

Served as VP Strategic Planning & Portfolio since August 1, 2018 based on the Decree of the HR Director of PT Pertamina (Persero) No Kpts. P-485/K000000/2018-S8.

## TUGAS DAN TANGGUNG JAWAB DIVISI STRATEGIC PLANNING & PORTFOLIO

Divisi *Strategic Planning & Portfolio* memiliki tugas dan tanggung jawab sebagai berikut:

1. Penyusunan kajian lingkungan bisnis (internal dan eksternal perusahaan);
2. Penyusunan *corporate strategy* (visi misi, *business alignment*, RJPP, strategi inisiatif, RKAP, *portfolio* bisnis);
3. Pengelolaan Anak Perusahaan dan Afiliasi;
4. Pengelolaan *monitoring* dan evaluasi *corporate strategy* (kinerja bisnis perusahaan, pengelolaan isu strategis, *dashboard management*);
5. Pengelolaan transformasi perusahaan;
6. Pengelolaan anggaran investasi;
7. Pengelolaan *proses screening* usulan investasi serta proses *approval Final Investment Decision (FID)*;

## DUTIES AND RESPONSIBILITIES OF THE STRATEGIC PLANNING & PORTFOLIO DIVISION

The Strategic Planning & Portfolio Division has the following duties and responsibilities:

1. Preparation of business environment studies (internal and external to the company);
2. Preparation of corporate strategy (vision and mission, business alignment, RJPP, initiative strategy, RKAP, business portfolio);
3. Management of Subsidiaries and Affiliates;
4. Management of monitoring and evaluation of corporate strategy (company business performance, management of strategic issues, dashboard management);
5. Management of corporate transformation;
6. Investment budget management;
7. Management of the investment proposal screening process and the Final Investment Decision (FID) approval process;



8. Pengelolaan *monitoring & controlling* untuk seluruh investasi;
9. *Monitoring project closing & post mortem* investasi;
10. Pengelolaan risiko perusahaan, termasuk pengendalian intern atas pelaporan keuangan (ICoFR).

### PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DIVISI STRATEGIC PLANNING & PORTFOLIO SELAMA TAHUN 2021

Selama tahun 2021, Divisi *Strategic Planning & Portfolio* telah melaksanakan aktivitas penerapan manajemen risiko, di antaranya:

1. Pelaksanaan koordinasi, mengarahkan dan mengendalikan pelaksanaan penyusunan rencana kerja dengan seluruh fungsi terkait RKAP 2022 & Pengajuan RJPP 2021-2026;
2. Pelaksanaan pengkajian strategis baik bersifat responsif dan antisipatif terkait perubahan lingkungan bisnis, strategi bisnis, evaluasi kelayakan, analisa risiko bisnis terhadap perencanaan pengembangan bisnis dan usulan proyek investasi sepanjang tahun 2021;
3. Pelaksanaan pemantauan secara rutin dan terpadu atas kinerja keuangan, investasi, operasional, pengelolaan risiko dan portofolio bisnis setiap kuartal sepanjang tahun 2021;
4. Pelaksanaan identifikasi, analisa dan pengukuran project risk portofolio bisnis perusahaan atas pengembangan usaha niaga gas, transportasi, pemrosesan, distribusi dan bisnis lainnya;
5. Pelaksanaan perencanaan dan pemantauan atas pengendalian internal atas pelaporan keuangan (ICoFR) Perusahaan;
6. Pelaksanaan internalisasi proses Manajemen Risiko di Anak Perusahaan dan *Joint Venture*.
7. Pelaksanaan pengukuran maturitas pengelolaan Manajemen Risiko dengan menggunakan metode PRISMA (*Pertamina Risk Maturity Self Assessment*).

### PIAGAM MANAJEMEN RISIKO DAN PEDOMAN MANAJEMEN RISIKO

Direksi berdedikasi dalam menjalankan manajemen risiko yang diwujudkan dengan keterlibatan untuk menerapkan manajemen risiko dalam setiap aspek kegiatan Pertamina Gas. Bentuk dedikasi tersebut dituangkan dalam bentuk Piagam Manajemen Risiko. Piagam Manajemen Risiko akan diperbaharui sesuai dengan perkembangan organisasi Perusahaan. Pembaharuan Piagam Manajemen Risiko dilaksanakan pada bulan Januari 2021, sehubungan dengan adanya perubahan Direksi dan implementasi *Enterprise Risk Management*. Dokumen tersebut ditandatangani oleh seluruh jajaran Direksi Perusahaan.

8. Monitoring & controlling management for all investments;
9. Monitoring project closing & post mortem investment;
10. Company risk management, including internal control over financial reporting (ICoFR).

### IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE STRATEGIC PLANNING & PORTFOLIO DIVISION DURING 2021

During 2021, the Strategic Planning & Portfolio Division has carried out risk management implementation activities, including:

1. Implementation of coordination, directing and controlling the implementation of the preparation of work plans with all functions related to the 2022 RKAP & 2021-2026 RJPP submission;
2. Implementation of strategic assessments both responsive and anticipatory related to changes in the business environment, business strategy, feasibility evaluation, business risk analysis on business development plans and investment project proposals throughout 2021;
3. Implementation of regular and integrated monitoring of financial performance, investment, operations, risk management and business portfolio every quarter throughout 2021;
4. Implementation of identification, analysis and measurement of the company's business portfolio project risk on the development of gas trading, transportation, processing, distribution and other businesses;
5. Implementation of planning and monitoring of the Company's internal control over financial reporting (ICoFR);
6. Internalization of the Risk Management process in Subsidiaries and Joint Ventures.
7. Implementation of the risk management maturity measurement using the PRISMA (*Pertamina Risk Maturity Self Assessment*) method.

### RISK MANAGEMENT CHARTER AND RISK MANAGEMENT GUIDELINES

The Board of Directors is dedicated in carrying out risk management which is manifested by involvement in implementing risk management in every aspect of Pertamina Gas activities. This form of dedication is stated in the management of risk management in the form of a Risk Management Charter. The Risk Management Charter will be updated in accordance with the development of the Company's organization. The renewal of the Risk Management Charter was carried out in January 2021, due to changes in the Board of Directors and the implementation of *Enterprise Risk Management*. The document is signed by the entire board of directors of the Company.





Selain Piagam Manajemen Risiko, Perusahaan juga telah memiliki Pedoman Manajemen Risiko No. A-001/PG0500/2014-S0 yang ditandatangani oleh Presiden Direktur pada tanggal 29 April 2014 serta telah mengadopsi standar internasional ISO 31000:2009. Pada tahun 2021 telah dilakukan penyempurnaan atas Tata Kelola Organisasi TKO No. No.B-002/PG2100/2021-S9 perihal Pelaksanaan Kajian Risiko Kontrak & Perjanjian Bisnis Perusahaan.

Perusahaan telah menunjuk unit yang bertugas secara khusus mengkoordinasikan pengelolaan risiko Perusahaan di setiap Fungsi Kerja yaitu Tim Manajemen Risiko yang beranggotakan *Person in Charge* (PIC) dari setiap Area Kerja Operasional dan Fungsi Kerja di Kantor Pusat berdasarkan Surat Perintah Direktur Utama tentang Tim Manajemen Risiko di PT Pertamina Gas.

Selain itu, Perusahaan juga mencanangkan program budaya sadar risiko yang lebih melekat kepada setiap pekerja melalui sosialisasi dengan beberapa pendekatan, yakni *workshop* dan pelatihan manajemen risiko.

Dalam mencapai penerapan dan implementasi manajemen risiko, diperlukan strategi manajemen risiko. Untuk itu, Perusahaan telah menyusun Peta Jalan Manajemen Risiko Perusahaan atau *Enterprise Risk Management (ERM) Road Map*. Peta Jalan disusun sebagai panduan program kerja Manajemen Risiko Perusahaan selama satu periode.

In addition to the Risk Management Charter, the Company also has Risk Management Guidelines No. A-001/PG5000/2014-S0 which was signed by the President Director on 29 April 2014 and has adopted the international standard ISO 31000:2009. In 2021, improvements have been made to the TKO Organizational Governance No. No.B-002/PG2100/2021-S9 regarding the Implementation of Contract Risk Studies & Company Business Agreements.

The Company has appointed a unit specifically tasked with coordinating the management of the Company's risk in each Work Function, namely the Risk Management Team consisting of Person In Charge (PIC) from each Operational Work Area and Work Function at the Head Office based on the President Director's Instruction regarding the Risk Management Team at PT Pertamina Gas.

In addition, the Company also launched a risk awareness culture program that is more attached to every employee through socialization with several approaches, namely workshops and risk management training.

In achieving the implementation and implementation of risk management, a risk management strategy is needed. To that end, the Company has prepared an Enterprise Risk Management (ERM) Road Map. The Roadmap is prepared as a guide for the Company's Risk Management work program for one period.

Peta Jalan Manajemen Risiko Perusahaan  
Enterprise Risk Management Roadmap

<b>BE A LEADER IN ERM IMPLEMENTATION</b>			
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021 - ROLLING</b>
<b>KEY ACTIVITIES</b>	<b>KEY ACTIVITIES</b>	<b>KEY ACTIVITIES</b>	<b>KEY ACTIVITIES</b>
<ul style="list-style-type: none"> <li>▪ Review &amp; Update or Policy SOP</li> <li>▪ Improve The Risk Monitoring Process &amp; Result</li> <li>▪ Personal Development Level Staff, Manager &amp; VP (Certification)</li> <li>▪ Risk Appetite &amp; Tolerance 2019</li> <li>▪ Risk Assessment Process for 2019</li> <li>▪ Development of Risk Based Budgeting</li> <li>▪ Development of Risk Appetite &amp; Tolerance</li> <li>▪ Development of KRI</li> <li>▪ Risk Awareness Enhancement Program</li> <li>▪ Participation in National Risk Management Public Forum</li> <li>▪ Local &amp; International Benchmarking</li> <li>▪ Update The KPI based on Risk Management</li> <li>▪ Risk Monitoring &amp; Updating 2018</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personal Development Level Staff, Manager &amp; VP (Certification)</li> <li>▪ Risk Appetite &amp; Tolerance 2020</li> <li>▪ Risk Assessment Process for 2020</li> <li>▪ Development of Risk Based Internal Audit</li> <li>▪ Risk Awareness Enhancement Program</li> <li>▪ Be a Benchmark Peers</li> <li>▪ Participation in National &amp; International Risk Management Public Forum</li> <li>▪ Activation of Risk Management Forum</li> <li>▪ Local &amp; International Benchmarking</li> <li>▪ Integrated ERM to Subsidiary</li> <li>▪ Risk Monitoring &amp; Updating 2019</li> <li>▪ Risk Maturity 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personal Development Level Staff, Manager &amp; VP (Certification)</li> <li>▪ Risk Appetite &amp; Tolerance 2021</li> <li>▪ Risk Assessment Process for 2021</li> <li>▪ Review of Risk Based Budgeting Implementation</li> <li>▪ Review Risk Appetite &amp; Tolerance Implementation</li> <li>▪ Review of KRI</li> <li>▪ Risk Awareness Enhancement Program</li> <li>▪ Be a benchmark of Peers</li> <li>▪ Participation in National &amp; International Risk Management Public Forum</li> <li>▪ Organizing Risk Management Forum</li> <li>▪ Local &amp; International Benchmarking</li> <li>▪ Update the KPI based on Risk Management</li> <li>▪ Development of New ERM Road map</li> <li>▪ Risk Monitoring &amp; Updating 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Update Charter Risk Management</li> <li>▪ Risk Appetite &amp; Tolerance in 2022</li> <li>▪ Implement Risk Based Budgeting</li> <li>▪ Implement digitalization of Top Risk- Ongoing Business by using SIMR due to Subholding requirement</li> <li>▪ Be a benchmark of peers</li> <li>▪ Participation as a speaker in national Risk Management public forum</li> <li>▪ Participation on regional benchmarking</li> <li>▪ Participate at CIP Forum</li> <li>▪ Risk Awareness Enhancement Program</li> <li>▪ Risk Maturity Survey 2021</li> <li>▪ Enhance awareness of risk and business opportunity</li> <li>▪ Update KPI Based Risk Management</li> <li>▪ Develop KRI for Long Term Strategic Planning</li> <li>▪ Monitoring of Top Risk – Priority Project</li> </ul>



Di tahun 2021 telah dilaksanakan beberapa aktivitas sebagai wujud implementasi *road map* yang telah disusun, di antaranya adalah:

1. Pembaharuan Traktat Manajemen Risiko yang ditandatangani oleh seluruh *Board of Directors* Perusahaan pada tahun 2021 yang merupakan representasi komitmen *high level* manajemen dalam pengelolaan manajemen risiko;
2. Penetapan PIC Manajemen Risiko di level Fungsi Kerja/ Area Operasi/Anak Perusahaan dan *Joint Venture* sebagai perwakilan pekerja dalam *monitoring* pengelolaan risiko bisnis dan *project*;
3. Pelaksanaan sosialisasi pengelolaan manajemen risiko di lingkungan Anak Perusahaan dan Afiliasi untuk meningkatkan maturitas pengelolaan risiko di Anak Perusahaan dan Afiliasi;
4. Dalam penerapan *Risk Based Budgeting*, Perusahaan melaksanakan *risk assessment* atas seluruh risiko yang mempengaruhi RKAP 2022 terkait kegiatan operasional dan investasi di fungsi kerja dan anak perusahaan. Penentuan *risk limit*/batasan risiko juga dilakukan sebagai bagian yang terintegrasi pada proses *risk assessment* tersebut;
5. Pelaksanaan *updating* Sistem Tata Kerja (STK) terkait dengan pengelolaan manajemen risiko yaitu TKO No. B-002/ perihal Pelaksanaan Kajian Risiko Kontrak & Perjanjian Bisnis Perusahaan;
6. Melakukan *monitoring* pengelolaan risiko secara periodik dan menyampaikan laporan kepada *Sub Holding* dan Komite Risiko;
7. Implementasi pengelolaan risiko Sistem Informasi Manajemen Risiko (SIMR) sesuai dengan kebijakan *Subholding Gas* untuk digitalisasi pengelolaan *Top Risk Ongoing Business*. Selain itu, Perusahaan juga secara aktif berpartisipasi dalam pengelolaan risiko bisnis dan *project* prioritas dengan *Subholding Gas* sehingga memperoleh penghargaan *Best Risk Champion Team* untuk kategori Anak Perusahaan *Subholding Gas*;
8. Melakukan pengukuran *risk maturity* indeks tahun 2021 sebagai bentuk evaluasi atas implementasi budaya manajemen risiko Perusahaan dengan penerapan PRISMA (*Pertamina Risk Maturity Self Assessment*);
9. Mengikuti ASEAN Risk Award (ARA) dan masuk menjadi *Short List Nominee* kategori *Risk Technology*;
10. Menyusun inovasi terkait pengelolaan risiko dalam bentuk *creative idea* pada forum *Continuous Improvement Program* terkait penyusunan *Key Risk Indicator* dalam Rencana Jangka Panjang Perusahaan sebagai bagian pengelolaan risiko strategis Perusahaan;
11. Berpartisipasi dalam forum, *workshop* dan *webinar* serta aktif dalam yang diselenggarakan oleh asosiasi manajemen risiko dan lembaga sertifikasi kompetensi.

In 2021, several activities have been carried out as a form of implementation of the road map that has been prepared, including:

1. Renewal of the Risk Management Treaty signed by the entire Board of Directors of the Company in 2021 which represents the high level management commitment in managing risk management.
2. Determination of Risk Management PIC at Work Function/ Operation Area/Subsidiary and Joint Venture levels as worker representatives in monitoring business and project risk management.
3. Implementation of risk management socialization within Subsidiaries and Affiliates to increase the maturity of risk management in Subsidiaries and Affiliates.
4. In implementing Risk Based Budgeting, the Company carries out a risk assessment of all risks that affect the 2022 RKAP related to operational activities and investments in work functions and subsidiaries. Determination of risk limits is also carried out as an integrated part of the risk assessment process.
5. Implementation of updating the Work System (STK) related to risk management management, namely TKO No. B-002/PG2100/2021-S9 regarding the Implementation of the Company's Business Contract & Agreement Risk Assessment.
6. Monitor risk management periodically and submit reports to Sub Holding and Risk Committee.
7. Implementation of risk management of the Risk Management Information System (SIMR) in accordance with the Gas Subholding policy for digitizing the management of Top Risk Ongoing Business. In addition, the Company also actively participates in the management of business risk and priority projects with Subholding Gas so as to obtain the Best Risk Champion Team award for the category of Subholding Gas Subsidiary.
8. To measure the risk maturity index in 2021 as a form of evaluation of the implementation of the Company's risk management culture by implementing PRISMA (*Pertamina Risk Maturity Self Assessment*).
9. Participated in the Asean Risk Award (ARA) and entered the Short List Nominee for the Risk Technology category
10. Develop innovations related to risk management in the form of creative ideas at the Continuous Improvement Program forum related to the preparation of Key Risk Indicators in the Company's Long Term Plan as part of the Company's strategic risk management.
11. Participate in forums, workshops and webinars and be active in those organized by risk management associations and competency certification bodies.

## SOSIALISASI MANAJEMEN RISIKO

Sebagai upaya memberikan pemahaman dan meningkatkan budaya manajemen risiko di Perusahaan, maka Pertamina Gas senantiasa memberikan internalisasi pengelolaan risiko kepada internal kantor pusat, unit-unit maupun anak perusahaan.

## RISK MANAGEMENT SOCIALIZATION

In an effort to provide understanding and improve the risk management culture in the Company, Pertamina Gas always provides internalization of risk management to the internal head office, units and subsidiaries.

### Sosialisasi Manajemen Risiko Risk Management Socialization

Sosialisasi/Seminar Socialization /Seminars	Tempat & Waktu Place & Time	Peserta Participants
Sosialisasi Kebijakan Manajemen Risiko Subholding Gas Socialization of Gas Subholding Risk Management Policy	Jakarta, 3 Maret 2021 Jakarta, March 3, 2021	35
Narasumber dalam <i>Webinar Risk Management Day</i> PTGN Resource Person at PTGN's Risk Management Day Webinar	Jakarta, 25 Maret 2021 Jakarta, March 25, 2021	33
Narasumber dalam <i>Sharing Session Risk Management Talk</i> PDG Resource Person in the PDG Risk Management Talk Sharing Session	Bandung, 17-18 November 2021 Bandung, November 17-18, 2021	25
Narasumber dalam Pelaksanaan <i>Upskilling dan Penyusunan Risk Register</i> PAG Resource Person in Implementation of Upskilling and Preparation of Risk Register PAG	Jakarta, 28-29 Desember 2021 Jakarta, December 28-29, 2021	23
Narasumber dalam <i>Sharing Session</i> Pengelolaan Manajemen Risiko Terintegrasi bersama dengan PJB Resource persons in the Integrated Risk Management Sharing Session with PJB	Jakarta, 6 Oktober 2021 Jakarta, October 6, 2021	130
Narasumber dalam Forum LSPPM : <i>How to create value through ERM – Think About Risks Think Upside</i> Resource person in LSPPM Forum : How to create value through ERM – Think About Risks Think Upside	Jakarta, 9 April 2021 Jakarta, April 9, 2021	96
Narasumber dalam <i>Sharing Session Risiko Project</i> bersama dengan ESDM Resource persons in the Project Risk Sharing Session with ESDM	Bogor, 8 September 2021 Bogor, September 8, 2021	11
Pelaksanaan <i>shadow risk management</i> Implementation of shadow risk management	3-10 Maret, 28-30 Juni, 14-20 September, 20-22 Desember March 3-10, June 28-30, September 14-20, December 20-22	30



## PELATIHAN DAN SERTIFIKASI

Seiring dengan perkembangan usaha Perusahaan disertai dengan kompleksitas risiko yang memiliki kemungkinan bertambah, Perusahaan berupaya untuk terus memberikan fasilitas pengembangan kompetensi di bidang manajemen risiko. Perusahaan melakukan *upskilling training* dan diskusi manajemen risiko melalui forum triwulanan *shadow risk monitoring*. Adapun hingga akhir tahun 2021, jumlah pekerja bersertifikasi *Certified Risk Professional* (CRP) mengalami penambahan pada pekerja di Anak Perusahaan. Saat ini total jumlah pekerja sertifikasi manajemen risiko adalah sebanyak 100 orang.

## TRAINING AND CERTIFICATION

Along with the development of the Company's business accompanied by the complexity of risks that have the possibility of increasing, the Company strives to continue to provide competency development facilities in the field of risk management. The company conducts upskilling training and discussion on risk management through the quarterly shadow risk monitoring forum. Meanwhile, until the end of 2021, the number of certified Risk Professional (CRP) certified workers has increased to employees in Subsidiaries. Currently, the total number of risk management certification workers is 100 people.

**Jumlah Pekerja yang memiliki Sertifikasi Manajemen Risiko tahun 2021**  
Number of Workers who have Risk Management Certification in 2021

Nama Sertifikasi Name of Certification	Jumlah Pekerja Number of Employees
<i>Enterprise Risk Management Certified Professional</i> *)	1
<i>Certified Risk Management Professional</i>	27
<i>Associate Risk Management Professional</i>	-
<i>Certified Risk Management Officer</i>	5
<i>Certified Risk Professional</i> **)	67

\*) terdapat 2 orang yang memiliki 2 sertifikasi risiko:  
1 orang memiliki CRMP dan ERMCP  
1 orang memiliki CRMP dan CRP  
\*\*) termasuk 14 orang dari Anak Perusahaan

\*) there are 2 people who have 2 risk certifications:  
1 person has CRMP and ERMCP  
1 person has CRMP and CRP  
\*\*) including 14 people from Subsidiaries

**Pelatihan dan Sertifikasi Manajemen Risiko tahun 2021**  
Risk Management Training and Certification in 2021

Nama Pelatihan Name of Training	Pelaksana Implementer	Jumlah Pekerja Number of Employees
Pelatihan pekerja PAG untuk mendapatkan sertifikasi <i>Certified Risk Professional</i> PAG worker training to get Certified Risk Professional sertifikasi	LSPPM	17
Pelatihan Manajemen Risiko dan Sistem Informasi Manajemen Risiko Risk Management Training and Risk Management Information System	PGN	3
Pelatihan penyusunan <i>Risk Register</i> di Perta Daya Gas Training on Risk Register preparation at Perta Daya Gas	PDG	15
Pelatihan pelaksanaan <i>Fraud Risk Assessment</i> dan <i>awareness</i> Sistem Manajemen Anti Penyuapan (SMAP) Pelatihan pelaksanaan Fraud Risk Assessment dan <i>awareness</i> Sistem Manajemen Anti Penyuapan (SMAP)	Internal	40
<i>Workshop Risk Beyond 2021</i>	ERMA	4

**Pelatihan dan Sertifikasi Manajemen Risiko tahun 2021**  
Risk Management Training and Certification in 2021

Nama Pelatihan Name of Training	Pelaksana Implementer	Jumlah Pekerja Number of Employees
Pelatihan Persiapan sertifikasi <i>Governance Risk Compliance Professional (GRCP)</i> Training on the implementation of Fraud Risk Assessment and awareness of the Anti-Bribery Management System (SMAP)	Mfw	1

**PENERAPAN ERM**

Penerapan Manajemen Risiko pada tahun 2021 dilaksanakan dalam beberapa tahapan:

1. *Monitoring Top Risk* Perusahaan untuk RKAP 2021
  - Pelaksanaan *monitoring* mitigasi risiko *Top Risk* Perusahaan secara rutin baik triwulanan maupun *biweekly*;
  - Pelaksanaan *monitoring* mitigasi risiko dan analisa dampak risiko melaporkannya dalam aplikasi Sistem Informasi Manajemen Risiko yang dikelola oleh Subholding Gas.
2. *Monitoring Ongoing Business Risk* atas RKAP 2021 di Fungsi Kerja, Area Operasi dan Anak Perusahaan/*Joint Venture*
  - Pelaksanaan *monitoring* risiko operasional dengan Fungsi Kerja, Area Operasi dan Anak Perusahaan/*Joint Venture* dalam forum *shadow risk monitoring* setiap triwulan;
  - Melakukan komunikasi dengan Fungsi Kerja, Area Operasi dan Anak Perusahaan/*Joint Venture* selaku *Risk Owner* untuk identifikasi tambahan exposure risiko diluar forum *shadow risk monitoring*.
3. *Monitoring Risiko Project* Prioritas
  - Pengelolaan risiko proyek dengan pemantauan *key risk indicator* melalui *war room* yang dilaksanakan bulanan;
  - Pemantauan *monitoring* risiko proyek prioritas setiap bulan dengan *Subholding Gas*;
4. Pelaksanaan konsultasi, internalisasi budaya sadar risiko Perusahaan dan *benchmarking*
  - Pelaksanaan sosialisasi pengelolaan Manajemen Risiko di Anak Perusahaan dan *Joint Venture*;
  - Narasumber pelaksanaan dalam *event upskilling/ workshop* manajemen risiko dalam forum eksternal;
  - Narasumber *benchmarking* pengelolaan risiko dengan perusahaan lain;
  - Fungsi *Risk Management* melaksanakan komunikasi dan memberikan konsultasi kepada *Risk Owner* terkait dengan pengelolaan risiko dalam hal identifikasi risiko, penyusunan *risk register* dan *monitoring* mitigasi sesuai dengan permintaan *Risk Owner*;
  - Peningkatan budaya manajemen risiko dengan berbagai rapat koordinasi, rotasi PIC *Risk Management* serta kegiatan koordinasi lainnya.

**ERM IMPLEMENTATION**

Implementation of Risk Management in 2021 will be carried out in several stages:

1. Monitoring the Company's Top Risk for RKAP 2021
  - Implementation of monitoring the Company's Top Risk risk mitigation on a regular basis, both quarterly and biweekly;
  - Implementation of risk mitigation monitoring and risk impact analysis reporting it in the application of the Risk Management Information System managed by Gas Subholding.
2. Monitoring Ongoing Business Risk on RKAP 2021 in Work Functions, Operational Areas and Subsidiaries/*Joint Ventures*
  - Implementation of operational risk monitoring with Work Functions, Operational Areas and Subsidiaries/*Joint Ventures* in shadow risk monitoring forums every quarter.
  - Communicating with Work Functions, Operational Areas and Subsidiaries/*Joint Ventures* as Risk Owners to identify additional risk exposures outside the shadow risk monitoring forum.
3. Priority Project Risk Monitoring
  - Project risk management by monitoring key risk indicators through monthly war rooms;
  - Monitoring of priority project risk monitoring every month with Gas Subholding;
4. Implementation of consultation, internalization of the Company's risk awareness culture and benchmarking
  - Socialization of Risk Management management in Subsidiaries and *Joint Ventures*;
  - Resource persons for implementation in upskilling events/risk management workshops in external forums;
  - Resource persons for benchmarking risk management with other companies.
  - The Risk Management function communicates and provides consultation to Risk Owners related to risk management in terms of risk identification, risk register preparation and mitigation monitoring in accordance with the Risk Owner's request.
  - Improved risk management culture with various coordination meetings, rotation of PIC Risk Management and other coordination activities;



5. *Updating* standar Manajemen Risiko dengan
  - Pengesahan Tata Kelola Organisasi TKO No No.B-002/PG2100/2021-S9 perihal Pelaksanaan Kajian Risiko Kontrak & Perjanjian Bisnis Perusahaan;
  - *Updating* Traktat (Piagam) Manajemen Risiko yang ditandatangani oleh seluruh BOD Perusahaan pada bulan Januari 2021;
  - Implementasi kebijakan *monitoring* risiko dari *Sub Holding Gas* sesuai dengan Surat No. 003500.ND/PR.06.01/RMG/2021 tanggal 5 Februari 2021 Perihal Penyampaian Periode Laporan *Monitoring* Risiko Kategori *Top Risk* Perusahaan Tahun 2021.
6. Pelaksanaan rapat Komite Manajemen Risiko PT Pertamina Gas yang dilaksanakan setiap bulan untuk memantau pengelolaan *Top Risk* Perusahaan dan risiko *project* yang sedang berjalan;
7. Pelaksanaan *review* berkala atas maturitas pengelolaan Manajemen Risiko Perusahaan yang dilakukan pada Triwulan IV tahun 2021;
8. Penyusunan *Risk Register* dan *Top Risk* untuk RKAP 2022 dengan tahapan sebagai berikut:
  - Fungsi Kerja, Area Operasi, Anak Perusahaan/*Joint Venture* melakukan identifikasi risiko paralel dengan proses penyusunan RKAP Tahun 2022 dalam format *risk register*;
  - Atas *Risk Event* yang telah teridentifikasi, dilakukan *Risk Assessment* terhadap setiap risiko sehingga masing-masing risiko memiliki nilai kemungkinan dan dampak;
  - Setiap risiko akan dibuat rencana mitigasi untuk menurunkan level risiko;
  - Rencana mitigasi tersebut akan dimonitor selama satu tahun setiap triwulan.
9. Penyusunan *Risk Register* usulan investasi RKAP 2021 dan 2022.

## PROFIL RISIKO DAN PENANGANANNYA

Perusahaan telah menetapkan sejumlah risiko utama (*top risk*) yang dihadapi sekaligus menetapkan upaya penanganan yang akan dilakukan. Berikut adalah daftar Risikonya:

5. Updating the Risk Management standard with
  - Ratification of TKO Organizational Governance No. B-002/PG2100/2021-S9 regarding the Implementation of the Company's Business Contracts & Agreement Risk Studies.
  - Updating Risk Management Treaty (Charter) signed by all BOD of the Company in January 2021
  - Implementation of the risk monitoring policy of Sub Holding Gas in accordance with Letter No. 003500.ND/PR.06.01/RMG/2021 dated February 5, 2021 Regarding Submission of the Risk Monitoring Report Period for the Company's Top Risk Category in 2021
6. Implementation of the Risk Management Committee meeting of PT Pertamina Gas which is held every month to monitor the management of the Company's Top Risk and ongoing project risks.
7. Implementation of periodic reviews of the maturity of the Company's Risk Management management conducted in the fourth quarter of 2021.
8. Preparation of the Risk Register and Top Risk for the 2022 RKAP with the following stages:
  - Work Functions, Operational Areas, Subsidiaries/*Joint Ventures* to identify parallel risks with the process of preparing the 2022 RKAP in the risk register format.
  - On the Risk Events that have been identified, a Risk Assessment is carried out on each risk so that each risk has a probability and impact value.
  - For each risk, a mitigation plan will be made to reduce the level of risk.
  - The mitigation plan will be monitored for one year every quarter.
9. Preparation of the Risk Register for the 2021 and 2022 RKAP investment proposals.

## RISK PROFILE AND MANAGEMENT

The company has determined a number of main risks (*top risks*) to be faced and at the same time determined the handling efforts that will be carried out. Here is a list of the Risks:



**Profil Risiko dan Upaya Penanganan**  
Risk Profile and Handling Efforts

Jenis Risiko Risk Type	Uraian Description	Bentuk Mitigasi Forms of Mitigation
<p>Operation (gas) Operation (gas)</p>	<p>Risiko pengaliran gas menjadi salah satu risiko yang dihadapi perusahaan. Beberapa penyebab dari risiko ini di antaranya adalah adanya efek pandemi COVID-19 yang berdampak terhadap konsumen, serta adanya alternative energi lain seperti batubara. The risk of gas flow is one of the risks faced by the company. Some of the causes of this risk include the effects of the COVID-19 pandemic that have an impact on consumers, as well as the existence of other energy alternatives such as coal.</p>	<ul style="list-style-type: none"> <li>▪ Melakukan koordinasi intensif dan aktif dengan produsen dan konsumen gas dalam <i>monitoring</i> penyerapan <i>shipper</i>.</li> <li>▪ Melakukan koordinasi dengan <i>Anchor Shipper</i> untuk menjaga serapan dan menyelesaikan <i>outstanding</i>.</li> <li>▪ Melakukan percepatan penyelesaian <i>project</i> untuk mendapatkan <i>revenue</i> baru.</li> <li>▪ <i>Monitoring</i> dan mengupayakan kenaikan konsumen niaga gas untuk dapat meningkatkan kenaikan volume pipa transmisi.</li> <li>▪ Memastikan terlaksananya amandemen perjanjian eksisting sebelum berakhirnya jangka waktu perjanjian.</li> <li>▪ Melakukan implementasi kebijakan HSSE dan menjaga kehandalan infrastruktur transportasi gas di setiap area operasi.</li> <li>▪ Conduct intensive and active coordination with gas producers and consumers in monitoring shipper absorption.</li> <li>▪ Coordinate with Anchor Shipper to maintain absorption and complete outstanding.</li> <li>▪ Accelerate project completion to get new revenue.</li> <li>▪ Monitoring and seeking to increase gas commercial consumers to increase the volume of transmission pipelines.</li> <li>▪ Ensure the implementation of amendments to the existing agreement before the expiration of the term of the agreement.</li> <li>▪ Implement the HSSE policy and maintain the reliability of gas transportation infrastructure in each area of operation.</li> </ul>
<p>Operation (minyak) Operation (oil)</p>	<p>Risiko pengaliran minyak lebih disebabkan oleh adanya pilihan alternatif moda transportasi minyak oleh <i>shipper</i> tanpa melalui ruas pipa minyak eksisting dan aspek pengembangan bisnis transportasi minyak The risk of oil flow is caused by the choice of alternative modes of oil transportation by shippers without going through the existing oil pipeline and aspects of developing the oil transportation business.</p>	<ul style="list-style-type: none"> <li>▪ Melakukan koordinasi intensif dan aktif dengan para <i>shipper</i> &amp; KKKS (KOPM) yg rutin dilakukan dan mengusulkan untuk mempertahankan volume pengaliran minyak.</li> <li>▪ Mencari <i>potential shipper</i> lain untuk peningkatan volume transportasi minyak.</li> <li>▪ <i>Monitoring</i> penyaluran, ICP <i>price</i>, dan melaksanakan implementasi kebijakan HSSE serta menjaga keandalan infrastruktur.</li> <li>▪ Conduct intensive and active coordination with shippers &amp; KKKS (KOPM) which are routinely carried out and propose to maintain the volume of oil flow.</li> <li>▪ Looking for other potential shippers to increase the volume of oil transportation.</li> <li>▪ Monitoring distribution, ICP price, and implementing HSSE policy and maintaining infrastructure reliability.</li> </ul>



**Profil Risiko dan Upaya Penanganan**  
Risk Profile and Handling Efforts

Jenis Risiko Risk Type	Uraian Description	Bentuk Mitigasi Forms of Mitigation
Investasi/Proyek Investment/Project	Merupakan salah satu risiko yang dihadapi Perusahaan dalam melaksanakan pengembangan bisnis, umumnya terkait dengan penyelesaian proyek pengembangan usaha baru. This is one of the risks faced by the Company in carrying out business development, generally related to the completion of new business development projects.	<ul style="list-style-type: none"> <li>▪ <i>Monitoring</i> intensif serta percepatan atas pelaksanaan pekerjaan EPC untuk menjamin penyelesaian pekerjaan secara tepat waktu, tepat anggaran dan tepat lingkup kerja.</li> <li>▪ Dalam hal pembebasan lahan, melakukan koordinasi intensif dengan <i>stakeholder</i> dalam melakukan percepatan proses pembebasan lahan.</li> <li>▪ Melakukan negosiasi dan komunikasi dengan konsumen atas infrastruktur baru dalam rangka menjaga tingkat pengembalian investasi.</li> <li>▪ Intensive monitoring and acceleration of the implementation of EPC work to ensure the completion of work on time, on budget and in the right scope of work.</li> <li>▪ In terms of land acquisition, intensive coordination with stakeholders in accelerating the land acquisition process.</li> <li>▪ Negotiating and communicating with consumers on new infrastructure in order to maintain the rate of return on investment.</li> </ul>
Safety	Risiko Kesehatan, Keselamatan Kerja dan Lingkungan <i>Occupational Health, Safety and Environmental Risk</i> Health, Safety and Environment Risk Occupational Health, Safety and Environmental Risk	<ul style="list-style-type: none"> <li>▪ Setiap pihak kontraktor/vendor diharuskan untuk memiliki sertifikat <i>Contractor Safety Management System</i> sebagai persyaratan mengikuti proses pengadaan barang dan jasa di Perusahaan.</li> <li>▪ Pemberlakuan <i>Job Health, Safety, and Environment Analysis (JHSEA)</i> kepada setiap kontraktor/vendor sebelum melaksanakan pekerjaan.</li> <li>▪ Dalam pelaksanaan kegiatan operasional, Perusahaan melakukan <i>Safety Induction, Safety Briefing</i> dan <i>Safety Meeting</i>.</li> <li>▪ Melaksanakan <i>Safety Talk</i> dan <i>Safety Stop</i> sebagai pembelajaran terhadap insiden kecelakaan kerja yang terjadi di lingkungan Perusahaan.</li> <li>▪ Each contractor/vendor party is required to have a Contractor Safety Management System certificate as a requirement to participate in the procurement process for goods and services at the Company.</li> <li>▪ Enforcement of Job Health, Safety, and Environment Analysis (JHSEA) to every contractor/vendor before carrying out work.</li> <li>▪ In carrying out operational activities, the Company conducts Safety Induction, Safety Briefing and Safety Meeting.</li> <li>▪ Carry out Safety Talks and Safety Stops as a lesson on work accident incidents that occur within the Company.</li> </ul>

**Profil Risiko dan Upaya Penanganan**  
Risk Profile and Handling Efforts

Jenis Risiko Risk Type	Uraian Description	Bentuk Mitigasi Forms of Mitigation
Market Risk	<p>Risiko pasar adalah risiko di mana nilai wajar arus kas di masa yang akan datang dari suatu instrumen keuangan akan berfluktuasi karena adanya perubahan harga pasar. Faktor-faktor risiko pasar tersebut adalah perubahan nilai tukar mata uang asing, suku bunga, dan harga komoditas. Risiko pasar di antaranya adalah:</p> <p><b>Risiko nilai tukar mata uang asing</b> Tidak terdapat eksposur fluktuasi nilai tukar mata uang yang signifikan bagi Perusahaan. Seluruh pendapatan dan sebagian besar pengeluaran operasi dari Perusahaan dalam mata uang Dolar Amerika Serikat, yang secara tidak langsung merupakan lindung nilai alami (<i>natural hedging</i>) terhadap eksposur fluktuasi nilai tukar mata uang. Namun belanja modal perusahaan menggunakan mata uang rupiah untuk pelaporan Perusahaan juga menggunakan mata uang Dolar Amerika Serikat.</p> <p><b>Risiko tingkat suku bunga</b> Risiko tingkat suku bunga Perusahaan timbul dari transaksi kas dan setara kas dan pinjaman jangka panjang. Pinjaman yang diterbitkan dengan suku bunga mengambang mengekspos Perusahaan terhadap risiko suku bunga arus kas. Perusahaan tidak memiliki pinjaman yang diterbitkan dengan tingkat suku bunga tetap. Market risk is the risk that the fair value of future cash flows from a financial instrument will fluctuate due to changes in market prices. The market risk factors are changes in foreign currency exchange rates, interest rates, and commodity prices. Market risks include:</p> <p><b>Foreign exchange rate risk</b> There is no significant exposure to currency exchange rate fluctuations for the Company. All revenues and most of the operating expenses of the Company are denominated in United States Dollars, which is an indirect natural hedge against exposure to fluctuations in currency exchange rates. However, the company's capital expenditures use rupiah currency. For reporting purposes, the company also uses the United States dollar currency.</p> <p><b>Interest rate risk</b> The Company's interest rate risk arises from cash and cash equivalent transactions and long-term loans. Loans issued at floating interest rates expose the Company to cash flow interest rate risk. The Company has no loans issued with fixed interest rates.</p>	<p>Pengelolaan risiko mata uang dilakukan secara terintegrasi Bersama <i>Subholding gas</i>, mengupayakan negosiasi perolehan tingkat suku bunga yang rendah guna menekan biaya bunga Perusahaan. Currency risk management is carried out in an integrated manner with Subholding Gas, strive to negotiate the acquisition of a low interest rate in order to reduce the Company's interest costs.</p>

Perusahaan juga telah menetapkan beberapa risiko, yakni Risiko Likuiditas dan Risiko Kredit.

The Company has also determined several risks, namely Liquidity Risk and Credit Risk.



## RISIKO LIKUIDITAS

Dalam menjalankan bisnis usahanya, Perusahaan juga dapat mengalami kendala likuiditas pada saat jumlah aset lancar tidak mencukupi untuk memenuhi kewajiban dan komitmen jatuh tempo. Potensi risiko likuiditas dapat terjadi bila terdapat proses pekerjaan yang membutuhkan dana besar untuk pembayaran kegiatan investasi. Di tahun 2021 potensi itu meningkatkan karena terdapat beberapa kegiatan investasi besar yang dilaksanakan oleh Perusahaan.

Indikator utama yang digunakan Manajemen untuk memitigasi risiko likuiditas adalah rasio kas. Bila rasio kas kurang mencapai nilai tertentu, maka Manajemen akan mengambil tindakan mempercepat penerimaan kas baik melalui peningkatan pengelolaan *account receivable* dan strategi pendanaan. *Cash Management* menjadi kunci penting keberhasilan Perusahaan menjaga likuiditas sepanjang tahun 2021.

## MITIGASI RISIKO LIKUIDITAS

- Koordinasi dan komunikasi ekstensif dengan para pemangku kepentingan (konsumen, vendor/kontraktor), PT Pertamina (Persero) terkait penjadwalan pembayaran;
- Pengaturan penjadwalan pembayaran dalam kontrak pekerjaan serta kontrak-kontrak komersial atas jasa dan produk Perusahaan;
- Melakukan *monitoring* atas tagihan yang dikeluarkan oleh Perusahaan kepada para konsumen dari sumber gas;
- Pengelolaan *cash management* yang baik;
- Melakukan perencanaan pendanaan secara selektif dan terukur.

## RISIKO KREDIT

Risiko Kredit adalah risiko di mana Perusahaan mengalami kerugian akibat konsumen atau pihak lain gagal memenuhi kewajiban kontraktual mereka. Usaha mitigasi risiko melalui:

- Pemberlakuan *guarantee* dan *penalty* dalam kontrak-kontrak komersial atas jasa dan produk Perusahaan;
- Penjadwalan ulang pelunasan kewajiban oleh konsumen hingga pernyataan resmi untuk penghentian jasa Perusahaan;
- Pengaturan penjadwalan pembayaran dalam kontrak pekerjaan serta kontrak-kontrak komersial atas jasa dan produk Perusahaan.

## EVALUASI MATURITAS

Pengukuran terhadap maturitas bertujuan untuk menilai tingkat kematangan dan budaya manajemen risiko yang telah berjalan di Perusahaan. Pelaksanaan pengukuran maturitas dilaksanakan fungsi Manajemen Risiko Perusahaan.

## LIQUIDITY RISK

In running its business, the Company may also experience liquidity problems when the current assets are insufficient to meet maturing obligations and commitments. Potential liquidity risk can occur if there is a work process that requires large funds to pay for investment activities. In 2021 this potential will increase because there are several large investment activities carried out by the Company.

The main indicator used by Management to mitigate liquidity risk is the cash ratio. If the cash ratio does not reach a certain value, the Management will take action to accelerate cash receipts both through improving the management of receivable accounts and funding strategies. Cash Management is an important key to the Company's success in maintaining liquidity throughout 2021.

## LIQUIDITY RISK MITIGATION

- Extensive coordination and communication with stakeholders (consumers, vendors/contractors), PT Pertamina (Persero) regarding payment scheduling;
- Arrangements for scheduling payments in employment contracts and commercial contracts for the Company's services and products;
- Monitoring the invoices issued by the Company to consumers from gas sources;
- Good cash management management;
- Conduct selective and measurable funding planning.

## CREDIT RISK

Credit risk is the risk that the Company incurs losses due to consumers or other parties failing to fulfill their contractual obligations. Risk mitigation efforts through:

- The application of guarantees and penalties in commercial contracts for the Company's services and products;
- Rescheduling of payment of obligations by consumers until an official statement for the termination of the Company's services;
- Arrangements for scheduling payments in employment contracts and commercial contracts for the Company's services and products.

## MATURITY EVALUATION

The measurement of maturity aims to assess the level of maturity and risk management culture that has been running in the Company. The implementation of the maturity measurement is carried out by the Company's Risk Management function.

Pengukuran *Risk Maturity Assessment* pada tahun 2021 dilakukan berdasarkan Persetujuan Direktur SBD dalam Memo No. 148/PG21000/2021-S0 tanggal 23 November 2021 perihal Permohonan Ijin Prinsip *Risk Maturity Assessment* PT Pertamina Gas. Pelaksanaan *Risk Maturity Assessment* pada tahun 2021 dilaksanakan dengan menggunakan metodologi/*framework* PRISMA (Pertamina *Risk Maturity Assessment*) dengan melibatkan *assessor* dari internal dan eksternal Perusahaan serta disupervisi oleh Fungsi *Enterprise Risk Management* (ERM) PT Pertamina (Persero) selaku kesekretariatan. Metode PRISMA ini terdiri dari metode *e-questionnaire*, wawancara *Chief Risk Officer* (CRO) dan *evidence based* dengan tetap mengacu pada ISO 31000:2018.

Output yang diharapkan dalam kegiatan *risk maturity survey* ini adalah sebagai berikut:

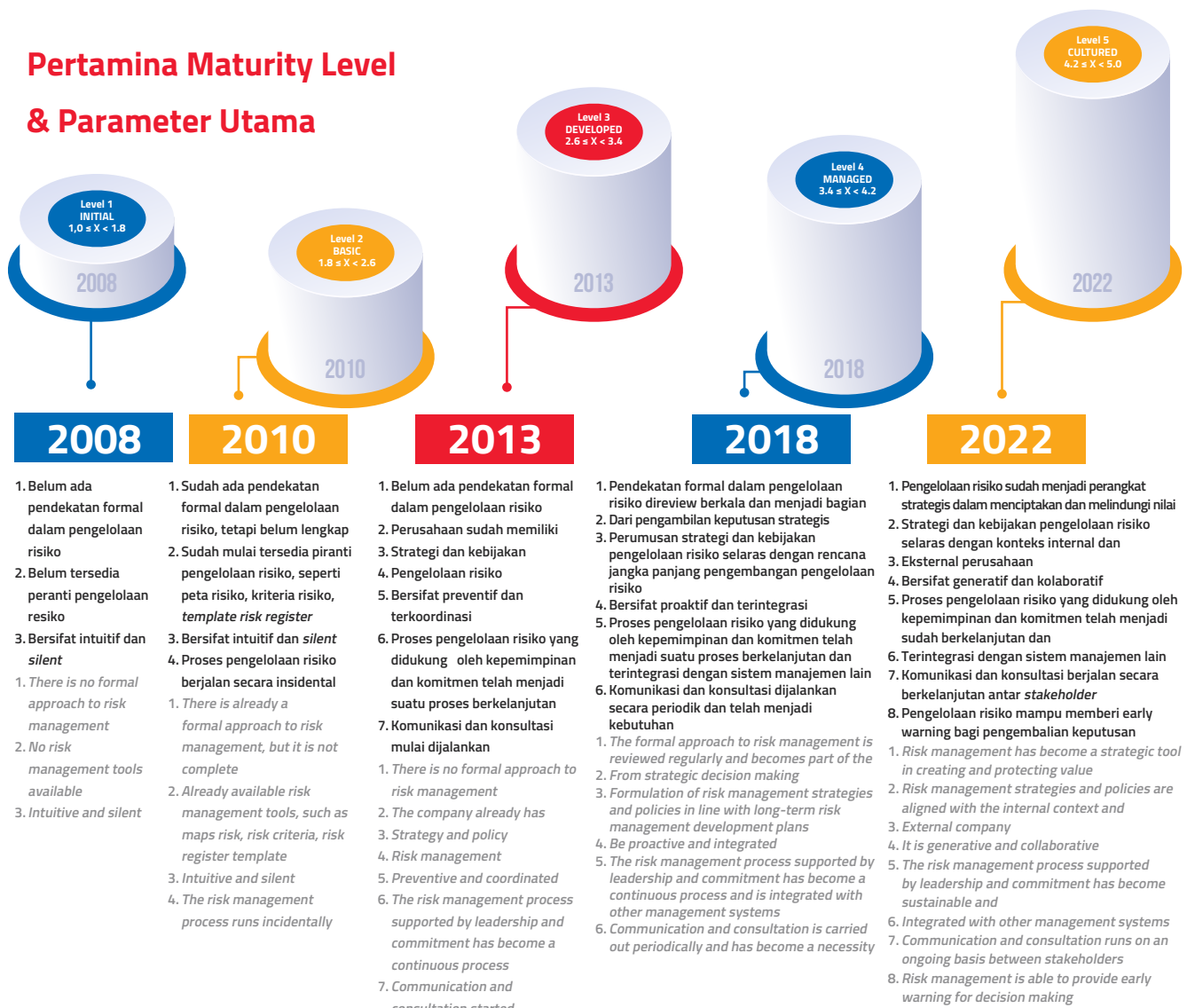
1. Mengetahui posisi Perusahaan dalam maturitas manajemen risiko baik secara internal maupun sesuai dengan standar ISO 31000:2018.

Measurement of the Risk Maturity Assessment in 2021 is carried out based on the approval of the Director of SBD in Memo No. 148/PG21000/2021-S0 dated November 23, 2021 regarding the Application for a Principle Permit for the Risk Maturity Assessment of PT Pertamina Gas. The implementation of the Risk Maturity Assessment in 2021 is carried out using the PRISMA (Pertamina Risk Maturity Assessment) methodology/*framework* involving assessors from internal and external to the Company and supervised by the Enterprise Risk Management (ERM) Function of PT Pertamina (Persero) as the secretariat. The PRISMA method consists of the *e-questionnaire* method, the Chief Risk Officer (CRO) interview and *evidence based* while still referring to ISO 31000:2018.

The expected outputs in this risk maturity survey are as follows:

1. Knowing the Company's position in risk management maturity both internally and in accordance with the ISO 31000:2018 standard.

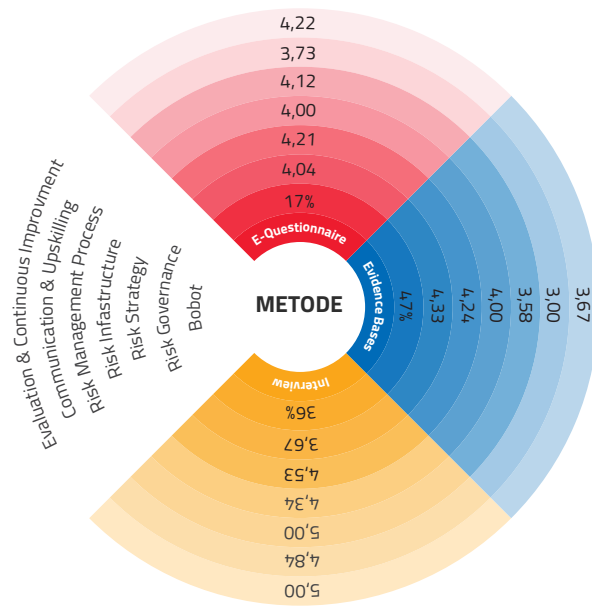
## Pertamina Maturity Level & Parameter Utama



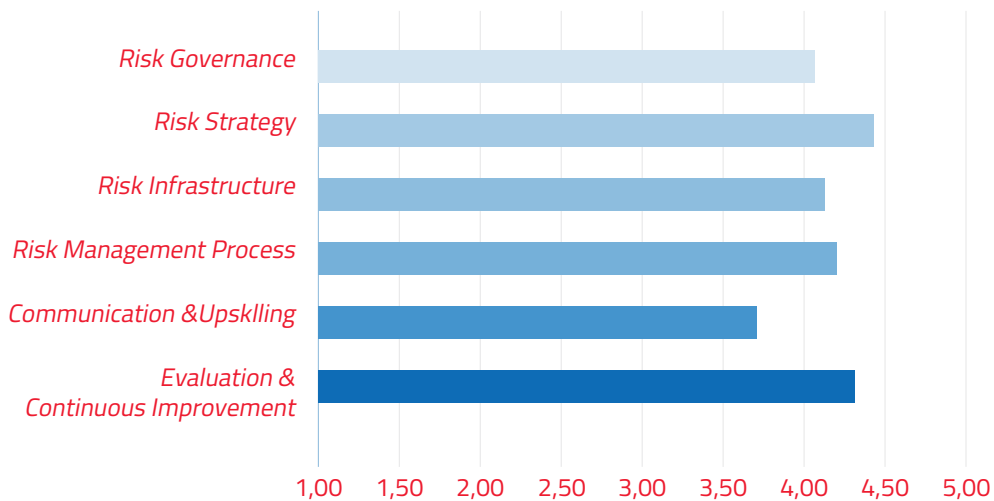


2. Menentukan *roadmap* manajemen risiko yang mendukung pencapaian bisnis Perusahaan.  
 Berdasarkan pengukuran maturitas pada tahun 2021 menunjukkan bahwa tingkat maturitas Manajemen Risiko Perusahaan berada pada level kompeten dengan angka 4.18 (*level Managed*) dari skala 5,00 dengan rincian per proses dan kategori PRISMA sebagai berikut:

2. Determine the risk management roadmap that supports the Company's business achievements.  
 Based on the maturity measurement in 2021, it shows that the maturity level of the Company's Risk Management is at the competent level with a number of 4.18 (*level Managed*) from a scale of 5.00 with details per process and PRISMA category as follows:



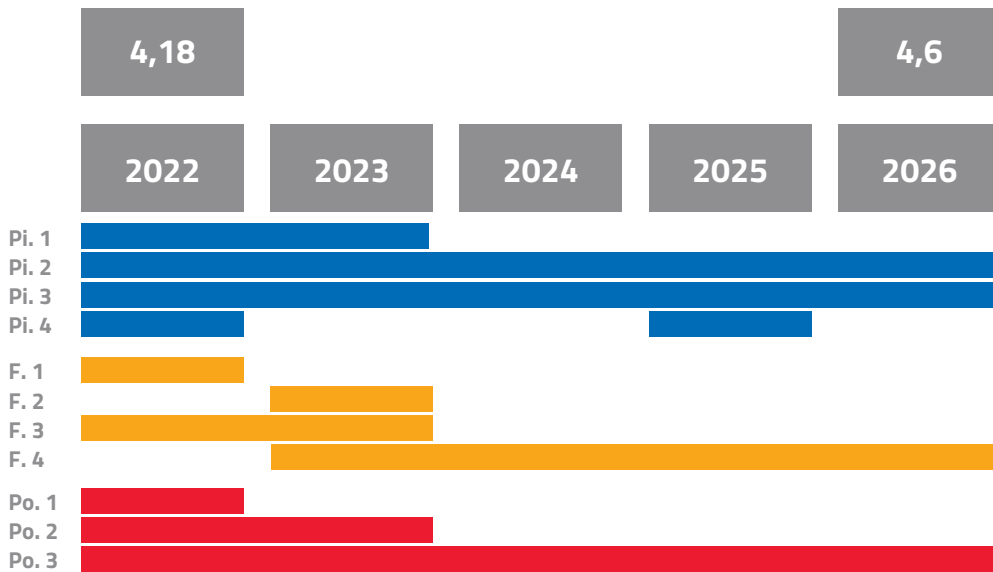
**PRISMA CATEGORY – PASTRY**



Mengacu pada hasil pengukuran maturitas tersebut, telah disusun upaya untuk meningkatkan maturitas manajemen risiko dalam aspek prinsip, *framework* dan *process*. Atas pelaksanaan pengukuran maturitas pada tahun 2021, maka ditetapkan *Roadmap* Manajemen Risiko tahun 2022 s.d. 2026 adalah sebagai berikut:

Referring to the results of the maturity measurement, efforts have been made to increase the maturity of risk management in terms of principles, framework and process. For the implementation of the maturity measurement in 2021, the Risk Management Roadmap for 2022 to 2026 is set as follows:

**Initial Road Map Risk Management Pertagas 2022-2026**



**PRINCIPLES**

**Key Activities 2022-2026**

1. Pengembangan *early warning system (Key Risk Indicator)* atas RJPP
2. Pengembangan kompetensi SDM
3. Peningkatan *awareness Governance Risk & Compliance*
4. *Risk Management Forum*

1. *Development of an early warning system (Key Risk Indicator) for RJPP*
2. *HR competency development*
3. *Increasing awareness of Governance Risk & Compliance*
4. *Risk Management Forum*

**FRAMEWORK**

**Key Activities**

1. Integrasi *system informasi manajemen risiko* sedang dengan *Subholding*
2. Evaluasi berkala pengembangan manajemen risiko (STK, maturitas)
3. *Alignment* pengelolaan *Governance, Risk & Compliance* dan SMT
4. Mempertahankan komitmen manajemen dalam implementasi

1. *Integration of moderate risk management information system with Subholding*
2. *Periodic evaluation of risk management development (STK, maturity)*
3. *Alignment of Governance, Risk & Compliance and SMT*
4. *Maintaining management commitment in implementation*

**PROCESS**

**Key Activities**

1. Pengembangan pengelolaan *project/investment risk management* terutama pengembangan *bisnis/proyek baru*. Evaluasi berkala pengembangan manajemen risiko (STK, maturitas)
2. Pengembangan pola *monitoring* risiko
3. Pengembangan implementasi *Risk Based Budgeting & Risk Based Audit*

1. *Development of project management/investment risk management especially new business/project development. Periodic evaluation risk management development (STK, maturity)*
2. *Development of risk monitoring pattern*
3. *Development of implementation of Risk Based Budgeting & Risk Based Audit*





## EVALUASI EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Perusahaan melalui Unit Kerja Manajemen Risiko melakukan evaluasi secara berkala atas kebijakan, prosedur maupun instruksi kerja yang disesuaikan dengan *best practice* saat ini. Unit Kerja Manajemen Risiko juga melakukan evaluasi atas efektivitas pelaksanaan *control* dan *action plan*/mitigasi atas risiko-risiko yang telah diidentifikasi dan dituangkan dalam Laporan Manajemen Risiko. Hal-hal yang tertuang dalam laporan Manajemen Risiko antara lain tinjauan atas profil risiko berjalan, isu-isu baru yang dapat menghambat pencapaian sasaran, *progress* pelaksanaan mitigasi risiko, Level risiko berjalan (*current risk*), *loss event*, dan progres pelaksanaan program manajemen risiko.

Perusahaan terus berupaya melakukan perbaikan berkelanjutan terhadap proses manajemen risiko serta pengembangan kompetensi dan proses pembelajaran secara berkesinambungan terhadap teknologi dan informasi bidang manajemen risiko, serta melalui pelatihan baik secara umum ataupun khusus, diharapkan tingkat efektivitas penerapan manajemen risiko Perusahaan terus meningkat.

## PERNYATAAN MANAJEMEN ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO PERUSAHAAN

Secara berkesinambungan, Perusahaan melakukan evaluasi yang bertujuan untuk mengetahui efektivitas kegiatan pengelolaan risiko. Dari hasil evaluasi berkala setiap 2 (dua) tahun yang dilakukan oleh Fungsi Manajemen Risiko Perusahaan tersebut menunjukkan bahwa sistem manajemen risiko Pertamina Gas selama tahun 2021 telah mencukupi, dengan skor maturitas Perusahaan sebesar 4,18 (dengan skala 1 sampai dengan 5) kategori "*Managed*". Skor ini melebihi yang dicanangkan sebesar 3,9.

## EVALUATION OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

The Company through the Risk Management Unit conducts periodic evaluations of policies, procedures and work instructions that are adapted to current best practices. The Risk Management Unit also evaluates the effectiveness of the implementation of control and action plans/mitigations on the risks that have been identified and stated in the Risk Management Report. Matters contained in the Risk Management report include a review of the current risk profile, new issues that may hinder the achievement of targets, progress of risk mitigation implementation, current risk level, loss events, and progress of risk management program implementation.

The Company continues to strive for continuous improvement of the risk management process as well as competency development and continuous learning process on technology and information in the field of risk management, as well as through training both in general and specifically, it is hoped that the level of effectiveness of the Company's risk management implementation will continue to increase.

## MANAGEMENT STATEMENT ON THE ADEQUACY OF THE COMPANY'S RISK MANAGEMENT SYSTEM

On an ongoing basis, the Company conducts evaluations aimed at determining the effectiveness of risk management activities. From the results of periodic evaluations every 2 (two) years carried out by the Company's Risk Management Function, it shows that the Pertamina Gas risk management system for 2021 has been sufficient, with the Company's maturity score of 4.18 (on a scale of 1 to 5) in the "*Managed*" category. ". This score exceeds the declared 3.9.

## Perkara Penting Important Thing

Sepanjang tahun 2021, jumlah permasalahan hukum perdata dan pidana yang telah selesai (telah mempunyai kekuatan hukum yang tetap) dan yang masih dalam proses penyelesaian dapat disajikan melalui tabel sebagai berikut:

Throughout 2021, the number of civil and criminal law issues that have been completed (have permanent legal force) and are still in the process of being resolved can be presented in the following table:

**Tabel Permasalahan Hukum**  
Legal Issues Table

No.	Permasalahan Hukum Legal Issues	Jumlah Total			
		Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations	Arbitrase Arbitration
1.	Telah Selesai (telah mempunyai kekuatan hukum yang tetap) Completed (has had permanent legal force)	-	-	-	1
2.	Dalam proses penyelesaian In the process of completion	4	-	-	-
Total Total		4	-	-	1

### PERKARA PENTING YANG DIHADAPI PERUSAHAAN

### IMPORTANT CASES FACED BY THE COMPANY

**Tabel Perkara Penting yang Dihadapi Perusahaan**  
Table of Important Cases Facing the Company

No.	Pokok Perkara & Perkembangan Terakhir Case Core & Recent Developments	Status Perkara Case Status	Pengaruh terhadap Kondisi Perusahaan Impact on Company Condition	Sanksi Administratif Administrative Sanctions
1.	Gugatan Wanprestasi Piutang PT Mutiara Energy kepada Pertamina Gas	Masih Berjalan Operating	Perusahaan akan memperoleh pembayaran Piutang The company will receive payment of Receivables	-

### PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT SERTA ENTITAS ANAK

Selama tahun 2021, tidak terdapat permasalahan hukum yang dihadapi oleh Dewan Komisaris dan Direksi yang sedang menjabat serta Entitas Anak.

### LEGAL PROBLEMS FACING THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN SERVICE AND SUBSIDIARIES

During 2021, there were no legal problems faced by the current Board of Commissioners and Directors and Subsidiaries.

### PERMASALAHAN HUKUM YANG SEDANG DIHADAPI ENTITAS ANAK

Selama tahun 2021, tidak terdapat permasalahan hukum yang dihadapi Entitas Anak.

### LEGAL PROBLEMS FACING SUBSIDIARIES

During 2021, there were no legal issues faced by the Subsidiaries.



## Tata Kelola Teknologi Informasi Information Technology Governance

Perusahaan memahami pentingnya peran Teknologi Informasi dan Komunikasi (TIK) atau *Information and Communication Technology* (ICT) dalam menunjang proses bisnis Perusahaan serta berkomitmen untuk mengikuti perkembangan TIK dan menerapkannya untuk mendukung produktivitas kerja yang optimal.

Perkembangan teknologi informasi saat ini telah membawa pergeseran di segala aspek, salah satunya adalah pergeseran perilaku pelanggan/konsumen yang menginginkan kecepatan, ketepatan, efisiensi, dan peningkatan pelayanan. Perubahan pasar yang cepat, pengembangan produk dan layanan baru serta perubahan ekspektasi pasar menuntut Perusahaan untuk dapat menyesuaikan sistem teknologi informasi yang dimiliki dengan perubahan tersebut.

Pengelolaan teknologi informasi bertujuan untuk meningkatkan efisiensi dan efektivitas data secara akurat dan realtime, memudahkan Perusahaan dalam melakukan perencanaan, pengawasan, pengarahan dan pendelegasian kerja, dan meningkatkan kualitas Sumber Daya Manusia (SDM) karena unit kerja yang terkoordinasi dan sistematis, serta meningkatkan produktivitas dan mendukung layanan operasional.

Dalam menjalankan tugas pokok dan fungsinya, ICT Pertamina Gas memiliki beberapa Tata Kerja Organisasi (TKO) yang digunakan di antaranya:

- TKO No. B-002/PG0320/2011-50 mengatur tentang pelaksanaan permintaan sarana TI;
- TKO No. B-002/PG0320/2011-50 mengatur tentang permintaan alokasi perangkat TI;
- TKO No. B-001/PG0320/2011-50 mengatur tentang pengelolaan software berlisensi;
- TKO No. B-188/PG0320/2014-50 mengatur tentang permintaan pemasangan baru dan perubahan *link* WAN.

The company understands the important role of Information Technology and Communication (ICT) or Information and Communication Technology (ICT) in supporting the Company's business processes and is committed to keep abreast of ICT developments and apply them to support optimal work productivity.

The development of information technology today has brought shift in all aspects, one of which is a shift behavior of customers/ consumers who want speed, accuracy, efficiency, and service improvement. Change rapid market development, development of new products and services as well as changes in market expectations require the Company to be able to adjust the information technology system owned by those changes.

Information technology management aims to improve efficiency and effectiveness of data accurately and in real time, facilitate the Company in planning, supervision, direction and delegation of work, and improve the quality of Human Resources (HR) because the unit coordinated and systematic work, as well as improving productivity and support operational services.

In carrying out its main duties and functions, ICT Pertamina Gas has several Organizational Work Procedures (TKO) used in including:

- TKO No. B-002/PG0320/2011-50 set about implementation of requests for IT facilities;
- TKO No. B-002/PG0320/2011-50 set about request for IT equipment allocation;
- TKO No. B-001/PG0320/2011-50 set about licensed software management;
- TKO No. B-188/PG0320/2014-50 regulates about requests for new installations and changes to WAN links.

### PENGELOLA/PENANGGUNG JAWAB TIK SERTA TUGAS DAN TANGGUNG JAWABNYA

### ICT MANAGER/PERSON IN CHARGE AS WELL AS DUTIES AND RESPONSIBILITIES

<b>Nama Jabatan</b> Position Name	Manager Information & Communication Technology
<b>Unit Kerja/Fungsi</b> Unit of Work/Function	Information & Communication Technology/ Human Capital & Business Support
<b>Lokasi</b> Location	Jakarta
<b>Direktorat</b> Directorate	Finance & Business Support
<b>Atasan Langsung</b> Direct Supervisor	Vice President Human Capital & Business Support

**Tugas & Tanggung Jawab**  
The assignment of responsibilities

- 1 Mengelola dan mengevaluasi penyusunan *Information and Communication Technology (ICT) master plan*, termasuk dalam penyusunannya berkoordinasi dengan Induk Perusahaan.  
Manage and evaluate the preparation of the Information and Communication Technology (ICT) master plan, including in the preparation is coordinated with the Parent Company.
- 2 Mengelola dan mengevaluasi pelaksanaan pengembangan layanan dan solusi ICT perusahaan, termasuk berkoordinasi dengan Induk Perusahaan untuk penyediaan layanan dan solusi ICT.  
Manage and evaluate the implementation of the development of the company's ICT services and solutions, including coordinating with the Parent Company for the provision of ICT services and solutions.
- 3 Mengelola dan mengevaluasi keandalan layanan dan solusi ICT perusahaan.  
Manage and evaluate the reliability of the company's ICT services and solutions.
- 4 Mengelola, mengevaluasi, dan melakukan pemeliharaan layanan dan solusi ICT perusahaan.  
Manage, evaluate, and perform the maintenance of the company's ICT services and solutions.
- 5 Mengelola dan mengevaluasi layanan ICT perusahaan, termasuk konfigurasi dan penanganan masalah ICT perusahaan.  
Manage and evaluate enterprise ICT services, including configuration and handling of enterprise ICT issues.

**ROAD MAP PENGEMBANGAN TEKNOLOGI INFORMASI DAN KOMUNIKASI**

Perusahaan menyadari bahwa pengelolaan sistem teknologi informasi yang tepat dan terukur serta selaras dengan bisnis Perusahaan, dapat mendukung perkembangan usaha yang lebih baik. Peningkatan pengelolaan teknologi informasi yang tepat juga sangat penting dalam menciptakan dan memberikan kepuasan pada seluruh pemangku kepentingan.

Perusahaan telah memiliki *Road Map* Pengembangan ICT yang mengacu kepada *Road Map* Pengembangan ICT Induk Perusahaan, yaitu PT Perusahaan Gas Negara Tbk (PGN), dimana *Road Map* Pengembangan ICT tersebut bersinergi dengan induk perusahaan PGN, yaitu PT Pertamina (Persero), dan anak perusahaan PGN, yang tercermin dalam bagan berikut:

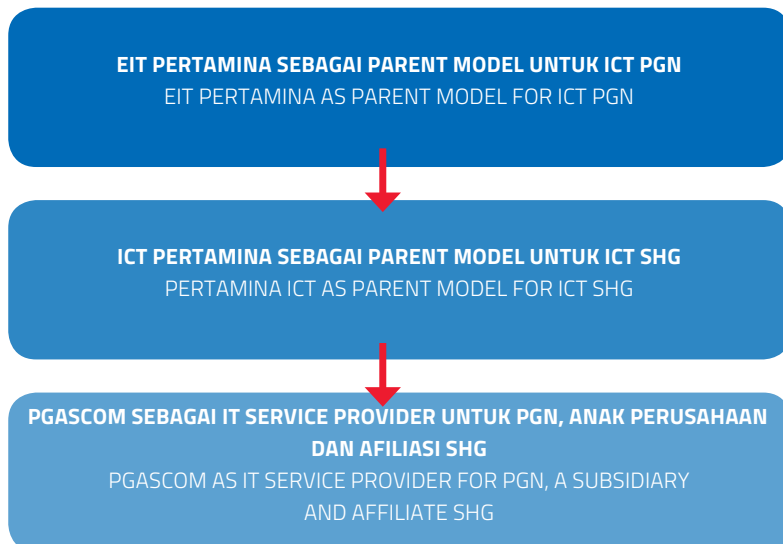
**TECHNOLOGY DEVELOPMENT ROAD MAP INFORMATION AND COMMUNICATION**

The company realizes that the management of technology systems accurate and measurable information and aligned with the business Company, can support business development that better. Improved management of information technology that precise is also very important in creating and delivering satisfaction of all stakeholders.

The company already has an ICT Development Road Map which refers to the Main ICT Development Road Map Company, namely PT Perusahaan Gas Negara Tbk (PGN), where The ICT Development Road Map is in synergy with PGN's parent company, namely PT Pertamina (Persero), and its subsidiaries PGN companies, which is reflected in the following chart:



Parent Model ICT Pertamina Gas  
Parent Model ICT Pertamina Gas



Adapun Road Map ICT Pertamina Gas, sebagai berikut:

Adapun Road Map ICT Pertamina Gas, sebagai berikut:

ICT PROGRAM THEME	ICT PROGRAM FOCUS	2021				2022				2023				2024				2025				2026					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
PGN EXISTING PROGRAMS		25 Initiatives																									
1. DATA DRIVEN SOLUTION	BASLINE DATA SOLUTION																										
	DECISION MAKING SOLUTION																										
2. APPLICATION AS BUSINESS ENABLER	BASLINE APPLICATION SOLUTION																										
	BUSINESS ENABLER - SALES & CUSTOMER																										
	BUSINESS ENABLER - ENERGY & OPERATION MGMT																										
	BUSINESS ENABLER - PROJECT MANAGEMENT																										
	BUSINESS ENABLER - BACK OFFICE																										
3. ERP SOLUTION	ERP IMPROVEMENT																										
	FUTURE ERP SOLUTION																										
4. INFRASTRUCTURE RELIABILITY & AVAILABILITY	BASLINE INFRASTRUCTURE																										
	IT OR CONVERGENCE																										
	NETWORK & DATACENTER																										
	IT INFRA SERVICES																										
	STORAGE & BACK UP																										
	IT SECURITY																										
5. ICT GOVERNANCE SYNERGY & STRATEGIC PLANNING	ICT DELIVERY & ARCHITECTURE GOVERNANCE																										
	ICT ORGANIZATION SYNERGY																										
	STRATEGIC ICT PLANNING																										

## PROGRAM DAN PENGEMBANGAN ICT PERTAMINA GAS

## PERTAMINA GAS ICT PROGRAM AND DEVELOPMENT

		From	To
Technology Architecture	Data Driven Solution	Belum terdapat Data Governance yang belum menyeluruh antara SatKer Bisnis dan ICT dan Sebagian data masih dicatat secara manual There is no Data Governance yet not yet thorough between Business SatKer and ICT and some data are still being recorded manually	Pengumpulan data yang lebih terdigitalisasi dan di Kelola secara lebih baik secara system dan tata kelola More digitized data collection and better managed in a system and governance
	Application as Business Enabler	+/- 50 apps dibangun dengan teknologi legacy dan belum sepenuhnya terintegrasi sehingga mengurangi agility dalam memenuhi kebutuhan bisnis +/- 50 apps built with technology legacy and not yet fully integrated thereby reducing the agility in meet business needs	Aplikasi yang memiliki agility dalam pengembangan, terintegrasi dan selaras dengan standarisasi yang ditetapkan Holding Migas (EIT Pertamina) Penggunaan aplikasi berbasis IT OT Convergence Applications that have deep agility development, integrated and aligned with the standard set by Holding Oil and Gas (EIT Pertamina) Use of IT OT-based applications Convergence
	ERP Solution	Solusi ERP yang digunakan di SHG dan Holding Migas tidak sama, sehingga dibutuhkan solusi untuk mengintegrasikan laporan dari Anak Perusahaan ke SHG dan ke Holding Migas ERP solutions used at SHG and Oil and gas holdings are not the same, so solution is needed to integrate reports from Subsidiaries to SHG and to Oil and Gas Holding	Solusi ERP yang selaras untuk SHG dan Holding Migas dan kebutuhan bisnis baik core dan supporting business yang terintegrasi Harmonized ERP solution for SHG and Holding Oil and Gas and core business needs and integrated supporting business
	Infrastructure Reliability & Availability	IT & OT Infrastruktur yang masih sila Belum maksimalnya sistem monitoring dan pemecahan masalah IT Infrastruktur sistem monitoring dan pemecahan masalah IT Infrastruktur dan masih ada yang menggunakan teknologi legacy IT & OT Infrastructure that is still available The monitoring system is not optimal yet and IT Infrastructure troubleshooting monitoring and troubleshooting system IT Infrastructure and still some are using legacy technology	Penggunaan fasilitas IT & OT Infrastruktur yang terintegrasi dengan kemampuan monitoring dan IT operation analytics Menerapkan System Security secara menyeluruh, terintegrasi dan dapat diandalkan didukung oleh Integrated SOC (IT dan OT) Use of IT & OT Infrastructure facilities integrated with capabilities monitoring and IT operations analytics Implementing System Security comprehensive, integrated and able to reliable supported by Integrated SOC (IT and OT)



		From	To
ICT Organization	ICT Governance, Synergy & Strategic Planning	Strategi, perencanaan dan operasional ICT yang berdasarkan sinergi internal SHG (PGN + Anak Perusahaan) Pengelolaan program & inisiatif ICT yang masih bersifat BAY dan fungsi-fungsi ICT yang perlu ditingkatkan secara kompetensi maupun pengelolaannya ICT strategy, planning and operations which is based on the internal synergy of SHG (PGN + Subsidiaries) Management of ICT programs & initiatives that still BAY and ICT functions which need to be improved competently and management	Bersinergi dengan internal ICT SHG, OT & EIT Pertamina ( <i> Holding Migas</i> ) Pengelolaan program & inisiatif ICT yang lebih terintegrasi dan menyeluruh sebagai mitra strategis bisnis dalam melaksanakan transformasi & solusi digital Synergize with internal ICT SHG, OT & EIT Pertamina (Holding Oil and Gas) Better management of ICT programs & initiatives integrated and comprehensive as a strategic business partner in implement digital transformation & solutions

## PERKEMBANGAN TIK DAN TRANSFORMASI DIGITAL 2020-2021

Tahun 2020, ICT Pertamina Gas membuat aplikasi:

1. Portal STK
2. Aplikasi *database* dokumen untuk *manage* data-data STK (Sistem Tata Kerja) dan Rekaman PT Pertamina Gas.
3. *Database* Mitra.
4. Sistem aplikasi yang digunakan untuk mencatat perjanjian-perjanjian dengan pihak mitra/vendor.
5. *Integrated Plant Maintenance System (IPMS) Roll Out*.
6. Sistem aplikasi yang digunakan untuk data pemeliharaan aset.
7. *SJV Dashboard*.
8. Sistem aplikasi yang digunakan untuk mencatat pelaporan keuangan anak perusahaan/*joint ventures*.
9. Melakukan pengembangan dan pembaharuan Pertamina Gas Portal dan Pertamina Gas *Corporate Website*.

Tahun 2021, ICT Pertamina Gas membangun dan mengembangkan aplikasi berikut:

1. POIS (Pertamina Gas *Outsourcing Information System*)  
Sistem aplikasi yang digunakan untuk mencatat data dan menghitung nilai kontrak dari mitra pekerja pada PT Pertamina Gas.
2. SIMON (*Strategic Initiative Monitoring Online*)  
Sistem aplikasi yang digunakan untuk memantau progres strategi inisiatif yang dilakukan di PT Pertamina Gas.
3. *Database Harga Satuan*  
Sistem aplikasi yang digunakan untuk penyimpanan data material *engineering*.
4. *Procurement e-Catalog*  
Aplikasi *database* dokumen dan katalog barang-barang pengadaan di PT Pertamina Gas.
5. BISMA Enhancement  
Sistem aplikasi yang digunakan untuk GIS (*Geographic Information System*) aset milik operasi.
6. Centralized SIKIA  
Aplikasi pembuatan dokumen SIKIA (Sistem Informasi Konsultasi Internal Audit) yang tersentralisasi dari satu aplikasi dan berlaku di seluruh area kerja PT Pertamina Gas.

## ICT DEVELOPMENT AND DIGITAL TRANSFORMATION 2020-2021

In 2020, ICT Pertagas made an application for:

1. STK Portal.
2. Document database application to manage STK data (System Work) and PT Pertamina Gas Records.
3. Partner Database.
4. Application system used to record agreements with partners/vendors.
5. Integrated Plant Maintenance System (IPMS) Roll Out.
6. The application system used for asset maintenance data.
7. SJV Dashboard.
8. Application system used to record financial reporting of subsidiaries/*joint ventures*.
9. Develop and update Pertagas Portal and Pertagas Corporate Website.

In 2021, ICT Pertagas builds and develops the following applications:

1. POIS (Pertagas *Outsourcing Information System*)  
The application system used to record data and calculate the contract value of working partners at PT Pertamina Gas.
2. SIMON (Strategic Initiative Monitoring Online)  
The application system used to monitor the progress of the strategic initiatives carried out at PT Pertamina Gas.
3. Unit Price Database  
Application system used for material engineering data storage.
4. *Procurement e-Catalog*  
Document database application and catalog of procurement goods at PT Pertamina Gas.
5. BISMA Enhancement  
The application system used for GIS (Geographic Information System) assets belonging to operations.
6. Centralized SIKIA  
Application for making SIKIA documents (Internal Audit Consultation Information System) which is centralized from one application and applies to all work areas of PT Pertamina Gas.



# Keterbukaan Informasi dan Akses Data Perusahaan

## Disclosure of Company Information and Data Access

Perusahaan senantiasa memberikan kemudahan informasi kepada seluruh pemangku kepentingan untuk mengakses informasi mengenai aktivitas dan kinerja Perusahaan kepada pemangku kepentingan agar mengetahui kondisi Perusahaan secara jelas dan terbuka. Hal ini sejalan dengan komitmen Perusahaan dalam menegakkan prinsip GCG transparansi di seluruh lini bisnis Perusahaan.

Keterbukaan informasi yang diberikan Perusahaan mengacu pada Undang-undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik yang menyatakan, "bahwa keterbukaan Informasi Publik merupakan sarana dalam mengoptimalkan pengawasan publik terhadap penyelenggaraan Negara dan Badan Publik lainnya dan segala sesuatu yang berakibat pada kepentingan publik", dan sebagai pelaksanaan prinsip GCG.

Pertamina Gas selalu memberikan informasi yang lengkap, bermanfaat, dan termutakhir terkait pemberian informasi kepada pemegang saham dan para *stakeholder*. Pengungkapan informasi tersebut dilakukan oleh pejabat atau unit kerja sesuai dengan tugas, wewenang dan tanggung jawabnya yang dalam hal ini adalah Sekretaris Perusahaan. Pengelolaan informasi dan komunikasi diatur sesuai dengan Pedoman Pengelolaan Komunikasi Korporat PT Pertamina Gas No. A-001/PG0100/2020-S9.

Selain itu, informasi-informasi yang relevan dengan Perusahaan telah disampaikan melalui Laporan Manajemen Triwulanan dan Tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham. Penyampaian Laporan Manajemen Tahunan kepada Pemegang Saham dan Dewan Komisaris senantiasa tepat waktu yaitu sesuai dengan ketentuan yang ditetapkan.

### KETERBUKAAN INFORMASI

Sebagai komitmen dalam hal keterbukaan informasi, Perusahaan wajib mengungkapkan informasi penting dalam Laporan Triwulanan/Tahunan dan Laporan keuangan Perusahaan kepada Pemegang Saham, dan Instansi Pemerintah yang terkait sesuai dengan peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas, dan objektif.

Selain itu, Direksi juga harus mengambil inisiatif untuk mengungkapkan hal-hal penting lainnya yang berguna untuk pengambilan keputusan Pemegang Saham serta pemangku kepentingan lainnya, antara lain mengenai dan tidak terbatas pada:

1. Tujuan, sasaran usaha dan strategi Perusahaan;
2. Penilaian terhadap Perusahaan oleh eksternal auditor;
3. Riwayat hidup anggota Dewan Komisaris, Direksi dan eksekutif kunci Perusahaan, serta gaji dan tunjangan mereka;

The Company always provides easy information for all stakeholders to access information regarding the activities and performance of the Company to stakeholders in order to know the condition of the Company clearly and openly. This is in line with the Company's commitment to upholding the GCG principle of transparency in all lines of the Company's business.

The disclosure of information provided by the Company refers to Law no. 14 of 2008 concerning Openness of Public Information which states, "that the disclosure of Public Information is a means in optimizing public supervision of the administration of the State and other Public Bodies and everything that results in the public interest", and as the implementation of GCG principles.

Pertamina Gas always provides complete, useful, and up-to-date information regarding the provision of information to shareholders and stakeholders. Disclosure of information is carried out by officials or work units in accordance with their duties, authorities and responsibilities, which in this case is the Corporate Secretary. Information and communication management is regulated in accordance with PT Pertamina Gas Corporate Communication Management Guidelines No. A-001/PG0100/2020-S9.

In addition, information relevant to the Company has been submitted through the Quarterly and Annual Management Reports to the Board of Commissioners before being submitted to the Shareholders. The submission of the Annual Management Report to the Shareholders and the Board of Commissioners is always on time, in accordance with the stipulated provisions.

### INFORMATION DISCLOSURE

As a commitment in terms of information disclosure, the Company is required to disclose important information in the Quarterly/ Annual Reports and the Company's financial statements to Shareholders and relevant Government Agencies in accordance with applicable laws and regulations in a timely, accurate, clear, and objective manner.

In addition, the Board of Directors must also take the initiative to disclose other important matters that are useful for decision making by Shareholders and other stakeholders, including but not limited to:

1. The objectives, business objectives and strategies of the Company;
2. Assessment of the Company by external auditors;
3. Curriculum vitae of members of the Board of Commissioners, Directors and key executives of the Company, as well as their salaries and benefits;



4. Sistem pemberian honorarium untuk eksternal auditor Perusahaan;
5. Sistem penggajian dan pemberian tunjangan untuk anggota Dewan Komisaris dan Direksi;
6. Faktor risiko material yang dapat diantisipasi, termasuk penilaian manajemen atas iklim berusaha dan faktor risiko;
7. Informasi material mengenai karyawan Perusahaan dan Pemangku kepentingan;
8. Klaim material yang diajukan oleh dan/atau terhadap Perusahaan dan perkara yang ada di badan peradilan atau badan arbitrase yang melibatkan Perusahaan;
9. Benturan kepentingan yang mungkin akan terjadi dan/atau yang sedang berlangsung; dan
10. Pelaksanaan pedoman GCG.

## KOMUNIKASI DAN HUBUNGAN DENGAN PEMANGKU KEPENTINGAN

Sesuai yang tercantum dalam Pedoman Tata Kelola Perusahaan, antara Perusahaan dengan Para Pemangku kepentingan harus terjalin hubungan yang sesuai dengan asas kewajaran dan kesetaraan dan saling menghormati berdasarkan ketentuan Anggaran Dasar dan peraturan perundangundangan yang berlaku.

Para Pemangku kepentingan yang dimaksud dalam Pedoman Tata kelola Perusahaan milik Perusahaan meliputi:

1. Karyawan;
2. Instansi Pemerintah terkait;
3. BUMN lain;
4. Kreditur;
5. Rekanan;
6. Masyarakat; dan
7. Pemangku kepentingan lain yang mempunyai hubungan hukum dengan Perusahaan.

Berdasarkan media yang digunakan, informasi dan data mengenai Pertamina Gas diperoleh melalui:

### KOMUNIKASI INTERNAL

#### *Whatsapp Broadcast*

Teknologi Informasi telah banyak digunakan untuk mendukung pemberian akses informasi terkait Perusahaan. Salah satunya melalui aplikasi pesan sebagai saluran komunikasi yang lebih cepat. Pertamina Gas secara berkala mendistribusikan pesan-pesan penting perusahaan melalui whatsapp broadcast yang dikirimkan oleh Direktur Utama kepada seluruh pekerja Pertamina Gas. Pesan yang disampaikan bervariasi seperti HSSE, GCG, budaya, tata nilai, *awareness* hingga informasi penting lainnya. Sepanjang tahun 2021, Direktur Utama telah mengirimkan sebanyak 13 (tiga belas) *whatsapp broadcast* kepada seluruh pekerja.

4. The honorarium system for the Company's external auditors;
5. The system of remuneration and allowances for members of the Board of Commissioners and the Board of Directors;
6. Material risk factors that can be anticipated, including management's assessment of the business climate and risk factors;
7. Material information regarding the Company's employees and stakeholders;
8. Material claims submitted by and/or against the Company and cases in courts or arbitration bodies involving the Company;
9. Conflicts of interest that may occur and/or are currently ongoing; and
10. Implementation of GCG guidelines.

## COMMUNICATION AND STAKEHOLDER RELATIONS

As stated in the Corporate Governance Guidelines, between the Company and its stakeholders, a relationship must be established in accordance with the principles of fairness and equality and mutual respect based on the provisions of the Articles of Association and the applicable laws and regulations.

The stakeholders referred to in the Company's Corporate Governance Guidelines include:

1. Employees;
2. Relevant Government Agencies;
3. Other SOEs;
4. Creditors;
5. Partners;
6. Society; and
7. Other stakeholders who have a legal relationship with the Company.

Based on the media used, information and data regarding Pertamina Gas are obtained through:

### INTERNAL COMMUNICATION

#### *Whatsapp Broadcast*

Information Technology has been widely used to support the provision of access to information related to the Company. One of them is through messaging applications as a faster communication channel. Pertamina Gas periodically distributes important company messages via WhatsApp broadcast sent by the President Director to all Pertamina Gas employees. The messages conveyed varied such as HSSE, GCG, culture, values, awareness to other important information. Throughout 2021, the President Director has sent 13 (thirteen) whatsapp broadcasts to all employees.

### Portal Pertamina Gas

Perusahaan memiliki sarana komunikasi yang hanya dapat diakses oleh internal Pertamina Gas melalui portal Pertamina Gas. Informasi yang ditampilkan dalam Portal Pertamina Gas adalah File Sistem, Agenda/Fasilitas Umum, *E-Correspondence*, *Dashboard Management*, *Finance Apps*, *Web P2P*, *SDM Online*, *Phonebook*, *Peta Jalur Pipa*, *iCoFR*, *iSystems*, *Procurement*, dan lainnya.

### Email Broadcast

Seluruh insan di lingkungan Pertamina Gas dapat memperoleh informasi penting seputar Kebijakan Perusahaan, Undangan Agenda Penting (Town Hall Meeting, HUT, Pengukuhan Pejabat), Sosialisasi, Webinar dan berbagai pengumuman lainnya melalui *email broadcast*. Sepanjang tahun 2021 Perusahaan telah mengirimkan sebanyak 756 (tujuh ratus lima puluh enam) *email broadcast*.

### Event Internal Perusahaan

Perusahaan memiliki sarana komunikasi yang dapat digunakan oleh pekerja untuk berdiskusi dengan pihak manajemen. Acara ini digelar secara berkala oleh masing-masing unit kerja baik melalui *family gathering*, rapat kerja, *town hall* maupun dalam bentuk-bentuk kompetisi olahraga dan *event-event* lain yang diselenggarakan Perusahaan.

### Komunikasi dengan Pemegang Saham

Keterbukaan informasi serta memberikan informasi yang tepat kepada Pemegang Saham juga menjadi fokus perusahaan. Pertamina Gas menyediakan media komunikasi dengan Pemegang Saham melalui RUPS, baik yang dilakukan secara sirkuler maupun fisik (pertemuan langsung). Media komunikasi lain adalah melalui laporan perusahaan yang disampaikan kepada Pemegang Saham seperti Laporan Tahunan, Laporan Keberlanjutan, dan Laporan Manajemen bulanan. Selain itu, Pemegang Saham juga rutin melaksanakan *video conference* dengan Pertamina Gas guna mengomunikasikan kebijakan atau informasi penting terkait kegiatan usaha perusahaan.

### Forum Komunikasi Internal

Pertamina Gas mengomunikasikan kebijakan dan informasi penting perusahaan kepada seluruh insan Pertamina Gas melalui beberapa saluran lain di antaranya:

- a. Rapat Direksi dan Manajemen  
Rapat ini dilaksanakan oleh jajaran Direksi dan Manajemen sebagai sarana diskusi dan pencarian solusi atas kondisi bisnis perusahaan. Rapat ini rutin dilaksanakan di hari Selasa setiap minggunya.
- b. BOD Retreat & End-year Review  
Kegiatan ini dilaksanakan pada awal tahun, yang bertujuan untuk merefleksikan kinerja perusahaan di tahun sebelumnya dan menentukan target perusahaan untuk setahun ke depan.

### Pertamina Gas Portal

The company has a means of communication that can only be accessed by Pertamina Gas internally through the Pertamina Gas portal. The information displayed in the Pertamina Gas Portal is File System, Agenda/General Facilities, E-Correspondence, Dashboard Management, Finance Apps, P2P Web, HR Online, Phonebook, Pipeline Map, iCoFR, iSystems, Procurement, and others.

### Email Broadcast

All personnel within Pertamina Gas can obtain important information regarding Company Policy, Invitations to Important Agendas (Town Hall Meeting, Anniversary, Official Inauguration), Socialization, Webinars and various other announcements via email broadcast. Throughout 2021, the Company has sent 756 (seven hundred and fifty six) email broadcasts.

### Company Internal Events

The company has a means of communication that can be used by employees to discuss with management. This event is held regularly by each work unit either through family gatherings, work meetings, town halls as well as in the form of sports competitions and other events organized by the Company.

### Communication with Shareholders

Information disclosure and providing accurate information to Shareholders are also the focus of the company. Pertamina Gas provides a medium of communication with Shareholders through the GMS, both circularly and physically (direct meeting). Another medium of communication is through company reports submitted to Shareholders such as Annual Reports, Sustainability Reports, and monthly Management Reports. In addition, Shareholders also routinely hold video conferences with Pertamina Gas to communicate important policies or information related to the company's business activities.

### Internal Communication Forum

Pertamina Gas communicates important company policies and information to all Pertamina Gas personnel through several other channels including:

- a. Board of Directors and Management Meeting  
This meeting was held by the Board of Directors and Management as a means of discussion and finding solutions to the company's business conditions. This meeting is regularly held on Tuesday every week.
- b. BOD Retreat & End-year Review  
This activity is held annually in January and July, which aims to reflect on the company's performance in the previous year and determine the company's targets for the year ahead.



- c. **Rapat Evaluasi *Monitoring* Kinerja**  
Rapat ini dilaksanakan minimal dua kali dalam setahun untuk membahas target kerja perusahaan dan realisasi kinerja. Tujuan dari penyelenggaraan rapat ini adalah untuk melihat hasil, prospek pencapaian target, dan evaluasi kinerja perusahaan.
- d. ***Mid-year Review***  
Kegiatan ini dilaksanakan pada pertengahan tahun dengan tujuan untuk mengevaluasi kinerja semester 1 perusahaan dan menentukan langkah-langkah strategis untuk mencapai target perusahaan tahun berjalan.
- e. **Komunikasi Lainnya**  
Media komunikasi internal lainnya yang bersifat dua arah maupun satu arah di antaranya melalui *banner*, poster, dan spanduk.

## KOMUNIKASI EKSTERNAL

### **Website**

Perusahaan menyediakan *website* yang dapat diakses secara *online* melalui alamat situs [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com). *Website* tersebut menyediakan informasi dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris. Melalui *website* resmi Perusahaan, pemangku kepentingan dapat menemukan berbagai informasi penting mengenai Perusahaan.

*Website* Pertamina Gas memuat informasi penting seperti profil, nilai, jajaran Dewan Komisaris dan Direksi, tata kelola perusahaan, HSE, lingkup bisnis, berita kegiatan perusahaan, pengadaan barang dan jasa, *e-procurement*, lowongan kerja, laporan tahunan, laporan keberlanjutan, dan kontak perusahaan. Informasi dalam *website* tersebut juga mudah untuk diakses dan diunduh publik setiap saat. Pemutakhiran data *website* Pertamina Gas dilakukan secara berkala guna memberikan informasi yang aktual.

### **Media Sosial**

Media informasi lainnya berkaitan dengan Perusahaan dapat diakses melalui akun media sosial di antaranya Instagram dengan nama akun @pertaminagas. Jumlah followers media sosial Pertamina Gas ada akhir Desember 2021 mencapai 13.684 (tiga belas ribu enam ratus delapan puluh empat) *followers*, atau mengalami peningkatan sebanyak 6.904 (enam ribu sembilan ratus empat) *followers* dari bulan Januari 2021 yang berjumlah 6.780 (enam ribu tujuh ratus delapan puluh) *followers*.

Konten yang disajikan pada media sosial bervariasi meliputi infografis, *motion grafis*, *corporate event*, *company profile*, penghargaan perusahaan, kegiatan CSR, edukasi industri minyak dan gas bumi dunia *oil & gas*, *awareness*, *challenges* dan lain-lain. Sepanjang 2021, total jumlah unggahan pada *feed* Instagram mencapai 118 unggahan.

- c. **Performance Monitoring Evaluation Meeting**  
This meeting is held at least twice a year to discuss the company's work targets and performance realization. The purpose of holding this meeting is to see the results, prospects for achieving targets, and evaluating the company's performance.
- d. **Coffee Together**  
The event which is held on Friday once a month is packaged in a relaxed manner to discuss and discuss topics that are expected to help increase the productivity of workers and partners. Topics discussed such as work safety, stress management, socialization of GCG, economic trends and others.
- e. **Other Communication**  
Other internal communication media that are two-way or one-way include banners, posters and banners.

## EXTERNAL COMMUNICATION

### **Website**

The company provides a website that can be accessed online through the website address [www.pertagas.pertamina.com](http://www.pertagas.pertamina.com). The website provides information in two languages, namely Indonesian and English. Through the Company's official website, stakeholders can find various important information about the Company.

Pertamina Gas website contains important information such as profiles, grades, ranks of the Board of Commissioners and Directors, corporate governance, HSE, business scope, news of company activities, procurement of goods and services, *e-procurement*, job vacancies, annual reports, sustainability reports, and contacts. company. The information on the website is also easy for the public to access and download at any time. Pertamina Gas website data updates are carried out periodically to provide actual information.

### **Social media**

Other information media related to the Company can be accessed through social media accounts including Instagram with the account name @pertaminagas. The number of Pertamina Gas social media followers at the end of December 2021 reached 13,684 (thirteen thousand six hundred eighty-four) followers, or an increase of 6,904 (six thousand nine hundred four) followers from January 2021, which amounted to 6,780 (six thousand seven hundred and eighty). ) followers.

The content presented on social media varies, including infographics, motion graphics, corporate events, company profiles, company awards, CSR activities, education for the oil and gas world oil & gas industry, awareness, challenges and others. Throughout 2021, the total number of uploads on the Instagram feed reached 118 uploads.

### Video Profile

Perusahaan juga memiliki akses informasi yang berisi tentang sejarah pendirian, visi, misi, nilai, profil bisnis, dan program tanggung jawab sosial perusahaan dalam bentuk *video profile*. Muatan *video profile* tersebut diperbarui secara berkala sesuai perkembangan perusahaan.

### Media Promosi Lainnya & Souvenir

Perusahaan menggunakan media lainnya untuk mempromosikan bisnis perusahaan. Media promosi tersebut disampaikan dan didistribusikan dalam bentuk brosur, *company profile*, agenda, dan kalender perusahaan. Dalam media promosi tersebut, Perusahaan memberikan penjelasan singkat mengenai profil bisnis, proyek, dan kontak perusahaan. Pertamina Gas juga melakukan *branding* dalam bentuk souvenir, yang diberikan sebagai cendera mata kepada seluruh pemangku kepentingan perusahaan.

### Laporan Tahunan

Perusahaan menyediakan sarana informasi melalui Laporan Tahunan yang disusun dalam dua bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Laporan Tahunan dipublikasikan untuk Pemegang Saham dan pemangku kepentingan lainnya. Publikasi kepada Pemegang Saham diberikan saat pelaksanaan RUPS Tahunan, sedangkan untuk pemangku kepentingan melalui media *website*. Laporan Tahunan Pertamina Gas memuat informasi mengenai Ikhtisar Data Keuangan dan Operasi, Laporan Dewan Komisaris, Laporan Direksi, Profil Perusahaan, Sumber Daya Manusia, Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan, Tata Kelola Perusahaan, Tanggung Jawab Sosial, dan Laporan Keuangan yang telah diaudit KAP pada tahun buku terkait.

### Laporan Keberlanjutan

Laporan Keberlanjutan adalah laporan perusahaan atas program tanggung jawab sosial perusahaan baik dari sisi ekonomi, tata kelola perusahaan yang baik, lingkungan, ketenagakerjaan, keselamatan dan kesehatan kerja, serta program CSR yang dilakukan selama setahun di Pertamina Gas. Laporan Keberlanjutan disampaikan kepada pemangku kepentingan melalui media *website*.

### Laporan Finansial

Dalam Laporan Tahunan terdapat informasi Pernyataan Finansial (*Financial Statement*) Perusahaan, yang merupakan data terbuka sehingga dapat diakses publik maupun pemangku kepentingan lain. *Financial Statement* disusun sesuai Standar Akuntansi Keuangan di Indonesia dan memberikan pengungkapan informasi secara lengkap serta akurat mengenai aktivitas keuangan Perusahaan.

### Video Profile

The company also has access to information containing the history of its establishment, vision, mission, values, business profile, and corporate social responsibility programs in the form of a video profile. The content of the video profile is updated regularly according to company developments.

### Other Promotional Media & Souvenirs

Companies use other media to promote company business. The promotional media are delivered and distributed in the form of brochures, company profile, agendas, and company calendars. In the promotional media, the Company provides a brief explanation of the business profile, projects, and company contacts. Pertamina Gas also carries out branding in the form of souvenirs, which are given as souvenirs to all company stakeholders.

### Annual report

The Company provides a means of information through the Annual Report which is prepared in two languages, namely Indonesian and English. The Annual Report is published for Shareholders and other stakeholders. Publications to Shareholders are given during the Annual GMS, while for stakeholders through the media website. Pertamina Gas Annual Report contains information on Financial and Operational Data Summary, Board of Commissioners Report, Board of Directors Report, Company Profile, Human Resources, Management Discussion and Analysis on Company Performance, Corporate Governance, Social Responsibility, and Financial Statements that have been audited by KAP in the relevant financial year.

### Sustainability Report

The Sustainability Report is a company report on corporate social responsibility programs from an economic perspective, good corporate governance, environment, employment, occupational safety and health, as well as CSR programs carried out for a year at Pertamina Gas. The Sustainability Report is submitted to stakeholders through the media website.

### Financial Report

The Annual Report contains information on the Company's Financial Statements, which are open data so that they can be accessed by the public and other stakeholders. The Financial Statements are prepared in accordance with Indonesian Financial Accounting Standards and provide complete and accurate disclosure of information regarding the Company's financial activities.





Melalui *Financial Statement* di dalam Laporan Tahunan 2021, Perusahaan telah menyampaikan informasi dan data keuangan yang sepatutnya diketahui para pemangku kepentingan.

### Siaran Pers

Perusahaan mempublikasikan beberapa kegiatan dan peristiwa penting kepada media massa melalui siaran pers perusahaan. Siaran pers ini diberikan baik kepada media cetak maupun media *online*. Sepanjang tahun 2021, Perusahaan telah menerbitkan siaran pers sebagai berikut:

Through the *Financial Statement* in the 2021 Annual Report, the Company has submitted financial information and data that should be known to stakeholders.

### Press Conference

The company publishes several important activities and events to the mass media through company press releases. This press release is given to both print and online media. Throughout 2021, the Company has issued the following press releases:

### Siaran Pers Pertamina Gas Selama Tahun 2021 Pertamina Gas Press Conference During 2021

No.	Judul Press Release Press Release Title	Tanggal Date
1	Perbaikan <i>Plant</i> Perta Arun Gas Selesai, Pasokan Gas Kembali Normal Repair of the First Arun Gas Plant Completed, Gas Supply Returns to Normal	20 Januari 2021 January 20, 2021
2	Perta Daya Gas Alirkan Gas Perdana ke PLTMG Sorong Perta Daya Gas Streams Initial Gas to PLTMG Sorong	20 Januari 2021 January 20, 2021
3	Pertamina Gas Salurkan Bantuan Bencana Banjir Bandang Gunung Mas Puncak Pertamina Gas Distributes Aid for Flash Flood Disaster at Gunung Mas Puncak	23 Januari 2021 January 23, 2021
4	Pertamina Gas Buka Bulan K3 dengan Diskusi Vaksin COVID-19 Pertamina Gas Opens K3 Month with COVID-19 Vaccine Discussion	27 Januari 2021 January 23, 2021
5	PT Pertamina Gas Terapkan Protokol Kesehatan PT Pertamina Gas Implements Health Protocol	2 Februari 2021 February 2, 2021
6	Pertamina Gas Distribusikan 1000 Masker untuk Warga Bukit Batrem Pertamina Gas Distributes 1000 Masks for Bukit Batrem Residents	9 Februari 2021 February 9, 2021
7	Peduli Musibah Banjir Karawang, Pertamina Gas Kembali Salurkan Bantuan Concerning the Karawang Flood Disaster, Pertamina Gas Distributes Aid Again	10 Februari 2021 February 2, 2021
8	Pertamina Gas Salurkan 5000 Masker untuk Mendukung Protokol Kesehatan COVID-19 di Kota Bontang Pertamina Gas Distributes 5000 Masks to Support the COVID-19 Health Protocol in Bontang City	16 Februari 2021 February 16, 2021
9	Dalam rangka bulan K3, Pertamina Gas Pastikan Kelancaran Proyek Pipa Rokan In the framework of the month of K3, Pertamina Gas Ensures the Smoothness of the Rokan Pipe Project	18 Februari 2021 February 18, 2021
10	Bekal dalam Penerapan GCG, Wamenkumham Beri Wawasan Insan Pertamina Gas tentang UU Cipta Kerja Provisions for the Implementation of GCG, the Deputy Minister of Law and Human Rights Gives Pertamina Gas Personnel Insights on the Job Creation Law	20 Februari 2021 February 20, 2021
11	Serahkan Bantuan Sembako, Pertamina Gas Peduli Korban Banjir di Aceh Handing over basic food aid, Pertamina Gas Cares for Flood Victims in Aceh	24 Februari 2021 February 24, 2021
12	Pertamina Gas Inisiasi Wujudkan Energi Terintegrasi Pertamina Gas Initiation Creates Integrated Energy	24 Februari 2021 February 24, 2021
13	Pertamina Gas Salurkan Bantuan Sosial dan Ekonomi di 5 Daerah di Riau Pertamina Gas Distributes Social and Economic Aid in 5 Regions in Riau	26 Februari 2021 February 26, 2021
14	Pertamina Gas Pastikan Proyek Pipa Rokan <i>On Track</i> Pertamina Gas Ensure Rokan Pipe Project <i>On Track</i>	10 Maret 2021 March 10, 2021
15	Pertamina Gas Salurkan Bantuan Material untuk Pasar Darurat Lhoktuan Pertamina Gas Distributes Material Assistance for the Lhoktuan Emergency Market	16 Maret 2021 March 16, 2021
16	Pertamina Gas Dukung Program 500 MW Maluku Pertamina Gas Supports the Maluku 500 MW Program	30 Maret 2021 March 30, 2021

**Siaran Pers Pertamina Gas Selama Tahun 2021**  
Pertamina Gas Press Conference During 2021

No.	Judul Press Release Press Release Title	Tanggal Date
17	Penerimaan Minyak Mentah Belato PT SRMD oleh Pertamina Gas Receipt of PT SRMD Belato Crude Oil by Pertamina Gas	1 April 2021 April 1, 2021
18	Pertamina Gas Turut Andil Dalam Perbaikan Jalan Provinsi di Aceh Pertamina Gas Participates in Repairing Provincial Roads in Aceh	1 April 2021 April 1, 2021
19	Pertamina Gas Raih Empat Penghargaan Indonesian <i>Green Awards</i> 2021 Pertamina Gas Wins Four Indonesian Green Awards 2021	9 April 2021 April 9, 2021
20	Awali Ramadhan 1442 H, Pertamina Gas WJA Serahkan Santunan ke Yayasan Yatim Piatu Starting Ramadan 1442 H, Pertamina Gas WJA Gives Donations to the Orphan Foundation	16 April 2021 April 16, 2021
21	Pertamina Gas Lakukan Perawatan Rutin di SKG Tegal Gede Pertamina Gas Performs Routine Maintenance at SKG Tegal Gede	19 April 2021 April 19, 2021
22	Cerdas Kelola Limbah, Pertamina Gas Gelar Pelatihan Pengolahan BSF Smart Waste Management, Pertamina Gas Holds BSF Processing Training	22 April 2021 April 22, 2021
23	Tebarkan Berkah Bulan Ramadhan, Pertamina Gas Beri Santunan di 7 Area Operasi Spreading the Blessings of the Month of Ramadan, Pertamina Gas Gives Compensation in 7 Operation Areas	29 April 2021 April 29, 2021
24	Pandemi COVID-19 Tak Pudarkan Upaya Pertamina Gas Jaga Lingkungan The COVID-19 Pandemic Does Not Dispel Pertamina Gas' Efforts to Protect the Environment	1 Mei 2021 May 1, 2021
25	Gerakan Kebaikan di Bulan Ramadan, Pertamina Gas Beri Santunan di Area Proyek Rokan Kindness Movement in the Month of Ramadan, Pertamina Gas Gives Compensation in the Rokan Project Area	3 Mei 2021 May 3, 2021
26	Semburan Api Akibat Perawatan Pipa Gas Burst of Fire Due to Gas Pipeline Treatment	4 Mei 2021 May 4, 2021
27	Warga Mekar Sari Antusias Sambut Pasar Murah Pertamina Gas Mekar Sari Residents Enthusiastically Welcome Pertamina Gas Cheap Market	7 Mei 2021 May 7, 2021
28	Pertamina Gas Cilamaya Dorong Pemanfaatan Teknologi Untuk Kesejahteraan Petani Cilamaya Pertamina Gas Cilamaya Encourages the Use of Technology for the Welfare of Cilamaya Farmers	24 Mei 2021 May 24, 2021
29	Pertamina Gas Bukukan Laba Bersih 2020 USD 106,6 Juta Pertamina Gas Books 2020 Net Profit of USD 106.6 Million	3 Juni 2021 June 3, 2021
30	Restorasi Ekosistem, Bentuk Komitmen Pertamina Gas dalam Program TJSL Ecosystem Restoration, a Form of Pertamina Gas Commitment in the TJSL Program	6 Juni 2021 June 6, 2021
31	Peringati Laut Sedunia, Pertamina Lakukan Konservasi Terumbu Karang di Madura Commemorating the World Ocean, Pertamina Conducts Coral Reef Conservation in Madura	8 Juni 2021 June 8, 2021
32	Pertamina Gas Inisiasi Mitra Binaan Pasarkan Produk Pertanian Sehat Pertamina Gas Initiates Foster Partners to Market Healthy Agricultural Products	22 Juni 2021 June 22, 2021
33	Realisasi Proyek Pipa Rokan Sudah 71,3 Persen, Pertamina Gas Berkomitmen Selesaikan Tepat Waktu The Realization of the Rokan Pipe Project is 71.3 Percent, Pertamina Gas is Committed to Finishing it on Time	5 Juli 2021 July 5, 2021
34	Pertamina Gas Beri Bantuan Oksigen Ke Rumah Sakit Wilayah DIY Pertamina Gas Gives Oxygen Assistance To DIY Regional Hospital	8 Juli 2021 July 8, 2021
35	Sambut Idul Adha 1442 H, Pertamina Gas Salurkan Bantuan 51 Ekor Hewan Kurban di Area Proyek Rokan Welcoming Eid al-Adha 1442 H, Pertamina Gas Distributes Aid 51 Sacrificial Animals in the Rokan Project Area	15 Juli 2021 July 15, 2021
36	Pertamina Gas Inisiasi Mitra Binaan Pasarkan Produk Pertanian Sehat Pertamina Gas Initiates Foster Partners to Market Healthy Agricultural Products	22 Juni 2021 June 22, 2021





**Siaran Pers Pertamina Gas Selama Tahun 2021**  
**Pertamina Gas Press Conference During 2021**

No.	Judul Press Release Press Release Title	Tanggal Date
37	Rayakan Idul Adha, Pertamina Gas Salurkan Bantuan Hewan Kurban ke 109 Lokasi Celebrate Eid al-Adha, Pertamina Gas Distributes Aid for Sacrificial Animals to 109 Locations	22 Juli 2021 July 22, 2021
38	Bantu Penanganan COVID-19 di Bontang, Pertamina Gas Salurkan Sembako dan <i>Extra Fooding</i> Help Handling COVID-19 in Bontang, Pertamina Gas Distributes Basic Food and Extra Fooding	29 Juli 2021 July 29, 2021
39	Pembangunan Proyek Pipa Minyak Rokan, Bupati Rohil Gelar Mediasi Rokan Oil Pipeline Construction, Regent Rohil Holds Mediation	3 Agustus 2021 August 3, 2021
40	Peringati Hari Konservasi Alam, Pertamina Gas Kalimantan Area Gelar Kegiatan Pelestarian Ekosistem Mangrove Commemorating Nature Conservation Day, Pertamina Gas Kalimantan Area Holds Mangrove Ecosystem Conservation Activities	12 Agustus 2021 August 12, 2021
41	Sambut HUT RI, Pertamina Gas Niaga Tambah Pengoperasian Jargas Sidoarjo Welcoming the Indonesian Independence Day, Pertamina Gas Niaga Adds Sidoarjo Jargas Operations	18 Agustus 2021 August 18, 2021
42	Subholding Gas Pertamina, MEA dan WLI Baku Gandeng Penuhi Kebutuhan Listrik 30MW Gas Subholding Pertamina, MEA and WLI Baku Cooperate to Fulfill 30MW Electricity Demand	19 Agustus 2021 August 19, 2021
43	Mobil Galeri Keliling Subholding Gas Pertamina Dukung Pemasaran Inovasi Komunitas Tuli Gresik Pertamina Gas Subholding Mobile Gallery Car Supports the Innovation Marketing of the Gresik Deaf Community	27 Agustus 2021 August 27, 2021
44	Subholding Gas Pertamina Maksimalkan Potensi Difabel Gresik dengan Pelatihan Sablon Pertamina Gas Subholding Maximizes the Potential of Difabel Gresik with Screen Printing Training	3 September 2021 September 3, 2021
45	Tingkatkan Pelayanan, Subholding Gas Pertamina Luncurkan Aplikasi Monitoring Penyaluran Gas Improve Services, Pertamina Gas Subholding Launches Gas Distribution Monitoring Application	4 September 2021 September 4, 2021
46	Afiliasi <i>Sub Holding</i> Gas Pertamina, Pertamina Gas Raih 4 Penghargaan Nusantara CSR Award 2021 Pertamina Gas Sub Holding Affiliate, Pertamina Gas Wins 4 Awards Nusantara CSR Award 2021	16 September 2021 September 16, 2021
47	<i>Subholding</i> Gas Pertamina, Pertamina Gas Raih Dua Penghargaan di <i>Indonesian SDGs Award</i> Pertamina Gas Subholding, Pertamina Gas Wins Two Awards at the Indonesian SDGs Award	23 September 2021 September 23, 2021
48	<i>Subholding</i> Gas Pertamina Perangi Gizi Buruk Santri Ponpes Pertamina Gas Subholding Combats Malnutrition of Islamic Boarding School Students	23 September 2021 September 23, 2021
49	Hari Tani Nasional, <i>Sub Holding</i> Gas Pertamina Serahkan Bantuan Pupuk National Farmers Day, Pertamina Gas Sub Holding Gives Fertilizer Aid	24 September 2021 September 24, 2021
50	Sub Holding Gas Pertamina Bangun Filling Station LNG di Bontang Pertamina Gas Sub Holding Builds LNG Filling Station in Bontang	1 Oktober 2021 October 1, 2021
51	Pertamina Gas Gelar Vaksinasi di Jawa Barat dan Jawa Timur Pertamina Gas Holds Vaccinations in West Java and East Java	9 Oktober 2021 October 9, 2021
52	Peringati Hari Guru Sedunia, Pertamina Gas Bantu Sekolah di Rokan Hilir Commemorating World Teacher's Day, Pertamina Gas Helps Schools in Rokan Hilir	12 Oktober 2021 October 12, 2021
53	Melalui Sepak Bola, Pertamina Gas Dukung Pemberdayaan Pemuda Rohil Through Football, Pertamina Gas Supports Spiritual Youth Empowerment	14 Oktober 2021 October 14, 2021
54	Tanggap Bencana, <i>Sub Holding</i> Gas Pertamina Gelar Pelatihan di Cilamaya Disaster Response, Pertamina Gas Sub Holding Held Training in Cilamaya	14 Oktober 2021 October 14, 2021
55	Gapoktan Saluyu OWJA Gapoktan Saluyu OWJA	16 Oktober 2021 October 16, 2021
56	Pertamina Gas Raih Penghargaan Pendukung Proklim 2021 Pertamina Gas Wins 2021 Proklim Supporter Award	19 Oktober 2021 October 19, 2021
57	<i>Sub Holding</i> Gas Pertamina Laksanakan Sosialisasi ROW di Desa Harapan Baru Pertamina Gas Sub Holding Organizes ROW Socialization in Harapan Baru Village	19 Oktober 2021 October 19, 2021

**Siaran Pers Pertamina Gas Selama Tahun 2021**  
Pertamina Gas Press Conference During 2021

No.	Judul Press Release Press Release Title	Tanggal Date
58	Lembah Dewi Sri dan Desa Sidomulyo OSSA Dewi Sri Valley and Sidomulyo Village OSSA	19 Oktober 2021 October 19, 2021
59	Kampung Ikan Asap & Maggot BSF OEJA Village of Smoked Fish & Maggot BSF OEJA	20 Oktober 2021 October 20, 2021
60	Batik <i>Ecoprint</i> OKA OKA Ecoprint Batik	21 Oktober 2021 October 21, 2021
61	Kawat Cinta OWJA OWJA Love Wire	21 Oktober 2021 October 21, 2021
62	Ternak Jangkrik OWJA OWJA Cricket Livestock	25 Oktober 2021 October 25, 2021
63	<i>Sub Holding</i> Gas Pertamina Group Perkuat Suplai CNG dan Kondensat di Jawa Sub Holding Gas Pertamina Group Strengthens CNG and Condensate Supply in Java	29 Oktober 2021 October 29, 2021
64	Pipa Gas dan <i>Mother Station</i> CNG di Blora Diresmikan, <i>Sub Holding</i> Gas Pertamina Grup Perkuat Suplai CNG dan Kondensat di Jawa Gas Pipeline and CNG Mother Station in Blora Inaugurated, Sub Holding Gas Pertamina Group Strengthens CNG and Condensate Supply in Java	1 November 2021 November 1, 2021
65	Pertamina Gas Berdayakan Ibu-ibu PKK Lewat Keterampilan Menjahit Pertamina Gas Empowers PKK Mothers Through Sewing Skills	2 November 2021 November 2, 2021
66	Proyek Pipa Rokan Masuk Tahapan <i>Pre Commissioning</i> Rokan Pipe Project Enters Pre Commissioning Stage	4 November 2021 November 4, 2021
67	Pertamina Gas <i>Upskill</i> Mitra Binaan dengan Pelatihan <i>Botanical Eco Print</i> Pertamina Gas Upskill Partners With Botanical Eco Print Training	5 November 2021 November 5, 2021
68	Pertamina Grup Tanggapi Bencana Banjir Dumai Pertamina Group Responds to the Dumai Flood	6 November 2021 November 6, 2021
69	Pertamina Gas Kembali Gelar Vaksinasi COVID-19 Di Jawa Timur Pertamina Gas Holds COVID-19 Vaccination Again in East Java	12 November 2021 November 12, 2021
70	Kampung Ikan Asap Tetap Mengepul di Tengah Pandemi Smoked Fish Village Still Steaming Amid the Pandemic	17 November 2021 November 17, 2021
71	Pewartanya Antara Juara Kompetisi Penulisan Pertamina Gas 2021 Antara Newspaper Wins the 2021 Pertamina Gas Writing Competition	20 November 2021 November 20, 2021
72	Penghargaan Pendukung Proklamasi 2021 Proclam Support Award 2021	23 November 2021 November 23, 2021
73	Pertamina <i>Subholding</i> Gas Lakukan Sosialisasi Row di Desa Bathin Betuah Pertamina Subholding Gas Conducts Row Socialization in Bathin Betuah Village	23 November 2021 November 23, 2021
74	Sub Holding Gas Pertamina Sosialisasi <i>Crossing</i> Sungai Bah Tongguran Pertamina Gas Sub Holding Socialization of Tongguran Bah River Crossing	24 November 2021 November 24, 2021
75	Berikan Apresiasi kepada Media, Pertamina Gas Komitmen Pacu Pengembangan Program CSR Lebih Baik Appreciate the Media, Pertamina Gas Commitment to Stimulate the Development of Better CSR Programs	29 November 2021 November 29, 2021
76	Hari Menanam Pohon Indonesia, Pertamina Gas Hijaukan Pantai Utara Jawa Indonesian Tree Planting Day, Pertamina Gas Greens the North Coast of Java	29 November 2021 November 29, 2021
77	Cegah Abrasi, Pertamina Gas Hijaukan Pantai Utara Jawa Prevent Abrasion, Pertamina Gas Greens the North Coast of Java	1 Desember 2021 December 1, 2021
78	Pertamina Gas ONSA Hijaukan Langkah dan Lestarkan Lingkungan Pertamina Gas ONSA Green Langkah and Preserve the Environment	16 Desember 2021 December 16, 2021



### Siaran Pers Pertamina Gas Selama Tahun 2021 Pertamina Gas Press Conference During 2021

No.	Judul Press Release Press Release Title	Tanggal Date
79	Dorong Kemandirian Masyarakat, Sub Holding Gas Pertamina Dampingi Masyarakat Budidayakan Ikan Lele Encouraging Community Independence, Pertamina Gas Sub Holding Accompanies Communities in Cultivating Catfish	18 Desember 2021 December 18, 2021
80	Subholding Gas Pertamina Kembali Raih Penghargaan BPH Migas Awards 2021 Pertamina Gas Subholding Again Wins 2021 BPH Migas Awards	20 Desember 2021 December 20, 2021
81	Sub Holding Gas Pertamina Tingkatkan Kapasitas Masyarakat Melalui Pelatihan Desain Grafis Pertamina Gas Sub Holding Increases Community Capacity Through Graphic Design Training	19 Desember 2021 December 19, 2021
82	Pertamina Gas Raih 2 Penghargaan Top Digital Award 2021 lewat Transformasi Digital Pertamina Gas Wins 2 Top Digital Awards 2021 through Digital Transformation	23 Desember 2021 December 23, 2021
83	Pertamina Gas ONSA Gelar Sosialisasi Cegah Stunting dan Gizi Buruk di Dewantara Pertamina Gas ONSA Holds Outreach to Prevent Stunting and Malnutrition in Dewantara	21 Desember 2021 December 21, 2021
84	Pertamina Gas ODA Dukung Program Kemandirian Pangan di Dumai Pertamina Gas ODA Supports Food Independence Program in Dumai	27 Desember 2021 December 27, 2021
85	Program CSR Pertamina Gas Raih Penghargaan Anugerah Pesona Desa Wisata Provinsi Sumsel 2021 Pertamina Gas CSR Program Wins the 2021 South Sumatra Province Tourism Village Enchantment Award	28 Desember 2021 December 28, 2021

#### Media Visit

Untuk mengoptimalkan pemberitaan mengenai kegiatan dan kinerja perusahaan, Pertamina Gas juga selalu menjaga hubungan baik dengan beberapa media massa dengan mengundangnya untuk mengunjungi dan meliput kegiatan di lokasi operasi dan proyek Perusahaan. Melalui liputan tersebut diharapkan akan meningkatkan publikasi positif Perusahaan.

#### Pemberitaan di Media Cetak & Online

Dari seluruh kegiatan publikasi yang dilakukan perusahaan di berbagai media massa, Pertamina Gas melakukan *monitoring* pemberitaan seputar kegiatan perusahaan. Jumlah dan jenis hasil pemberitaan di media cetak dan *online* sepanjang 2021 adalah sebagai berikut:

#### Media Visit

To optimize reporting on the company's activities and performance, Pertamina Gas also always maintains good relations with several mass media by inviting them to visit and cover activities at the Company's operational and project locations. Through this coverage, it is hoped that it will increase the Company's positive publications.

#### News in Print & Online Media

From all publication activities carried out by the company in various mass media, Pertamina Gas monitors the news surrounding the company's activities. The number and types of reports in print and online media throughout 2021 are as follows:

### Jumlah dan Jenis Pemberitaan Selama Tahun 2021 Number and Type of Reporting During 2021

Jenis Pemberitaan Type of Reporting	Jumlah Total	Persentase Percentage
Positive	871	98%
Negative	17	2%
Total	888	100%

#### Email Perusahaan

Alamat *email* resmi Perusahaan adalah pertagas@pertamina.com. Email tersebut adalah milik *Corporate Secretary* Pertamina Gas yang merupakan Juru Bicara Perusahaan.

#### Company Email

The Company's official email address is pertagas@pertamina.com. The email belongs to the Pertamina Gas Corporate Secretary who is the Company's Spokesperson.

# Kode Etik

## Code of Ethics

Dalam meningkatkan penerapan prinsip-prinsip tata kelola perusahaan yang baik, Pertamina Gas telah memiliki Pedoman Etika (*Code of Conduct*) sebagai standar etika terbaik dalam menjalankan segenap kegiatan kerja sehari-hari sesuai dengan visi, misi, dan nilai yang dimiliki Pertamina gas.

Pedoman Etika merupakan salah satu *softstruktur* GCG di Pertamina gas yang disusun untuk memberikan pedoman yang harus ditaati oleh seluruh Insan Pertamina Gas yang diharapkan dapat mendorong perbaikan kinerja Perusahaan dan meningkatkan citra Perusahaan.

Pertamina Gas senantiasa merevisi dan menyempurnakan isi Kode Etik secara berkelanjutan. Pedoman Etika terakhir disempurnakan pada tahun 2021 dan diberlakukan melalui Surat Keputusan No. 003/PG0000/2021-S0 Rev 0 tanggal 3 Desember 2021. Kode Etik ini ditandatangani oleh Direktur Utama Pertamina Gas.

### ISI KODE ETIK PERUSAHAAN

Fundamental, Kode Etik Pertamina Gas mengatur mengenai penerapan standar etika mencakup:

1. Etika Bisnis
  - Pekerja;
  - Penyedia Barang/Jasa;
  - Mitra Usaha;
  - Pemerintah;
  - Masyarakat;
  - Media Massa;
  - Organisasi Profesi.
2. Etika Kerja, yakni:
  - Bekerja dengan Sesama Pekerja;
  - Menjaga Kerahasiaan Data dan Informasi Perusahaan;
  - Menjaga Aset Perusahaan;
  - Menjaga Keamanan dan Keselamatan, Kesehatan Kerja dan Lindungkan Lingkungan (K3LL);
  - Mencatat Data dan Pelaporan;
  - Pelaporan Akuntansi dan Keuangan;
  - Menghindari Benturan Kepentingan dan Penyalahgunaan Jabatan;
  - Menerima Hadiah/Cendera Mata/Gratifikasi dan Entertainment;
  - Memberi Hadiah/Cendera Mata dan *Entertainment*;
  - Penyalahgunaan Narkoba dan Obat Terlarang (Narkoba) dan Minuman Keras (Miras);
  - Aktivitas Politik.

In improving the application of the principles of good corporate governance, Pertamina Gas has a Code of Conduct as the best ethical standard in carrying out all daily work activities in accordance with the vision, mission and values of Pertamina gas.

The Code of Ethics is one of the GCG soft structures at Pertamina Gas which is prepared to provide guidelines that must be adhered to by all Pertamina Gas personnel which are expected to encourage the improvement of the Company's performance and enhance the Company's image.

Pertamina Gas always revises and improves the contents of the Code of Ethics on an ongoing basis. The Code of Ethics was last refined in 2021 and enacted through Decree No. 003/PG0000/2021-S0 Rev 0 dated December 3, 2021. This Code of Conduct is signed by the President Director of Pertamina Gas.

### FILL IN THE COMPANY'S CODE OF ETHICS

Fundamentally, the Pertamina Gas Code of Ethics regulates the application of ethical standards including:

1. Business Ethics
  - Worker;
  - Goods/Services Providers;
  - Business partner;
  - Government;
  - Public;
  - Mass media;
  - Professional Organization.
2. Work Ethics, namely:
  - Working with Fellow Workers;
  - Maintain the Confidentiality of Company Data and Information;
  - Safeguard Company Assets;
  - Maintain Security and Safety, Occupational Health and Protect the Environment (K3LL);
  - Data Recording and Reporting;
  - Accounting and Financial Reporting;
  - Avoiding Conflicts of Interest and Abuse of Position;
  - Receiving Gifts/Souvenirs/Gratuities and Entertainment;
  - Giving Gifts/Souvenirs and Entertainment;
  - Abuse of Drugs and Illegal Drugs (Drugs) and Alcoholic Drinks (Alcohol);
  - Political Activities.



3. Penerapan & Penegakan Pedoman Etika Bisnis dan Etika Pekerja:
  - Organisasi;
  - Penegakan Pedoman Etika Bisnis dan Etika Kerja;
  - *Whistleblowing*;
  - Sosialisasi dan Internalisasi;
  - Penyempurnaan Pedoman Etika Bisnis dan Etika Kerja.

### TUJUAN PENERAPAN KODE ETIK PERUSAHAAN

Tujuan dari Kode Etik Perusahaan adalah:

- Mengembangkan standar perilaku terbaik bagi Insan Perusahaan yang berlandaskan pada prinsip-prinsip GCG sehingga mendorong terciptanya budaya Perusahaan yang diharapkan, baik secara langsung maupun tidak langsung meningkatkan nilai Perusahaan;
- Menciptakan suasana kerja yang sehat dan nyaman serta meminimalkan peluang terjadinya penyimpangan;
- Menjabarkan nilai-nilai perusahaan sebagai landasan perilaku yang harus diikuti oleh seluruh Insan Perusahaan dalam menjalankan aktivitas kerja sehari-hari;
- Mendorong perbaikan pengelolaan Perusahaan dan pengembangan nilai yang pada akhirnya akan meningkatkan citra Perusahaan.

Kode Etik selanjutnya menjadi acuan perilaku dalam mengelola Perusahaan dengan cakupan:

- Dewan Komisaris bertanggung jawab atas dipatuhinya etika usaha dan tata perilaku di lingkungan Perusahaan;
- Direksi bertanggung jawab atas penerapan etika usaha dan tata perilaku di lingkungan Perusahaan dibantu oleh Sekretaris Perusahaan dan fungsi Internal Audit;
- VP/GM/Chief of Internal Audit, Manajer dan setingkat Manajer bertanggung jawab atas penerapan Kode Etik di lingkungan unit kerjanya masing-masing;
- Setiap Insan Pertamina Gas mengisi komitmen kepatuhan terhadap Kode Etik secara *online* dengan menggunakan teknologi berbasis komputer. Dengan demikian, setiap Insan Pertamina Gas telah memahami dan setuju untuk mematuhinya, untuk selanjutnya didokumentasikan oleh Sekretaris Perusahaan sebagai *Chief Compliance Officer* (CCO).

### KODE ETIK BERLAKU BAGI SELURUH LEVEL ORGANISASI

Kode Etik berfungsi sebagai pedoman perilaku bagi seluruh karyawan dalam berinteraksi dengan pihak dalam dan pihak luar Perusahaan. Kode etik berlaku untuk seluruh karyawan yang mempunyai hubungan kerja langsung baik karyawan tetap maupun kontrak, termasuk Direksi dan Dewan Komisaris.

3. Implementation & Enforcement of the Code of Business Ethics and Worker Ethics:
  - Organization;
  - Enforcement of the Code of Business Ethics and Work Ethics;
  - Whistleblowing;
  - Socialization and Internalization;
  - Improvement of the Code of Business Ethics and Work Ethics.

### PURPOSE OF IMPLEMENTING THE COMPANY'S CODE OF ETHICS

The objectives of the Company's Code of Conduct are:

- Develop the best standards of behavior for the Company's personnel based on the principles of GCG so as to encourage the creation of a corporate culture that is expected to, either directly or indirectly, increase the value of the Company;
- Creating a healthy and comfortable working atmosphere and minimizing the chance of irregularities;
- Describe the company's values as the basis of behavior that must be followed by all Company Personnel in carrying out daily work activities;
- Encouraging improvement in Company management and value development which will ultimately enhance the Company's image.

The Code of Ethics then becomes a reference for behavior in managing the Company with the following coverages:

- The Board of Commissioners is responsible for compliance with business ethics and code of conduct within the Company;
- The Board of Directors is responsible for the implementation of business ethics and code of conduct within the Company, assisted by the Corporate Secretary and the Internal Audit function;
- VP/GM/Chief of Internal Audit, Manager and Manager level are responsible for the implementation of the Code of Ethics in their respective work units;
- Every Pertamina Gas Personnel fills out a commitment to comply with the Code of Ethics online using computer-based technology. Thus, every Pertamina Gas Personnel has understood and agreed to comply, to be further documented by the Corporate Secretary as Chief Compliance Officer (CCO).

### THE CODE OF ETHICS APPLIES TO ALL LEVELS OF THE ORGANIZATION

The Code of Ethics serves as a code of conduct for all employees in interacting with internal and external parties. The code of ethics applies to all employees who have a direct working relationship, both permanent and contract employees, including the Board of Directors and the Board of Commissioners. All employees are

Seluruh karyawan diharapkan untuk berperilaku sesuai nilai-nilai Perusahaan dan menerapkan Kode Etik dalam kegiatan sehari-hari.

## PENANDATANGANAN KOMITMEN KODE ETIK PERUSAHAAN

Pertamina Gas memiliki komitmen untuk membangun etika dan kultur usaha yang sehat serta membangun pemahaman, kepedulian dan komitmen dari semua jajaran Perusahaan. Oleh karena itu, Pertamina Gas mewajibkan setiap karyawan dan manajemen untuk menandatangani komitmen dan kepatuhan terhadap Kode Etik yang berupa *Code of Conduct* (CoC) dan *Conflict of Interest* (Col) wajib setiap tahun.

Pada tahun 2021, karyawan Pertamina Gas yang telah menandatangani Coc dan Col sebanyak 98% dari total seluruh pekerja.



## SOSIALISASI PEDOMAN KODE ETIK

Kode Etik Pertamina Gas disebarkan kepada semua insan Perusahaan melalui berbagai media. Media sosialisasi penyebaran kode etik antara lain melalui:

- Website;
- Buku saku;
- Banner dan spanduk.

Untuk mewujudkan perilaku yang berlandaskan kode etik tersebut, terdapat sejumlah inisiatif strategis yang dilakukan Perusahaan, antara lain melalui:

- Komitmen Dewan Komisaris dan Direksi serta pekerja untuk menerapkan tata kelola Perusahaan yang baik dalam setiap langkah Perusahaan, yang tertuang dalam Pakta Integritas yang diperbarui setiap awal tahun;
- Keteladanan Pimpinan dengan memberi contoh sikap dan perilaku yang tidak bertentangan dengan kebijakan dan peraturan Perusahaan mengenai Tata Kelola Perusahaan yang Baik;
- Penandatanganan Pakta Integritas seluruh pekerja Perusahaan yang diperbarui setiap tahun.

expected to behave in accordance with the Company's values and apply the Code of Ethics in their daily activities.

## SIGNING OF THE COMMITMENT TO THE COMPANY'S CODE OF ETHICS

Pertamina Gas is committed to building a healthy business ethics and culture as well as building understanding, concern and commitment from all levels of the Company. Therefore, Pertamina Gas requires every employee and management to sign a commitment and compliance with the Code of Ethics in the form of a Code of Conduct (CoC) and a mandatory Conflict of Interest (Col) every year.

In 2021, Pertamina Gas employees who have signed Coc and Col 98% of the total workers.



## SOSIALIZATION OF CODE OF ETHICS GUIDELINES

The Pertamina Gas Code of Conduct is disseminated to all Company personnel through various media. Media to disseminate the code of ethics, among others, is through:

- Websites;
- Pocket book;
- Banners and banners.

To realize the behavior based on the code of ethics, there are a number of strategic initiatives carried out by the Company, including through:

- Commitment of the Board of Commissioners and Board of Directors as well as employees to implement good corporate governance in every step of the Company, which is stated in the Integrity Pact which is updated at the beginning of each year;
- Exemplary leadership by providing examples of attitudes and behavior that do not conflict with Company policies and regulations regarding Good Corporate Governance;
- Signing of the Integrity Pact of all the Company's employees which is renewed every year.





## PENGUKURAN PEMAHAMAN KODE ETIK PERUSAHAAN

Pengukuran atas pemahaman Standar Etika Perusahaan dilakukan untuk mengetahui sejauh mana Insan Pertamina Gas telah menyadari dan memahami mengenai implementasi Kode etik Perusahaan di area kerja masing-masing serta bagaimana Insan Pertamina Gas memahami mekanisme pelaporan atas pelanggaran terhadap Kode Etik Perusahaan.

Pada tahun 2021, Pengukuran Pemahaman Kode etik Perusahaan diukur melalui post-test pada saat setiap pekerja menandatangani dokumen COI dan COC di *website compliance online*.

Sebanyak 98% dari total pekerja Pertamina Gas yang telah menandatangani COI dan COC. Pekerja yang menandatangani kedua dokumen tersebut telah berhasil menyelesaikan post-test yang menilai Pemahaman Pekerja atas Kode etik Perusahaan. Dengan demikian pekerja yang telah menandatangani dokumen COI dan COC telah 100% memahami isi kedua dokumen Kode Etik Perusahaan.

## SANKSI PELANGGARAN KODE ETIK

Sanksi terhadap pelanggaran kode etik diberikan untuk mencegah terjadinya perilaku indisipliner dan memberikan efek jera kepada para pelanggar kode etik di lingkungan Perseroan. Sanksi terhadap pelanggaran kode etik, dikategorikan kedalam 3 (tiga) jenis sanksi sebagai berikut:

- Sanksi Ringan, berupa Surat Peringatan;
- Sanksi Sedang, berupa Surat Peringatan dan Pemotongan Apresiasi Kerja;
- Sanksi Berat, berupa Demosi sampai dengan Pemutusan Hubungan Kerja (PHK).

Pertamina Gas juga memberikan sanksi pelanggaran Kode Etik bagi *stakeholder* eksternal berupa:

- Apabila pelanggaran dilakukan oleh pihak eksternal (pemasok, mitra bisnis atau pemangku kepentingan lainnya), maka akan dikenakan ketentuan yang tertuang dalam kontrak dan prosedur Perusahaan yang relevan. Apabila ada indikasi tindak pidana, dapat diteruskan kepada pihak yang berwajib;
- Mitra kerja Pertamina Gas yang terbukti melakukan pelanggaran akan dikenai sanksi sesuai dengan peraturan dan keputusan Perusahaan;
- Apabila terdapat kondisi yang melibatkan pelanggaran hukum, maka akan diteruskan kepada pihak yang berwajib.

## MEASUREMENT OF UNDERSTANDING THE COMPANY'S CODE OF ETHICS

Measurement of the understanding of the Company's Ethical Standards is carried out to determine the extent to which Pertamina Gas Personnel are aware of and understand the implementation of the Company's Code of Ethics in their respective work areas and how Pertamina Gas Personnel understands the reporting mechanism for violations of the Company's Code of Ethics.

In 2021, the Measurement of Understanding the Company's Code of Ethics is measured through a post-test when each employee signs the COI and COC documents on the online compliance website.

As many as 98% of the total Pertamina Gas workers have signed the COI and COC. Workers who signed the two documents have successfully completed a post-test that assesses the Workers' Understanding of the Company's Code of Ethics. Thus, workers who have signed the COI and COC documents have 100% understood the contents of the two Company Code of Ethics documents.

## SANCTIONS FOR VIOLATION OF THE CODE OF ETHICS

Sanctions for violations of the code of ethics are given to prevent disciplinary behavior and provide a deterrent effect to violators of the code of ethics within the Company. Sanctions for violations of the code of ethics are categorized into 3 (three) types of sanctions as follows:

- Minor sanctions, in the form of a warning letter;
- Moderate Sanctions, in the form of Warning Letters and Withholding of Work Appreciation;
- Severe Sanctions, in the form of Demotion to Termination of Employment (PHK).

Pertamina Gas also provides sanctions for violating the Code of Ethics for external stakeholders in the form of:

- If the violation is committed by an external party (supplier, business partner or other stakeholder), it will be subject to the provisions contained in the contract and relevant Company procedures. If there is an indication of a criminal act, it can be forwarded to the authorities;
- Pertamina Gas partners who are proven to have committed violations will be subject to sanctions in accordance with company regulations and decisions;
- If there is a condition involving a violation of the law, it will be forwarded to the authorities.



## MEKANISME SANKSI

Pertamina Gas telah menyiapkan mekanisme penegakan atas tindakan yang tidak sesuai Pedoman Etika (*Code of Conduct*), antara lain:

- Setiap insan Pertamina Gas dapat melaporkan melalui sarana *Whistleblowing System* (WBS) apabila ditemukan fakta terjadinya penyimpangan etika usaha dan tata perilaku. Tim yang ditunjuk Perusahaan akan menindaklanjuti setiap laporan dan menyampaikan hasil kajiannya kepada Direksi atau Dewan Komisaris sesuai dengan lingkup tanggung jawabnya;
- Dewan Komisaris dan Direksi memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan masing-masing. Bentuk sanksi yang diberikan akan diatur secara tersendiri;
- Insan Pertamina Gas yang melakukan penyimpangan etika usaha dan tata perilaku memiliki hak untuk didengar penjelasannya di hadapan atasan langsung, sebelum diberikan tindakan pembinaan atau hukuman disiplin;
- Pelaksanaan tindakan pembinaan, hukuman disiplin dan/atau tindakan perbaikan serta pencegahan dilakukan oleh fungsi HR.

## JUMLAH PELANGGARAN KODE ETIK

Dalam kurun waktu periode pelaporan tahun 2021, tidak terdapat laporan terkait dugaan pelanggaran pedoman etika usaha dan tata perilaku.

## KONSISTENSI PENERAPAN GCG DAN KODE ETIK PERUSAHAAN

Pertamina Gas berkomitmen untuk menerapkan praktik-praktik terbaik GCG dan secara konsisten melaksanakan kode etik Perusahaan pada setiap kegiatan Perusahaan. Hal tersebut diwujudkan antara lain melalui:

- Pelaksanaan Laporan harta Kekayaan Penyelenggara Negara (LHKPN) dan Gratifikasi;
- *Board Manual* yang merupakan dokumen kesepakatan antara Dewan Komisaris dan Direksi mengenai pedoman dan mekanisme hubungan kerja antar kedua organ, tugas pokok dan tanggung jawab;
- *Code of Corporate Governance* merupakan struktur dan proses yang digunakan oleh organ Perusahaan untuk meningkatkan keberhasilan usaha dan akuntabilitas guna mewujudkan nilai Pemegang Saham dalam jangka panjang dengan tetap memperhatikan kepentingan para pemangku kepentingan lainnya;
- Sosialisasi penerapan manajemen anti penyuapan;

## SANCTION MECHANISM

Pertamina Gas has prepared an enforcement mechanism for actions that are not in accordance with the Code of Conduct, including:

- Every Pertamina Gas employee can report through the Whistleblowing System (WBS) if it is found that there are deviations in business ethics and behavior. The team appointed by the Company will follow up on each report and submit the results of the study to the Board of Directors or the Board of Commissioners in accordance with the scope of their responsibilities;
- The Board of Commissioners and the Board of Directors decide to provide coaching actions, disciplinary sanctions and/or corrective and preventive actions that must be carried out by their direct superiors in their respective environments. The form of sanctions given will be regulated separately;
- Pertamina Gas personnel who deviate from business ethics and code of conduct have the right to have their explanation heard in front of their immediate supervisor, before being given coaching or disciplinary action;
- Implementation of coaching actions, disciplinary penalties and/or corrective and preventive actions are carried out by the HR function.

## NUMBER OF CODE OF CONDUCT VIOLATIONS

During the 2021 reporting period, there were no reports related to alleged violations of business ethics and code of conduct.

## CONSISTENCY IN THE IMPLEMENTATION OF GCG AND THE COMPANY'S CODE OF ETHICS

Pertamina Gas is committed to implementing GCG best practices and consistently implementing the Company's code of ethics in every activity of the Company. This is realized, among others, through:

- Implementation of the State Administrators Wealth Report (LHKPN) and Gratification;
- Board Manual which is a document of agreement between the Board of Commissioners and the Board of Directors regarding the guidelines and mechanisms of working relations between the two organs, main tasks and responsibilities;
- Code of Corporate Governance is the structure and process used by the Company's organs to improve business success and accountability in order to realize shareholder value in the long term while taking into account the interests of other stakeholders;
- Socialization of the implementation of anti-bribery management;



- Sosialisasi penerapan sistem manajemen anti penyuapan SMAP ISO 37001:2016;
- Penandatanganan CoC dan Col oleh seluruh pekerja Pertamina Gas;
- Sosialisasi terkait *fraud awareness* dan SMAP ISO 37001:2016 dilakukan pada kegiatan *vendor-day* PT Pertamina Gas.

Perusahaan melakukan evaluasi terhadap Pedoman Etika (*Code of Conduct*) untuk mengetahui dan mengukur bagaimana kesesuaian Pedoman Etika (*Code of Conduct*) dengan kebutuhan Perusahaan serta efektivitas dari program implementasi Pedoman Etika (*Code of Conduct*) yang dilaksanakan. Berdasarkan hasil evaluasi yang dilakukan, pengembangan terhadap Pedoman Etika (*Code of Conduct*) Perusahaan dan perbaikan dari program implementasinya akan dilakukan secara berkesinambungan. Pelaksanaan Pedoman Etika (*Code of Conduct*) ini diharapkan dapat menjamin Perusahaan melakukan aktivitas bisnis yang beretika baik secara prinsip maupun praktis. Perubahan Pedoman Etika (*Code of Conduct*) Perusahaan disesuaikan dengan peraturan perundang-undangan yang berlaku, kehidupan sosial, adat istiadat, norma, maupun perubahan dan perkembangan bisnis Perusahaan. Komitmen dan dukungan seluruh Pekerja, Pelanggan dan Mitra Kerja merupakan kunci keberhasilan implementasi Pedoman Etika (*Code of Conduct*) dalam aktivitas operasional Perusahaan sehari-hari. Oleh karenanya, Perusahaan menerima berbagai masukan, kritik dan saran dari pemangku kepentingan terkait.

- Socialization of the implementation of the SMAP ISO 37001:2016 anti-bribery management system;
- Signing of CoC and Col by all employees of Pertamina Gas;
- Socialization related to fraud awareness and SMAP ISO 37001:2016 was carried out at the vendor-day activity of PT Pertamina Gas.

The Company evaluates the Code of Conduct to find out and measure how the Code of Conduct conforms to the Company's needs and the effectiveness of the Code of Conduct implementation program. Based on the results of the evaluation, the development of the Company's Code of Conduct and improvement of its implementation program will be carried out on an ongoing basis. The implementation of this Code of Conduct is expected to ensure that the Company conducts ethical business activities both in principle and in practice. Changes to the Company's Code of Conduct are adjusted to the applicable laws and regulations, social life, customs, norms, as well as changes and developments in the Company's business. The commitment and support of all employees, customers and business partners is the key to the successful implementation of the Code of Conduct in the Company's daily operational activities. Therefore, the Company accepts various inputs, criticisms and suggestions from relevant stakeholders.

## Kebijakan Anti Korupsi Anti-Corruption Policy

Setiap pekerja Pertamina Gas harus menjunjung integritas serta tidak diperbolehkan menoleransi perbuatan suap. Perusahaan mendorong agar pekerja menyampaikan laporan jika mengetahui adanya tindakan korupsi atau tindakan yang berpotensi pada terjadinya korupsi. Perusahaan melindungi identitas pekerja yang memberikan laporan.

Pertamina Gas melarang Insan Pertamina Gas untuk memberi atau menerima suap. Adapun pemberian sumbangan atau donasi dan sejenisnya diperbolehkan selama hal tersebut sesuai dengan peraturan perundang-undangan. PT Pertamina Gas telah berkomitmen dalam rangka pengelolaan perusahaan yang bersih melalui implementasi pencegahan Korupsi, Kolusi dan Nepotisme (KKN) dan penanganan benturan kepentingan. Untuk itu pada periode 2021 Pertamina Gas telah melaksanakan kegiatan implementasi dan Sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) di Pertamina Gas. Latar Belakang penerapan Implementasi ISO 37001:2016 SMAP di Pertamina Gas diantaranya adalah sebagai berikut:

1. Perpres No. 54 Tahun 2018 Tentang Strategi Nasional Pencegahan Korupsi: dengan aksi berupa penerapan Manajemen Anti Suap di Pemerintah dan Sektor Swasta;
2. Instruksi Presiden RI No. 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi Tahun 2016 dan 2017: perlu dilakukan inisiasi upaya sertifikasi anti korupsi di lingkungan tata Kelola BUMN dan swasta;
3. Surat Sekretaris Kementerian BUMN NO. S-148/S.MBU/04/2019 : bahwa PT Pertamina (Persero) ditetapkan sebagai pilot project implementasi ISO 37001 di lingkungan BUMN;
4. Fax Direktur Utama PT Pertamina (Persero) No.367/C00000/2020-S0 tanggal 16 September 2020 perihal kewajiban implementasi ISO 37001:2016 di lingkungan PT Pertamina (Persero) dan Anak Perusahaan.
5. Arahan *Subholding* Gas perihal Implementasi Sistem Manajemen Anti Penyuapan (SMAP)/ISO 37001:2016.

Atas Hal tersebut dibentuk Tim Implementasi dan Sertifikasi ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan (SMAP) di Pertamina Gas pada tanggal 20 Mei 2021 yang terdiri dari susunan tim antara lain Dewan Pengarah, Manajemen Puncak, Fungsi Kepatuhan Anti Penyuapan dan Tim *Fraud/Bribery Risk Assesement* dengan uraian tugas masing-masing dalam rangka pencapaian sertifikasi ISO 37001:2016. Adapun prinsip-prinsip ISO 37001 : 2016 di Pertamina Gas:

1. Kebijakan & prosedur yang praktikal, dapat diakses dengan mudah dan efektif dan dikomunikasikan dengan jelas;
2. Komitmen Pimpinan organisasi sebagai *role model* dan personi terdepan dalam implementasi sistem manajemen;

Every Pertamina Gas employee must uphold integrity and are not allowed to tolerate bribery. The company encourages employees to submit reports if they know of any acts of corruption or actions that have the potential to cause corruption. The company protects the identity of the worker who makes the report.

Pertamina Gas prohibits Pertamina Gas personnel from giving or receiving bribes. The giving of donations or donations and the like is allowed as long as it is in accordance with the laws and regulations. PT Pertamina Gas has been committed to managing a clean company through the implementation of preventing Corruption, Collusion and Nepotism (KKN) and handling conflicts of interest. For this reason, in the 2021 period, Pertamina Gas has carried out implementation and certification activities for ISO 37001: 2016 Anti-Bribery Management System (SMAP) at Pertamina Gas. The background of the implementation of the ISO 37001: 2016 SMAP implementation at Pertamina Gas are as follows:

1. Presidential Decree No. 54 of 2018 concerning the National Strategy for Corruption Prevention: with actions in the form of implementing Anti-Bribery Management in the Government and Private Sector;
2. Instruction of the President of the Republic of Indonesia No. 10 of 2016 concerning Actions for Prevention and Eradication of Corruption in 2016 and 2017: it is necessary to initiate anti-corruption certification efforts in the governance of BUMN and the private sector;
3. Letter of the Secretary of the Ministry of SOEs NO. S-148/S.MBU/04/2019: that PT Pertamina (Persero) is designated as a pilot project for the implementation of ISO 37001 within BUMN;
4. Fax of the President Director of PT Pertamina (Persero) No. 367/C00000/2020-S0 dated September 16, 2020 regarding the obligation to implement ISO 37001:2016 within PT Pertamina (Persero) and its Subsidiaries.
5. Gas Subholding Directive regarding the Implementation of the Anti-Bribery Management System (SMAP)/ISO 37001:2016.

For this reason, the Implementation and Certification Team of ISO 37001 : 2016 Anti-Bribery Management System (SMAP) at Pertamina Gas was formed on 20 May 2021 consisting of a team composition including the Steering Committee, Top Management, Anti-Bribery Compliance Function and the Fraud/Bribery Risk Team. Assessment with job descriptions for each in order to achieve ISO 37001:2016 certification. As for the ISO 37001 : 2016 Principles at Pertamina Gas:

1. Practical policies & procedures, easily and effectively accessible and clearly communicated;
2. Commitment of organizational leaders as role models and leading personnel in the implementation of the management system;



3. Kaji secara lebih mendalam proses-proses yang memiliki tingkat risiko lebih tinggi;
4. *Aware* terhadap risiko yang muncul terkait penyuapan pada organisasi serta mampu melakukan mitigasi dengan baik;
5. *Review & Monitoring* secara berkala untuk mengetahui keefektifan sistem manajemen yang diterapkan;
6. Komunikasi kepada pihak internal dan eksternal yang efektif.

Adapun PT Pertamina Gas telah Menyusun kebijakan Anti Penyuapan yaitu pada dokumen Revisi Pedoman Pertamina Gas Sustainability Sistem (Pegassus). Untuk itu PT Pertamina Gas berkomitmen agar setiap Personel, Para Pemangku Kepentingan, dan Pihak terkait lainnya yang berada di bawah kendali PT Pertamina Gas untuk:

1. Melarang untuk melakukan ataupun menerima penyuapan dan tidak mentolerir penyuapan dalam setiap aktivitas operasional perusahaan;
2. Memastikan kepatuhan terhadap Peraturan dan Regulasi Anti Penyuapan yang berlaku dilakukan secara menyeluruh;
3. Melakukan harmonisasi anti penyuapan dalam upaya mencapai tujuan PT Pertamina Gas;
4. Menyediakan kerangka kerja untuk menetapkan, mengkaji, dan mencapai Tujuan Anti Penyuapan;
5. Memenuhi persyaratan ISO 37001 :2016 Sistem Manajemen Anti Penyuapan;
6. Mendorong peningkatan kepedulian dengan itikad baik, atau atas dasar keyakinan yang wajar, tanpa takut tindakan balasan;
7. Secara berkala dan berkesinambungan menyempurnakan Kebijakan, Tujuan, dan Perangkat Sistem Manajemen Anti Penyuapan;
8. Menjamin keberadaan, wewenang, dan independensi Fungsi Kepatuhan Anti Penyuapan;
9. Menerapkan sanksi dan konsekuensi lain dari tidak mematuhi Kebijakan Anti Penyuapan;
10. Menyediakan, mensosialisasikan, dan mengkomunikasikan Kebijakan, Tujuan, dan Perangkat Sistem Manajemen Anti Penyuapan.

Secara keseluruhan Pertamina Gas telah menjalankan tahapan implementasi dan alur sistem Manajemen Anti Penyuapan yang telah dipersyaratkan dalam upaya mendapatkan sertifikasi ISO 37001:2016. Dan hasilnya pada 24 Desember 2021, PT Pertamina Gas berhasil meraih ISO 37001:2016 Sistem Manajemen Anti Penyuapan.

3. Examine in more depth the processes that have a higher level of risk;
4. *Aware* of the risks that arise related to bribery in the organization and able to carry out proper mitigation;
5. *Review & Monitoring* periodically to determine the effectiveness of the implemented management system;
6. Effective communication to internal and external parties.

Meanwhile, PT Pertamina Gas has developed an Anti-Infiltration policy, namely in the Revised Guidelines for the Pertamina Gas Sustainability System (Pegassus) document. For this reason, PT Pertamina Gas is committed to every Personnel, Stakeholders, and other related parties under the control of PT Pertamina Gas to:

1. Prohibit to commit or accept bribery and does not tolerate bribery in any of the company's operational activities;
2. Ensure that compliance with applicable Anti-Bribery Rules and Regulations is carried out thoroughly;
3. Harmonization of anti-bribery in an effort to achieve the objectives of PT Pertamina Gas;
4. Provide a framework for establishing, reviewing, and achieving the Anti-Bribery Objectives;
5. Meet the requirements of ISO 37001:2016 Anti-Bribery Management System;
6. Encourage increased concern in good faith, or on the basis of reasonable belief, without fear of retaliation;
7. Periodically and continuously improving the Anti-Bribery Management System Policies, Objectives, and Tools;
8. Ensuring the existence, authority, and independence of the Anti-Bribery Compliance Function;
9. Implement sanctions and other consequences for not complying with the Anti-Bribery Policy;
10. Provide, socialize, and communicate the Anti-Bribery Management System Policy, Objectives and Tools.

Overall, Pertamina Gas has carried out the stages of implementation and flow of the Anti-Bribery Management system that has been required in an effort to obtain ISO 37001:2016 certification. And as a result, on December 24, 2021, PT Pertamina Gas succeeded in achieving ISO 37001:2016 Anti-Bribery Management System.

# Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) State Administrative Assets Report (LHKPN)

Sebagai afiliasi dari PT Pertamina (Persero), Pertamina Gas juga memiliki kebijakan tentang kepatuhan pelaporan harta kekayaan penyelenggara negara (LHKPN). Penerapan kebijakan ini mengacu pada Surat Keputusan Direksi PT Pertamina Gas No. KPTS-034/PG0000/2021-S0 tertanggal 10 November 2021 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) bagi pejabat di lingkungan PT Pertamina Gas. Surat keputusan tersebut ditandatangani Direktur Utama PT Pertamina (Persero) dan merupakan tindak lanjut pelaksanaan Undang-Undang No. 28 Tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme (KKN). Pejabat perusahaan yang berkewajiban menyampaikan LHKPN adalah:

- Direksi;
- *Vice President*/setara;
- Manajer/setara;
- Asisten Manajer/setara;
- Pejabat level struktural yang diberikan kewenangan untuk memutuskan.

LHKPN dari pejabat perusahaan di lingkungan Pertamina Gas disampaikan kepada Fungsi *Legal & Compliance* PT Pertamina (Persero), untuk diteruskan kepada pihak berwenang. Hingga akhir periode pelaporan sudah ada 147 LHKPN yang disampaikan atau 100% dari total 147 pejabat Perusahaan yang menjadi wajib lapor.

As an affiliate of PT Pertamina (Persero), Pertamina Gas also has a policy regarding compliance with state administration assets reporting (LHKPN). The implementation of this policy refers to the Decree of the Board of Directors of PT Pertamina Gas No. KPTS-034/PG0000/2021-S0 dated November 10, 2021 regarding the Obligation to Submit State Administration Property Reports (LHKPN) for officials within PT Pertamina Gas. The decree was signed by the President Director of PT Pertamina (Persero) and was a follow-up to the implementation of Law No.28 of 1999 concerning the Implementation of a Clean and Free State from Corruption, Collusion and Nepotism (KKN). Company officials who are obliged to submit LHKPN are:

- Directors;
- Vice President/equivalent;
- Manager/equivalent;
- Assistant Manager/equivalent;
- Structural level officials who are given the authority to decide.

LHKPN from company officials within Pertamina Gas is submitted to the Legal & Compliance Function of PT Pertamina (Persero), to be forwarded to the authorities. By the end of the reporting period, 147 LHKPN had been submitted or 100% of the total 147 Company officials who were required to report.

## Pengungkapan Penyampaian LHKPN Pejabat Pertamina Gas Tahun 2021 Disclosure of Submission of LHKPN for Pertamina Gas Officials in 2021

Pejabat Officer	Jumlah Wajib Lapor Number of Mandatory Reports	Jumlah yang Telah Melaporkan Number of Reported	
		Jumlah Total	%
147	147	147	100%



## Kebijakan Pengadaan Barang dan Jasa Policy of Procurement of Goods and Services

Pertamina Gas secara khusus mewajibkan seluruh pihak yang terlibat dalam proses dan kegiatan pengadaan barang dan jasa untuk menandatangani Pakta Integritas. Hal ini dilakukan sebagai upaya pencegahan praktik kecurangan dan/atau ketidaksesuaian yang mungkin dapat terjadi.

Melalui mekanisme pakta integritas dan tata kelola pengadaan barang, tidak ada kegiatan pengadaan barang dan jasa yang terindikasi praktik kecurangan dan/atau ketidaksesuaian.

Dalam hal pengelolaan proses pengadaan barang dan jasa, PT Pertamina Gas memiliki Pedoman Pengadaan Barang dan Jasa No. A-002/PG0300/2020-50 tanggal 31 Januari 2020. Selain pedoman tersebut, PT Pertamina Gas juga memiliki beberapa STK pendukung untuk menunjang proses pengadaan barang dan jasa. PT Pertamina Gas juga telah menerapkan digitalisasi *procurement* dengan menerapkan aplikasi misalnya *e-Procurement*, *e-Catalog*, *Contract Reminder* dan *Pricedatabank*.

Pertamina Gas specifically requires all parties involved in the process and activities of procuring goods and services to sign an Integrity Pact. This is done as an effort to prevent fraudulent practices and/or discrepancies that may occur.

Through the integrity pact mechanism and governance of the procurement of goods, there are no activities for the procurement of goods and services indicated by fraudulent practices and/or non-compliance.

In terms of managing the process of procuring goods and services, PT Pertamina Gas has Guidelines for the Procurement of Goods and Services No. A-002/PG0300/2020-50 dated January 31, 2020. In addition to these guidelines, PT Pertamina Gas also has several supporting STKs to support the process of procuring goods and services. PT Pertamina Gas has also implemented procurement digitization by implementing applications such as *e-Procurement*, *e-Catalog*, *Contract Reminder* and *Pricedatabank*.





## Pengelolaan Gratifikasi

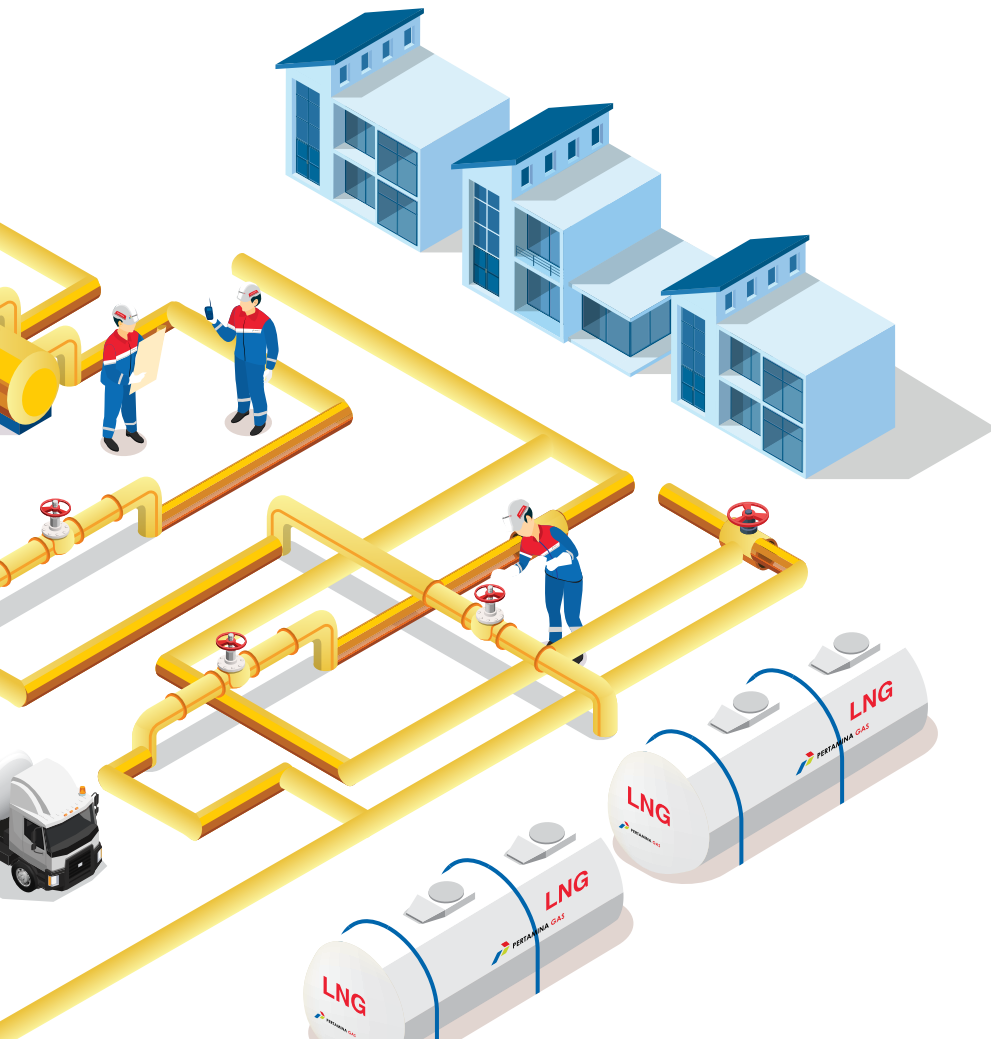
### Gratification Management

Untuk dapat mendorong penerapan praktik GCG, Perusahaan memiliki komitmen yang tinggi untuk menerapkan serta mendukung pengelolaan gratifikasi yang diberlakukan oleh PT Pertamina Persero. Pertamina Gas terikat pada Pedoman Gratifikasi, Penolakan, Penerimaan dan Pemberian Hadiah atau Cenderamata dan Hiburan (*Entertainment*), yang diberlakukan PT Pertamina (Persero). Untuk itu, Perusahaan mewajibkan Dewan Komisaris, Direksi maupun para pejabat Perusahaan dan pekerja, untuk menyampaikan pelaporan gratifikasi setiap bulan. Realisasi atas komitmen tersebut dituangkan dalam sebuah Pedoman yang di antaranya memuat ketentuan tentang penerimaan gratifikasi sebagaimana ditetapkan dalam Pedoman Pengelolaan Gratifikasi No. 002/PG0000/2021-SO Rev 0 tanggal 3 Desember 2021. Pelaporan terkait gratifikasi dilakukan melalui *Compliance Online System*.

Secara berkala setiap bulan pekerja melaporkan gratifikasi dan dalam satu tahun seluruh pekerja telah melakukan laporan gratifikasi.

To be able to encourage the implementation of GCG practices, the Company has a high commitment to implement and support the management of gratuities imposed by PT Pertamina Persero. Pertamina Gas is bound by the Guidelines for Gratification, Rejection, Acceptance and Giving of Gifts or Souvenirs and Entertainment (*Entertainment*), which is enforced by PT Pertamina (Persero). For this reason, the Company requires the Board of Commissioners, the Board of Directors as well as the Company's officials and employees, to submit a monthly gratuity report. The realization of this commitment is set forth in a Guideline, which includes provisions on receiving gratuities as stipulated in the Gratification Management Guidelines No. 002/PG0000/2021-SO Rev 0 dated December 3, 2021. Reports related to gratuities are made through the *Compliance Online System*.

Periodically every month workers report gratuities and within one year all workers have submitted gratification reports.







## Whistleblowing System

Sistem pelaporan pelanggaran atau *Whistleblowing System* (WBS) yang diterapkan di lingkungan Pertamina Gas, mengacu pada WBS PT Pertamina (Persero). Ketentuan mengenai WBS di PT Pertamina (Persero) diatur dalam Pedoman Tata Kerja Organisasi *Whistleblowing System* (WBS) PT Pertamina (Persero) No. B-001/N00010/2011-S0 revisi ke-2 tanggal 25 Maret 2013, dan Surat Keputusan No. Kpts-15/C00000/2012-S0 tentang Unit Pengendalian Gratifikasi, Pedoman Gratifikasi, Penolakan, Penerimaan, Pemberian Hadiah/Cendera Mata dan Hiburan (*Entertainment*).

Penyampaian Laporan-laporan atas Program Kepatuhan melalui *Compliance Online System* serta *Whistleblowing System*, tertanggal 13 April 2012.

Hingga akhir tahun 2020, Perusahaan telah melakukan berbagai program untuk meningkatkan pemahaman terhadap kebijakan/ketentuan pelaporan atas dugaan penyimpangan (*whistleblowing system*) yang terdapat dalam *Code of Conduct* Perusahaan.

### PERTIMBANGAN PEMBERLAKUAN WBS

Pemberlakuan dan penerapan WBS di lingkup Pertamina Gas, didasarkan pada pertimbangan:

- Mendeteksi dan mencegah kecurangan (*fraud*);
- Mencegah perbuatan yang dapat merusak reputasi Perusahaan;
- Mengikuti anjuran Pemerintah dan Regulator;
- Memperlihatkan komitmen manajemen untuk menciptakan lingkungan kerja yang etis;
- Mencegah penyalahgunaan pendapatan yang dapat menyebabkan kerugian;
- Menanggulangi perbuatan yang tidak semestinya dengan biaya pencegahan yang rendah;
- Meningkatkan standar kerja dan kekompakan di lingkungan kerja;
- Meningkatkan kontrol terhadap *fraud* dan korupsi yang sesuai dengan praktik-praktik terbaik.

Penerapan WBS di Pertamina Gas dirancang untuk isu-isu terkait:

- Korupsi;
- Pencurian;
- Pelanggaran hukum dan aturan perusahaan;
- Kecurangan laporan keuangan;
- Konflik kepentingan;
- Penyuaan.

The reporting system for violations or the *Whistleblowing System* (WBS) implemented within Pertamina Gas refers to the WBS of PT Pertamina (Persero). Provisions regarding WBS at PT Pertamina (Persero) are regulated in the Guidelines for the Organizational *Whistleblowing System* (WBS) of PT Pertamina (Persero) No. B-001/N00010/2011-S0 2nd revision dated March 25, 2013, and Decree No. Kpts-15/C00000/2012-S0 concerning Gratification Control Unit, Guidelines for Gratification, Rejection, Acceptance, Giving of Gifts/Souvenirs and Entertainment (*Entertainment*).

Submission of Reports on the Compliance Program through the *Compliance Online System* and *Whistleblowing System*, dated April 13, 2012.

Until the end of 2020, the Company has carried out various programs to improve understanding of the policies/requirements for reporting on alleged irregularities (*whistleblowing system*) contained in the Company's *Code of Conduct*.

### WBS IMPLEMENTATION CONSIDERATIONS

The enforcement and implementation of WBS within Pertamina Gas is based on the following considerations:

- Detect and prevent fraud (*fraud*);
- Prevent actions that can damage the Company's reputation;
- Follow the recommendations of the Government and Regulators;
- Demonstrate management's commitment to creating an ethical work environment;
- Prevent misuse of income that can lead to losses;
- Tackling misconduct at a low cost of prevention;
- Improving work standards and cohesiveness in the work environment;
- Improve control over fraud and corruption in accordance with best practices.

The implementation of WBS in Pertamina Gas is designed for related issues:

- Corruption;
- Theft;
- Violation of laws and company rules;
- Fraudulent financial statements;
- Conflicts of interest;
- Bribery.

Prinsip Pelaporan WBS di Pertamina Gas:

1. Rahasia  
Prinsip rahasia mencakup:
  - a. Perlindungan terhadap identitas pelapor;
  - b. Perlindungan terhadap pelaksana investigasi dan pelapor;
  - c. Hanya pihak-pihak terbatas/tertentu yang mengetahui;
  - d. Penerapan asas praduga tidak bersalah.
2. Anonim  
Prinsip anonim menjamin adanya kemungkinan untuk tidak mengungkap identitas pelapor, sehingga memberikan jaminan rasa aman kepada pelapor.
3. Independen
  - a. WBS Pertamina Gas dikelola secara profesional;
  - b. Pengaduan yang ditindaklanjuti hanya yang memenuhi kriteria Tidak dimungkinkan untuk terjadinya intervensi terhadap laporan.

## MEKANISME PELAPORAN PELANGGARAN

Pertamina Gas telah menyediakan berbagai saluran yang dapat digunakan para pekerja dan pemangku kepentingan lain untuk menyampaikan laporan mengenai dugaan terjadinya pelanggaran terhadap etika bisnis, pedoman perilaku, peraturan Perusahaan, serta peraturan perundang-undangan yang berlaku.

Untuk menjaga kepercayaan pelapor, seluruh laporan akan diterima oleh konsultan independen. Untuk menjaga kerahasiaan identitas pelapor, pelapor juga dapat memilih menjadi anonim.

## ALUR PELAPORAN WBS

- Pelapor menghubungi WBS, melalui beberapa saluran yang tersedia;
- Konsultan Eksternal WBS mengajukan pertanyaan kepada pelapor, memberikan nomor identifikasi pelaporan, membuat laporan penyingkapan tertulis dan memberikan rekomendasi, laporan penyingkapan kemudian dimasukkan ke dalam *e-Room*;
- Fungsi Internal Audit Investigation dan WBS melakukan analisis awal;
- Apabila tidak benar laporan akan ditutup;
- Apabila benar, dilakukan penanganan oleh Fungsi Pengawas (*Internal Audit/Security/Bunker Operation & Compliance*);
- Apabila tidak terbukti, laporan ditutup;
- Apabila terbukti, akan diberikan sanksi.

WBS Reporting Principles at Pertamina Gas:

1. Secret  
The secret principles include:
  - a. Protection of the identity of the reporter;
  - b. Protection of investigators and whistleblowers;
  - c. Only limited/certain parties know;
  - d. Application of the principle of presumption of innocence.
2. Anonymous  
The principle of anonymity guarantees the possibility not to reveal the identity of the reporter, thus providing a guarantee of security to the reporter.
3. Independent
  - a. WBS Pertamina Gas is managed professionally;
  - b. Complaints that are followed up are only those that meet the criteria. It is not possible for an intervention to occur on the report.

## VIOLATION REPORTING MECHANISM

Pertamina Gas has provided various channels that can be used by workers and other stakeholders to submit reports regarding alleged violations of business ethics, code of conduct, Company regulations, and applicable laws and regulations.

To maintain the confidence of the reporter, all reports will be received by an independent consultant. To maintain the confidentiality of the reporter's identity, the reporter can also choose to be anonymous.

## WBS REPORTING FLOW

- Whistleblowers contact WBS, through several available channels;
- The WBS External Consultant asks questions to the reporter, provides a reporting identification number, makes a written disclosure report and provides recommendations, the disclosure report is then entered into the *e-Room*;
- Internal Audit Investigation and WBS functions perform initial analysis;
- If it is not true the report will be closed;
- If correct, the supervisory function will handle it (*Internal Audit/Security/Bunker Operation & Compliance*);
- If it is not proven, the report is closed;
- If proven, sanctions will be imposed.



## PERLINDUNGAN BAGI PELAPOR

Perusahaan juga memberikan jaminan perlindungan bagi para pelapor. Perlindungan bagi pelapor diberikan dalam bentuk:

- Jaminan kerahasiaan identitas pelapor dan hal-hal yang dilaporkan;
- Perlindungan hukum terhadap konsekuensi yang timbul akibat pelaporan;
- Perlindungan terhadap gangguan/ancaman fisik bagi pelapor;
- Jaminan untuk tidak mendapatkan tindakan diskriminasi seperti menghambat pembinaan karier, mutasi, dan perintah kedinasan lainnya.

Perlindungan terhadap pelapor akan tidak berlaku pada kondisi:

- Diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh Pemerintah Indonesia;
- Sesuai dengan kepentingan Perusahaan dan tujuan Panduan Tata Kelola Perusahaan;
- Diperlukan dalam proses hukum.

## PENANGANAN PENGADUAN DAN PIHAK PENGELOLA PENGADUAN

Penanganan pengaduan pelanggaran dalam mekanisme WBS di lingkungan Pertamina Gas dikelola oleh Internal Audit (PT Pertamina (Persero)).

Penanganan pengaduan dugaan pelanggaran dapat dilakukan melalui koordinasi dengan pihak-pihak yang terkait isi pelaporan, serta pihak-pihak berwenang di internal Perusahaan maupun eksternal Perusahaan.

Bila hasil pemeriksaan atas laporan yang disampaikan telah patut diduga sebagai bentuk perbuatan tindak pidana, maka Perusahaan akan menyerahkan penanganan tindak lanjut pelaporan berdasarkan hukum positif yang berlaku di Indonesia. Sanksi akan dijatuhkan kepada pihak yang menjadi terlapor, bila telah ada putusan pengadilan yang memiliki kekuatan hukum tetap.

Saluran Penyampaian Laporan Dugaan Pelanggaran:

Telepon : +62 21 381 5909/5910/5911  
Faks : +62 21 381 5912  
Email : [pertaminaclean@tipoffs.com.sg](mailto:pertaminaclean@tipoffs.com.sg)  
Dropbox : tersedia di lobi Kantor Pusat  
SMS/WA : +62 811 861 5000  
Web : <https://pertaminaclean.tipoffs.info>  
Mailbox : Pertamina Clean PO BOX 2600 JKP 10026

## PROTECTION FOR WHISTLEBLOWERS

The company also provides guarantees of protection for the whistleblowers. Protection for whistleblowers is provided in the form of:

- Guarantee the confidentiality of the identity of the reporter and the matters reported;
- Legal protection against consequences arising from reporting;
- Protection against physical disturbances/threats for whistleblowers;
- Guarantees not to be discriminated against, such as hindering career development, transfers, and other official orders.

Protection against whistleblowers will not apply in the following conditions:

- Required in connection with reports or investigations conducted by the Government of Indonesia;
- In accordance with the interests of the Company and the objectives of the Corporate Governance Guidelines;
- Required in legal proceedings.

## COMPLAINT HANDLING AND COMPLAINT MANAGEMENT

The handling of complaints of violations in the WBS mechanism within Pertamina Gas is managed by the Internal Audit (PT Pertamina (Persero)).

The handling of complaints of alleged violations can be carried out through coordination with parties related to the content of the report, as well as authorities within the Company and external to the Company.

If the results of the examination of the submitted report are reasonably suspected as a form of criminal act, the Company will submit the handling of follow-up reports based on positive law in force in Indonesia. Sanctions will be imposed on the reported party, if there has been a court decision that has permanent legal force.

Channels for Submission of Alleged Violations Reports:

Phone : +62 21 381 5909/5910/5911  
Fax : +62 21 381 5912  
Email : [pertaminaclean@tipoffs.com.sg](mailto:pertaminaclean@tipoffs.com.sg)  
Dropbox : available in Headquarters lobby  
SMS/WA : +62 811 861 5000  
Web : <https://pertaminaclean.tipoffs.info>  
Mailbox : Pertamina Clean PO BOX 2600 JKP 10026

## HASIL PENANGANAN PENGADUAN

Sesuai dengan SK Direktur Utama PT Pertamina (Persero) No. Kpts-47/C00000/2019-S0 tentang Kebijakan Pokok Pengawasan, pengaduan masyarakat atau pekerja yang disampaikan melalui *Whistleblowing System* (WBS) atau disampaikan melalui media lainnya, dilakukan pengawasan oleh fungsi-fungsi sebagai berikut:

1. Fungsi Internal Audit: terkait pengaduan yang menyangkut penyimpangan terhadap prosedur pengendalian intern dan/atau berindikasi *fraud*.
2. Fungsi *Legal & Compliance*: terkait pengaduan pelanggaran *code of conduct*.
3. Fungsi *Health, Safety & Environment*: terkait pengaduan pelanggaran prosedur kesehatan, keselamatan kerja dan lingkungan.
4. Fungsi *Security*: terkait pengaduan pelanggaran gangguan keamanan.
5. Fungsi *Shipping*: terkait pengaduan menyangkut kargo/*bunker losses*.
6. Fungsi Sumber Daya Manusia: terkait pengaduan hubungan industrial.

Selanjutnya Ref BA-010/M00000/2020-S0, per tanggal 11 Mei 2020, pengelolaan WBS dialihkan dari Fungsi CLCC kepada Fungsi Internal Audit PT Pertamina (Persero). Pengelolaan WBS dilaksanakan Fungsi *Investigation Internal Audit* & WBS di bawah kendali *Chief Audit Executive* PT Pertamina (Persero). Dalam menindaklanjuti pengaduan terkait indikasi *fraud* dan *internal control*, Fungsi *Investigation Audit* & WBS juga dibantu oleh Internal Audit Anak Perusahaan dan Internal Audit Region.

Proses penanganan WBS di Anak Perusahaan dalam hal ini Pertamina Gas, adalah berupa prosedur penelaahan atas permohonan Fungsi *Investigation Audit* & WBS kepada Fungsi Internal Audit Pertamina Gas. Penelaahan awal ini bertujuan untuk memastikan unsur *fraud* yaitu pelanggaran peraturan dan analisa kecukupan unsur *fraud* dalam pelanggaran tersebut. Hasil penelaahan awal tersebut menentukan dilakukan atau tidaknya audit investigasi atas suatu pengaduan.

## JUMLAH PENGADUAN YANG MASUK DAN DIPROSES SERTA SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES TAHUN 2021

Sampai dengan akhir periode pelaporan Perusahaan periode 2021, Internal Audit Pertamina Gas telah menerima 1 (satu) permohonan tindak lanjut pengaduan WBS dari Fungsi *Investigation Audit* & WBS. Atas permohonan tindak lanjut tersebut, Fungsi Internal Audit Pertamina Gas telah melaksanakan 1 (satu) proses penelaahan awal dan menyampaikan laporan hasil penelaahan, sesuai dengan data pada tabel berikut:

## COMPLAINT HANDLING RESULTS

In accordance with the Decree of the President Director of PT Pertamina (Persero) No. Kpts-47/C00000/2019-S0 regarding the Principal Supervision Policy, complaints from the public or workers submitted through the Whistleblowing System (WBS) or submitted through other media, are supervised by the functions as follows:

1. Internal Audit Function: related to complaints regarding deviations from internal control procedures and/or indications of fraud.
2. Legal & Compliance Function: related to complaints of violations of the code of conduct.
3. Health, Safety & Environment function: related to complaints of violations of health, safety and environmental procedures.
- 4.
5. Security function: related to complaints of violations of security disturbances.
6. Shipping function: related to complaints regarding cargo/*bunker losses*.
7. Human Resources Function: related to industrial relations complaints.

Furthermore, Ref BA-0100/M000000/2020-S0, as of May 11, 2020, the management of WBS was transferred from the CLCC Function to the Internal Audit Function of PT Pertamina (Persero). WBS management is carried out by the Internal Audit & WBS Investigation Function under the control of the Chief Audit Executive of PT Pertamina (Persero). In following up on complaints related to indications of fraud and internal control, the Investigation Audit & WBS function is also assisted by the Internal Audit of Subsidiaries and the Internal Audit Region.

The process for handling WBS in the Subsidiary, in this case Pertamina Gas, is in the form of a review procedure on the application of the Investigation Audit & WBS Function to the Pertamina Gas Internal Audit Function. This initial review aims to ascertain the element of fraud, namely a violation of regulations and an analysis of the adequacy of the element of fraud in the violation. The results of the initial review determine whether or not an investigative audit is conducted on a complaint.

## NUMBER OF COMPLAINTS ENTERED AND PROCESSED AND SANCTIONS/FOLLOW UP ON COMPLAINTS THAT HAVE BEEN PROCESSED IN 2021

As of the end of the Company's 2021 reporting period, Pertamina Gas Internal Audit has received 1 (one) request for a follow-up to the WBS complaint from the Investigation Audit & WBS Function. For the follow-up request, Pertamina Gas Internal Audit Function has carried out 1 (one) initial review process and submitted a report on the results of the review, according to the data in the following table:



### Jumlah Pelaporan Pelanggaran 2021 Number of Reported Violations 2021

Jumlah Pelaporan Number of Reported	Selesai Proses Finish Process		Dalam Proses In Process	
	Jumlah Total	%	Jumlah Total	%
1	1	100%	0	0%

## EVALUASI EFEKTIVITAS WBS

Untuk menjamin efektivitas penerapan Sistem Pelaporan Pelanggaran perlu dilakukan monitoring dan evaluasi Sistem Pelaporan Pelanggaran secara berkala minimal satu tahun sekali. Hal ini dilakukan untuk memenuhi sasaran yang telah ditetapkan pada awal dan juga memastikan bahwa pencapaian tersebut sesuai dengan tuntutan bisnis Perusahaan maupun peraturan Perundang-undangan yang berlaku. *Monitoring* dan evaluasi ini dapat dilakukan sendiri oleh Direksi atau menggunakan pihak luar yang independen. *Monitoring* dan evaluasi dilakukan untuk menghasilkan rekomendasi perbaikan Sistem Pelaporan Pelanggaran maupun melakukan pemantauan atas rekomendasi perbaikan. Hasil *monitoring* dan evaluasi dituangkan dalam bentuk laporan kepada Direksi.

## RENCANA PENGEMBANGAN WBS

Pada kurun waktu tahun 2021 Pertamina Gas telah melakukan beberapa pengembangan untuk mengefektifkan keberadaan dan pelaksanaan WBS, meliputi:

1. Fungsi Internal Audit sebagai *counterpart* penanganan WBS di Pertamina Gas, berperan aktif menjalin komunikasi dengan Fungsi Investigation Audit dan WBS dalam hal proses penyelesaian penelaahan awal atas pengaduan WBS di lingkungan Pertamina Gas;
2. Fungsi Internal Audit sebagai *counterpart* dalam pendampingan Fungsi Investigation Audit dan WBS dalam rangka pelaksanaan *Fraud/Bribery Risk Assessment* sebagai implementasi ISO 37001, Sistem Manajemen Anti-Perilaku Tidak Sah;
3. Fungsi internal Audit melaksanakan *monitoring* dan evaluasi penyelesaian temuan internal Audit investigasi;
4. Melaksanakan *upskilling/training* terhadap pekerja Fungsi Internal Audit terkait prosedur audit investigasi;
5. Melaksanakan sosialisasi kepada pekerja Pertamina Gas terkait alur proses pelaksanaan WBS di lingkungan Pertamina Gas.

## WBS EFFECTIVENESS EVALUATION

To ensure the effectiveness of the implementation of the Violation Reporting System, it is necessary to monitor and evaluate the Violation Reporting System periodically at least once a year. This is done to meet the targets that have been set at the beginning and also to ensure that these achievements are in accordance with the business demands of the Company as well as the applicable laws and regulations. This monitoring and evaluation can be carried out by the Board of Directors themselves or using an independent external party. Monitoring and evaluation is carried out to produce recommendations for improvement of the Violation Reporting System as well as to monitor recommendations for improvement. The results of monitoring and evaluation are stated in the form of a report to the Board of Directors.

## WBS DEVELOPMENT PLAN

In the period of 2021 Pertamina Gas has carried out several developments to streamline the existence and implementation of WBS, including:

1. Internal Audit function as the counterpart of WBS handling at Pertamina Gas, plays an active role in communicating with the Investigation Audit Function and WBS in the process of completing the initial review of WBS complaints within Pertamina Gas.
2. Internal Audit function as a counterpart in assisting the Investigation Audit Function and WBS in the context of the implementation of *Fraud/Bribery Risk Assessment* as the implementation of ISO 37001, Anti-Bribery Management System.
3. The internal audit function carries out monitoring and evaluation of the completion of the findings of the internal audit investigation.
4. Carry out *upskilling/training* of Internal Audit Function workers related to investigative audit procedures.
5. Carry out socialization to Pertamina Gas workers related to the flow of the WBS implementation process in the Pertamina Gas environment.

# Keberagaman Komposisi Dewan Komisaris dan Direksi

## Diversity of Composition of The Board of Commissioners and Board of Directors

Keberagaman komposisi Dewan Komisaris dan Direksi merupakan bagian dari upaya Perusahaan untuk mendorong proses pengambilan keputusan yang lebih objektif, komprehensif, optimal, dan memiliki dampak positif terhadap pengawasan dan pengelolaan Perusahaan. Keberagaman ini diharapkan dapat memperkaya sudut pandang dan kepentingan dalam proses pengambilan keputusan baik di tubuh Dewan Komisaris maupun Direksi, sehingga mampu memberikan nilai tambah bagi aspek operasional dan usaha Perusahaan, serta penerapan Tata Kelola Perusahaan di lingkup Perusahaan.

The diversity of the composition of the Board of Commissioners and the Board of Directors is part of the Company's efforts to encourage a decision-making process that is more objective, comprehensive, optimal, and has a positive impact on the supervision and management of the Company. This diversity is expected to enrich the viewpoints and interests in the decision-making process both within the Board of Commissioners and the Board of Directors, so as to be able to provide added value to the operational and business aspects of the Company, as well as the implementation of Good Corporate Governance within the Company.

Nama Name	Jabatan Position	Usia Age	Gender	Pendidikan Education	Pengalaman Kerja Work Experience
<b>Dewan Komisaris</b> Board of Commissioners					
Gigih Prakoso	Komisaris Utama President Commissioner	57	Laki-laki Male	Business Administration	Strategic Planning, Risk Management, Finance, Gas Business
Wahyu Setyawan	Komisaris Commissioner	47	Laki-laki Male	Law	Law, Finance
Martinus Sembiring	Komisaris Commissioner	53	Laki-laki Male	Geofisika & Meteorologi	Geophysical & Geoscience
Diaz FM Hendropriyono	Komisaris Commissioner	43	Laki-laki Male	Business Administration, Public Administration	Strategic Analysis, Communication
Twedy Noviady Ginting	Komisaris Commissioner	39	Laki-laki Male	Public Administration	Risk Management
<b>Direksi</b> Board of Directors					
Wiko Migantoro	Direktur Utama President director	54	Laki-laki Male	Mechanical Engineering	Oil & Gas Business, Oil & Gas Operation, New & Renewable Energy
Achmad Herry Syarifuddin	Direktur Komersial Commercial Director	56	Laki-laki Male	Chemical Engineering	Stakeholder Relations, Investor Relations, Engineering, Gas Commercial
Indra Setyawati	Direktur Strategi & Pengembangan Bisnis Strategy & Business Development Director	56	Perempuan Female	Chemical Engineering	Oil & Gas Business, Oil & Gas Operation, Strategic Planning, Business Development, Project Management, Risk Management
Rosa Permata Sari	Direktur Teknik & Operasi Technical & Operation Director	41	Perempuan Female	Civil Engineering, Industrial & System Engineering, Business & Administration	Project Management, Engineering
Rigo Supratman	Direktur Keuangan & Dukungan Bisnis Finance & Business Support Director	54	Laki-laki Male	Management	Finance







# 07.





# TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Social & Environmental  
Responsibility



PT Pertamina Gas selalu berpegang teguh pada prinsip pembangunan berkelanjutan dalam tiap program CSR yang dijalankan. Sejalan dengan komitmen yang dibangun Pertamina Gas untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perusahaan, komunitas setempat, maupun masyarakat pada umumnya. Pertamina Gas meyakini, implementasi program CSR Perusahaan dalam jangka panjang akan memberikan dampak positif dan manfaat yang lebih besar kepada Perusahaan baik secara internal maupun eksternal.

PT Pertamina Gas always adheres to the principle of sustainable development in every CSR program that it carries out. In line with the commitment built by Pertamina Gas to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the Company, the local community, and society in general. Pertamina Gas believes that the implementation of the Company's CSR program in the long term will have a positive impact and greater benefits for the Company, both internally and externally.



# Tata Kelola Tanggung Jawab Sosial dan Lingkungan Perusahaan

## Corporate Social and Environmental Responsibility Governance



Pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) Pertamina Gas merupakan salah satu bentuk komitmen Perusahaan untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perusahaan, komunitas setempat, maupun masyarakat pada umumnya. Perusahaan merencanakan pengembangan usaha yang berkelanjutan dan bersinergi dengan lingkungan di sekitar serta memberikan manfaat yang luas kepada seluruh pemangku kepentingan.

Perusahaan berkomitmen untuk memelihara keseimbangan antara praktik bisnis, kesejahteraan masyarakat dan pelestarian lingkungan melalui program TJSL. Beberapa program TJSL yang telah dilaksanakan, diarahkan pada kegiatan-kegiatan yang terkait langsung dan bermanfaat bagi masyarakat, serta menitikberatkan pada keseimbangan aspek ekonomi, sosial, maupun lingkungan dalam rangka mewujudkan tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs).

The implementation of the Pertamina Gas Social and Environmental Responsibility (SER) program is a form of the Company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial for the Company, the local community, and society in general. The company plans sustainable business development in synergy with the surrounding environment and provides broad benefits to all stakeholders.

The company is committed to maintaining a balance between business practices, community welfare and environmental conservation through the CSR program. Several CSR programs that have been implemented are directed at activities that are directly related and beneficial to the community, and focus on balancing economic, social, and environmental aspects in order to realize Sustainable Development Goals (SDGs).



Sebagai bagian dalam kelompok usaha dari Badan Usaha Milik Negara (BUMN) yakni PT Pertamina (Persero), Pertamina Gas berkomitmen untuk melaksanakan program dan kegiatan TJSL dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-05/MBU/04/2021 tanggal 20 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

## **DASAR PENERAPAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN**

Dalam pelaksanaannya, program dan kegiatan TJSL Pertamina Gas senantiasa mengacu dan selaras dengan Misi Perusahaan serta berlandaskan pada Anggaran Dasar Perusahaan dan regulasi yang berlaku, antara lain:

1. Undang-Undang No. 25 Tahun 2007 tentang Penanaman Modal. Pasal 15 (b) menjelaskan bahwa setiap penanam modal berkewajiban melaksanakan tanggung jawab sosial perusahaan. Pengertian tanggung jawab sosial perusahaan: adalah tanggung jawab yang melekat pada setiap perusahaan penanaman modal untuk tetap menciptakan hubungan yang serasi, seimbang, dan sesuai dengan lingkungan, nilai, norma, dan budaya masyarakat setempat;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Pasal 74 mengatur tentang perusahaan yang bergerak dalam bidang sumber daya alam, wajib melaksanakan Tanggung Jawab Sosial dan Lingkungan yang dianggarkan dan diperhitungkan sebagai biaya perusahaan, yang pelaksanaannya dilakukan dengan memperhatikan kepatutan dan kewajaran;
3. Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi. Pasal 40 mengatur bahwa Badan Usaha atau Badan Usaha Tetap menjamin keselamatan dan kesehatan kerja serta pengelolaan lingkungan hidup disamping juga ikut bertanggung jawab dalam mengembangkan lingkungan dan masyarakat setempat;
4. Penjelasan Pasal 40, ayat (5) menyebut, yang dimaksud dengan: ikut bertanggung jawab mengembangkan lingkungan dan masyarakat setempat, adalah keikutsertaan perusahaan dalam mengembangkan dan memanfaatkan potensi dan kemampuan masyarakat setempat, antara lain dengan cara mempekerjakan tenaga kerja dalam jumlah dan kualitas tertentu, serta meningkatkan lingkungan hunian masyarakat, agar tercipta keharmonisan antara perusahaan dengan masyarakat sekitarnya;
5. Peraturan Menteri (Permen) Badan Usaha Milik Negara No. Per-5/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

As part of the business group of the State-Owned Enterprises (BUMN), namely PT Pertamina (Persero), Pertamina Gas is committed to implementing TJSL programs and activities based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-05/MBU/04/2021 dated April 20, 2021 regarding the Social and Environmental Responsibility Program of State-Owned Enterprises.

## **IMPLEMENTATION BASIS OF CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY**

In its implementation, Pertamina Gas TJSL programs and activities always refer to and are in line with the Company's Mission and are based on the Company's Articles of Association and applicable regulations, including:

1. Law no. 25 of 2007 concerning Investment. Article 15 (b) explains that every investor is obliged to carry out corporate social responsibility. The definition of corporate social responsibility: is the responsibility inherent in every investment company to continue to create harmonious, balanced, and in accordance with the environment, values, norms, and culture of the local community;
2. Law no. 40 of 2007 concerning Limited Liability Companies. Article 74 regulates that companies operating in the field of natural resources are obliged to carry out Social and Environmental Responsibilities which are budgeted and calculated as company costs, the implementation of which is carried out with due regard to propriety and fairness;
3. Law no. 22 of 2001 concerning Oil and Gas. Article 40 stipulates that a Business Entity or Permanent Business Entity guarantees occupational safety and health as well as environmental management while also taking responsibility for developing the environment and the local community;
4. Elucidation of Article 40, paragraph (5) states, what is meant by: taking responsibility for developing the environment and the local community, is the company's participation in developing and utilizing the potential and capabilities of the local community, among others by employing a certain number and quality of workers, and improve the residential environment of the community, in order to create harmony between the company and the surrounding community;
5. Regulation of the Minister (Permen) of State-Owned Enterprises No. Per-5/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises.

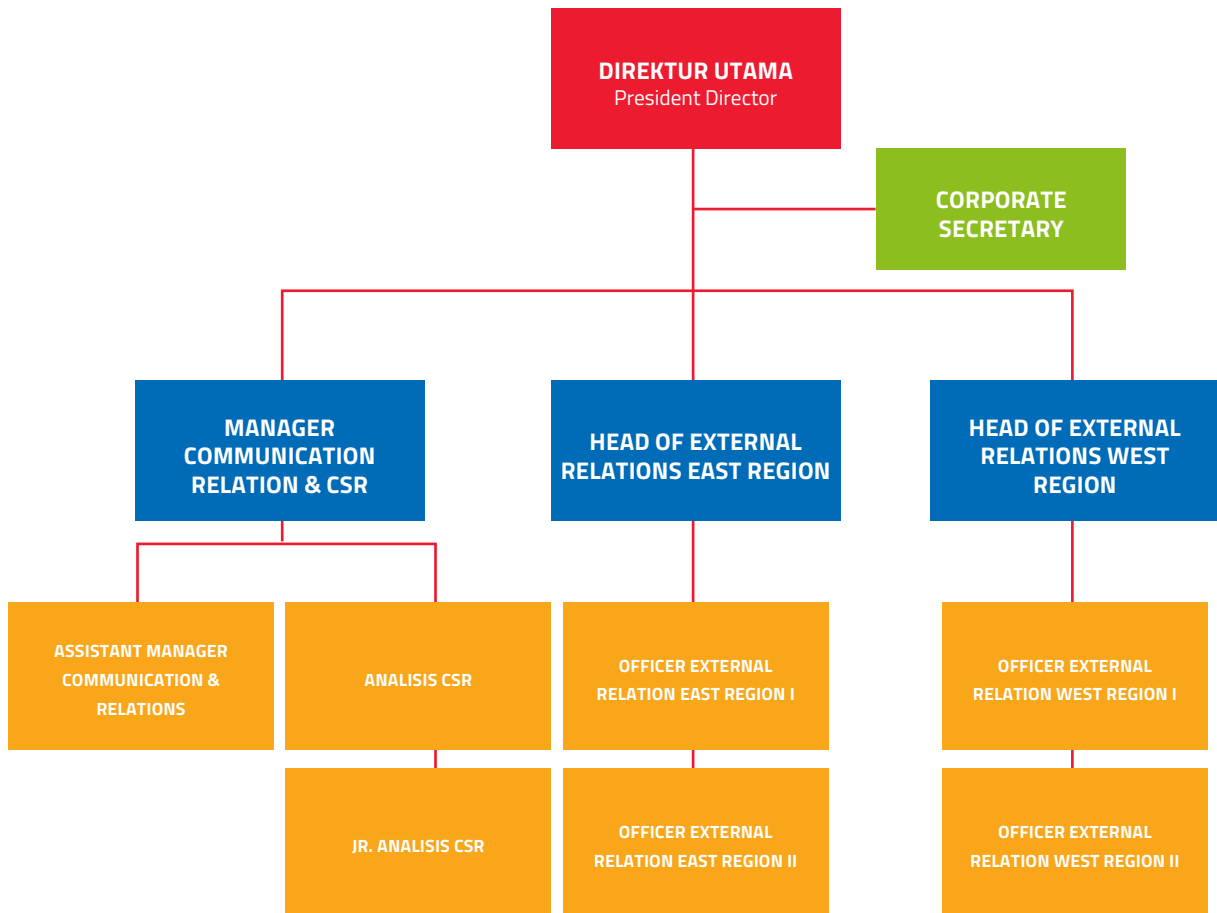
**ORGANISASI PENGELOLA PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN**

Pengelolaan program TJSL di lingkup Perusahaan, dilakukan melalui koordinasi antara *Corporate Secretary* selaku pelaksana dan pengelola program Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility (CSR)* dan Area Operasi. Pada fungsi *Corporate Secretary*, pelaksanaan program TJSL dilakukan oleh *Manager Communication, Relations & CSR*, sedangkan di Area Operasi, dilakukan oleh *Head of External Relations East Region* dan *Head of External Relations West Region*.

**CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM MANAGEMENT ORGANIZATION**

The management of the CSR program within the Company is carried out through coordination between the Corporate Secretary as the implementer and manager of the Corporate Social Responsibility (CSR) program and the Operational Area. In the Corporate Secretary function, the implementation of the CSR program is carried out by the Communication, Relations & CSR Manager, while in the Operations Area, it is carried out by the Head of External Relations for the East Region and the Head of External Relations for the West Region.

**Struktur Organisasi Pengelola Program TJSL**  
SER Program Manager Organizational Structure



Arah dan tujuan pelaksanaan program TJSL Perusahaan dilakukan berdasarkan visi, misi dan kebijakan CSR yang telah disusun Perusahaan dan ditetapkan oleh Direksi pada 1 Oktober 2019. Program-program dan kegiatan program TJSL yang dilaksanakan oleh Perusahaan disusun berdasarkan 5 Pilar CSR yang ditetapkan oleh Perusahaan, sebagaimana terlampir berikut ini.

The direction and objectives of implementing the Company's CSR program are carried out based on the vision, mission and CSR policies that have been prepared by the Company and determined by the Board of Directors on October 1, 2019. The CSR programs and activities implemented by the Company are prepared based on the 5 CSR Pillars established by the Company, as attached below.



#### VISI CSR | CSR VISION

- Menjadi mitra yang memberi nilai tambah bagi kehidupan Masyarakat dan selaras dengan bisnis perusahaan
- *Become a partner who adds value to life Community and in tune with the company's business*

#### MISI CSR | CSR MISSION

1. Menjalankan tanggungjawab sosial kepada masyarakat dan pemangku kepentingan di sekitar area operasi untuk mendukung keamanan
  2. Menularkan hal-hal positif dan membantu memberikan alternatif solusi masalah sosial kepada masyarakat khususnya di sekitar operasi perusahaan
  3. Melaksanakan kegiatan dan atau program pengembangan masyarakat dengan tetap memperhatikan aspek kelestarian lingkungan hidup
1. *Carry out social responsibility to the community and stakeholders around the operational area to support security*
  2. *Spread positive things and help provide alternative solutions to social problems to the community, especially around the company's operations*
  3. *Carry out community development activities and or programs with due regard to environmental sustainability aspects*

**PEMBERDAYAAN  
MASYARAKAT**  
COMMUNITY  
EMPOWERMENT

**KESEHATAN**  
HEALTH

**PENDIDIKAN**  
EDUCATION

**PRASARANA  
DAN SARANA**  
INFRASTRUCTURE  
AND FACILITIES

**PELESTARIAN ALAM**  
NATURE  
CONSERVATION

#### KEBIJAKAN CSR | CSR POLICY

1. Program *charity* dan/atau *Philanthropy* Diberikan untuk Mendukung Penyelesaian Pembangunan Proyek Infrastruktur Gas
  2. Mendukung Keberlangsungan Proyek dan Operasi
  3. Mendukung Keberlangsungan Bisnis Perusahaan
  4. Memberikan Kontribusi pada Kelestarian Lingkungan Hidup
  5. Memberi Nilai Tambah bagi Pemangku Kepentingan dan Komunitas Masyarakat
1. *Charity and/or Philanthropy Programs are Given to Support the Completion of Gas Infrastructure Projects*
  2. *Support the Sustainability of Projects and Operations*
  3. *Support the Company's Business Continuity*
  4. *Contribute to Environmental Sustainability*
  5. *Add the Value to Stakeholders and the Public Community*

## STRATEGI DAN PERENCANAAN PROGRAM KEGIATAN

Perusahaan senantiasa melibatkan para pemangku kepentingan dalam setiap pelaksanaan program CSR yang merupakan bagian dari program TJSJL. Strategi dan perencanaan program TJSJL Pertamina Gas dilakukan berdasarkan 5 Pilar CSR yang menjadi fokus utama program Perusahaan. Setiap kegiatan CSR direncanakan, diimplementasikan dan dievaluasi melalui proses bertahap, sebagaimana berikut ini.

1. Program CSR dimulai dengan *social mapping* yang dilakukan di area operasional Pertamina Gas. Selain *social mapping*, Perusahaan juga mempertimbangkan proposal/pemintaan masyarakat;
2. Hasil *social mapping* dan proposal/pemintaan masyarakat disusun dalam rencana kerja dan anggaran program CSR;

## STRATEGY AND ACTIVITY PROGRAM PLANNING

The company always involves stakeholders in every implementation of the CSR program which is part of the CSR program. The strategy and planning of the Pertamina Gas TJSJL program is carried out based on the 5 CSR Pillars which are the main focus of the Company's program. Each CSR activity is planned, implemented and evaluated through a gradual process, as follows.

1. The CSR program begins with a social mapping conducted in the Pertamina Gas operational area. In addition to social mapping, the Company also considers public proposals/requests;
2. The results of social mapping and community proposals/requests are compiled in the work plan and budget for the CSR program;

3. Seluruh rekapitulasi program diajukan kepada Pemegang Saham yakni PGN dan Pertamina sebagai laporan dan permohonan alokasi anggaran dari Pemegang Saham. Alokasi anggaran kemudian ditentukan oleh Pemegang Saham melalui persetujuan RKA CSR;
4. Usulan program CSR yang tidak masuk dalam alokasi dana dari Pemegang Saham akan dipenuhi oleh anggaran operasional internal Pertamina Gas;
5. Pertamina Gas menyampaikan program-program CSR yang disetujui kepada area;
6. Area menentukan pelaksanaan program CSR, baik melalui penunjukan konsultan atau pelaksanaan sendiri;
7. Kegiatan *monitoring* dan evaluasi dilakukan oleh masing-masing area dan dilaporkan ke fungsi *Corporate Secretary*.

## **KOMITMEN PERUSAHAAN TERHADAP TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN**

Komitmen Perusahaan untuk senantiasa memberikan dampak yang positif kepada lingkungan dan masyarakat dilaksanakan melalui kegiatan-kegiatan TJSL. Perusahaan percaya dengan terus memberikan perhatian khusus kepada lingkungan dan masyarakat akan dapat mengurangi dampak negatif pada keberlangsungan kegiatan bisnis yang dijalankan Perusahaan.

Perusahaan senantiasa mengukur tingkat keberhasilan program tanggung jawab sosial dan lingkungan berkelanjutan yang telah dilaksanakannya melalui metode dan ruang lingkup *due diligence* dengan Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan (PROPER) oleh Kementerian Lingkungan Hidup dan Kehutanan.

Bagi Pertamina Gas PROPER menjadi indikator keberhasilan pengelolaan lingkungan hidup dan tanggung jawab sosial perusahaan. Selain itu PROPER menjadi mekanisme Pertamina Gas untuk terus berinovasi agar mengedepankan pelestarian lingkungan, penghematan sumber daya, dan peningkatan kesejahteraan sosial.

Pada tahun 2021 Perusahaan juga melaksanakan pengukuran dampak dari program Tanggung Jawab Sosial dan Lingkungan menggunakan metode *Social Return on Investment* (SROI) serta melakukan verifikasi capaian atau kontribusi terhadap SDGs dari program-program TJSL yang telah diimplementasikan Perusahaan. Keduanya dilaksanakan oleh pihak ke-3 yang berkompeten, dengan hasil baik.

Berbagai penghargaan terkait implementasi Tanggung Jawab Sosial dan Lingkungan di raih oleh Perusahaan pada tahun 2021, hal ini memperkuat semangat Perusahaan untuk terus berkontribusi dan berinovasi dalam mendorong kemandirian masyarakat di sekitar area operasi.

3. All program recapitulation is submitted to Shareholders, namely PGN and Pertamina as a report and request for budget allocation from Shareholders. The budget allocation is then determined by the Shareholders through the approval of the CSR RKA;
4. Proposed CSR programs that are not included in the allocation of funds from Shareholders will be fulfilled by Pertamina Gas' internal operating budget;
5. Pertamina Gas submits the approved CSR programs to the area;
6. Areas to determine the implementation of CSR programs, either through the appointment of consultants or self implementation;
7. Monitoring and evaluation activities are carried out by each area and reported to the Corporate Secretary function.

## **COMPANY COMMITMENT TO SOCIAL AND ENVIRONMENTAL RESPONSIBILITY**

The Company's commitment to always have a positive impact on the environment and society is carried out through CSR activities. The Company believes that by continuing to pay special attention to the environment and the community, it will be able to reduce the negative impact on the sustainability of the business activities carried out by the Company.

The Company continuously measures the success rate of its sustainable environmental and social responsibility programs through the *due diligence* method and scope with the Company Performance Rating Program in Environmental Management (PROPER) by the Ministry of Environment and Forestry.

For Pertamina Gas PROPER is an indicator of the success of environmental management and corporate social responsibility. In addition, PROPER is a mechanism for Pertamina Gas to continue to innovate in order to prioritize environmental conservation, saving resources, and increasing social welfare.

In 2021 the Company will also measure the impact of the Social and Environmental Responsibility program using the *Social Return on Investment* (SROI) method and verify the achievement or contribution to the SDGs from the CSR programs that have been implemented by the Company. Both were carried out by a competent 3rd party, with good results.

Various awards related to the implementation of Social and Environmental Responsibility were won by the Company in 2021, this strengthens the Company's spirit to continue to contribute and innovate in encouraging the independence of the community around the area of operation.





## PENDEKATAN PERUSAHAAN TERHADAP PEMANGKU KEPENTINGAN

Pertamina Gas senantiasa melakukan pemetaan sosial pada masing-masing area operasi dalam mengidentifikasi kelompok-kelompok yang merupakan pemangku kepentingan Perusahaan. Setelah itu, Perusahaan kemudian membangun komunikasi dua arah dengan para pemangku kepentingan, melalui pertemuan-pertemuan rutin yang dilakukan secara berkala, guna mengetahui kebutuhan mereka dan memastikan pelaksanaan TJSJ termasuk program-program CSR telah dapat memenuhi kebutuhan-kebutuhan dari para pemangku kepentingan Perusahaan.

## COMPANY APPROACH TO STAKEHOLDERS

Pertamina Gas always conducts social mapping in each area of operation in identifying groups that are stakeholders of the Company. After that, the Company then builds two-way communication with stakeholders, through regular meetings that are held regularly, to find out their needs and ensure that the implementation of CSR including CSR programs has been able to meet the needs of the Company's stakeholders.

### Pendekatan terhadap Pemangku Kepentingan Approach to Stakeholders

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engaging Method	Frekuensi Pertemuan Meeting Frequency	Topik Topics
Pemegang Saham Shareholders	<ul style="list-style-type: none"> <li>RUPS</li> <li>Town hall meeting</li> <li>Management walk through</li> <li>Kunjungan lapangan</li> <li>GMS</li> <li>Town hall meeting</li> <li>Management walk through</li> <li>Field trip</li> </ul>	Minimal satu kali per tahun At least once per year	<ul style="list-style-type: none"> <li>Pemantauan dan evaluasi kinerja Perusahaan</li> <li>Pembayaran dividen</li> <li>Akurasi Laporan Keuangan Perusahaan</li> <li>Monitoring and evaluation of the Company's performance</li> <li>Payment of dividends</li> <li>Accuracy of the Company's Financial Statements</li> </ul>
Pemerintah Government	<ul style="list-style-type: none"> <li>Rapat dengar pendapat dengan DPR</li> <li>Rapat koordinasi dengan Kementerian ESDM dan BPH Migas</li> <li>Hearing meeting with House of Representative (DPR)</li> <li>Coordination meeting with the Ministry of Energy and Mineral Resources and BPH Migas</li> </ul>	Sesuai Kebutuhan As Needed	<ul style="list-style-type: none"> <li>Pengurusan izin usaha dan regulasi di bidang migas</li> <li>Koordinasi terkait proyek Perusahaan</li> <li>Pembahasan Neraca Gas nasional</li> <li>Pembayaran pajak</li> <li>Management of business licenses and regulations in the oil and gas sector</li> <li>Coordination related to Company projects</li> <li>Discussion on the National Gas Balance</li> <li>Payment of taxes</li> </ul>
Pekerja Employees	<ul style="list-style-type: none"> <li>Pembentukan Serikat Pekerja Sesuai Kebutuhan</li> <li>Pertemuan dengan Manajemen (Town Hall Meeting)</li> <li>Management walk through</li> <li>Formation of Trade Unions as Needed</li> <li>Meeting with Management (Town Hall Meetings)</li> <li>Management walk through</li> </ul>	Sesuai Kebutuhan As Needed	<ul style="list-style-type: none"> <li>Jaminan kebebasan berserikat dan berpendapat</li> <li>Jaminan kesehatan dan keselamatan kerja</li> <li>Kesetaraan, kesejahteraan dan kejelasan jenjang karier</li> <li>Guarantee of freedom of association and opinion</li> <li>Occupational health and safety guarantee</li> <li>Equality, prosperity and clarity of career path</li> </ul>

**Pendekatan terhadap Pemangku Kepentingan**  
Approach to Stakeholders

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engaging Method	Frekuensi Pertemuan Meeting Frequency	Topik Topics
Pelanggan Customers	<ul style="list-style-type: none"> <li>Pertemuan dan rapat koordinasi</li> <li>Survei Kepuasan Pelanggan</li> <li>Coordination meetings and meetings</li> <li>Customer satisfaction survey</li> </ul>	Minimal satu kali per Bulan At least once per month	<ul style="list-style-type: none"> <li>Koordinasi terhadap perubahan kontrak GTA/GSA</li> <li>Koordinasi kebutuhan pelanggan setiap bulan</li> <li>Coordination of GTA/GSA contract changes</li> <li>Coordination of customer needs every month</li> </ul>
Penyedia Barang & Jasa Goods & Service Provider	<ul style="list-style-type: none"> <li>Pelaksanaan kontrak pengadaan jasa/ barang</li> <li>Penilaian kinerja mitra kerja</li> <li>Sosialisasi peraturan penagihan</li> <li>Implementation of service/ goods procurement contracts</li> <li>Partner performance appraisal</li> <li>Socialization of payment collection regulations</li> </ul>	<ul style="list-style-type: none"> <li>Sebelum memulai Pekerjaan</li> <li>Setelah selesai pekerjaan</li> <li>Minimal satu kali per tahun</li> <li>Before starting Work</li> <li>After finishing work</li> <li>At least once per year</li> </ul>	<ul style="list-style-type: none"> <li>Penjelasan lingkup pekerjaan</li> <li>Sertifikasi CCMS</li> <li>Peraturan penagihan biaya Pekerjaan</li> <li>Explanation of the scope of work</li> <li>CCMS Certification</li> <li>Employment fee collection regulations</li> </ul>
Masyarakat di sekitar Perusahaan berkegiatan Publics around the Company are active	<ul style="list-style-type: none"> <li>Pemetaan sosial</li> <li>Sosialisasi Program CSR</li> <li>Program CSR</li> <li>Pertemuan dengan warga</li> <li>Social mapping</li> <li>Socialization of CSR Program</li> <li>CSR Program</li> <li>Meetings with residents</li> </ul>	<ul style="list-style-type: none"> <li>Minimal satu kali per 3 tahun</li> <li>Minimal satu kali sebelum pelaksanaan program</li> <li>Berkelanjutan setiap Tahunnya</li> <li>Minimal satu kali setiap tahun</li> <li>At least once per 3 years</li> <li>At least once before the implementation of the program</li> <li>Sustainable every year</li> <li>At least once every year</li> </ul>	<ul style="list-style-type: none"> <li>Sosialisasi proyek termasuk pembebasan lahan untuk jalur proyek pipa gas</li> <li>Pelaksanaan CSR</li> <li>Project socialization including land acquisition for gas pipeline project lines</li> <li>CSR Implementation</li> </ul>

**METODE DAN LINGKUP DUE DILIGENT TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN**

Dalam rangka memberikan nilai tambah bagi para pemangku kepentingan, baik dari segi aspek sosial, ekonomi maupun lingkungan maka Perusahaan senantiasa berupaya untuk melaksanakan kegiatan TJSJL termasuk program-program CSR dalam berbagai aspek, khususnya yang dapat memberikan dampak positif terhadap nilai sosial, ekonomi dan lingkungan dari aktivitas operasional Perusahaan. Oleh karena itu, Perusahaan senantiasa melakukan identifikasi dan penelaahan terhadap dampak sosial, ekonomi, dan lingkungan atas setiap aktivitas bisnis yang dijalankan Perusahaan.

Pada dasarnya, Perusahaan senantiasa menerapkan kebijakan dan melakukan kegiatan usaha dengan mengacu kepada berbagai sistem manajemen dan standar internasional, yaitu Sistem Manajemen Mutu ISO 9001, Sistem Manajemen Lingkungan ISO 14001, Sistem Manajemen Kesehatan Keselamatan Kerja OHSAS 18001, dan terakhir Pedoman Tanggung Jawab Sosial Perusahaan ISO 26000.

**DUE DILIGENT METHODS AND SCOPE OF SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS**

In order to provide added value for stakeholders, both in terms of social, economic and environmental aspects, the Company always strives to carry out CSR activities including CSR programs in various aspects, especially those that can have a positive impact on the social, economic and environmental values of the Company's operational activities. Therefore, the Company continues to identify and review the social, economic, and environmental impacts of every business activity carried out by the Company.

Basically, the Company always implements policies and conducts business activities by referring to various management systems and international standards, namely the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, OHSAS 18001 Occupational Health and Safety Management System, and finally the ISO Corporate Social Responsibility Guidelines. 26000.



Sebagai bentuk tanggung jawab sosial Perusahaan, Pertamina Gas senantiasa melakukan penelaahan atau due diligent atas dampak sosial, ekonomi dan lingkungan dari aktivitas Perusahaan, melalui pemantauan atau rencana program kerja maupun kebijakan yang dapat memberikan nilai tambah bagi para pemangku kepentingan, yakni sebagai berikut:

As a form of corporate social responsibility, Pertamina Gas always conducts due diligence on the social, economic and environmental impacts of the Company's activities, through monitoring or planning work programs and policies that can provide added value for stakeholders, namely as follows:

Uraian Description	Dampaknya Impact
Sosial Social	Implementasi program CSR di bidang pendidikan, kesehatan, ekonomi, lingkungan maupun infrastruktur yang dilaksanakan oleh Pertamina Gas mendorong tumbuhnya institusi sosial baru seperti kelompok UMKM, koperasi, kelompok masyarakat, juga kebijakan di lingkungan masyarakat yang membawa dampak positif diantaranya lahirnya Peraturan Desa No.9/2018 tentang BUM Desa; Perdes 3/2020 tentang Kerja Bakti Lingkungan di Desa Penatar Sewu, Sidoarjo, Jawa Timur. The implementation of CSR programs in the fields of education, health, economy, environment and infrastructure carried out by Pertamina Gas encourages the growth of new social institutions such as MSME groups, cooperatives, community groups, as well as policies in the community that have a positive impact, including the issuance of Village Regulation No. 9/ 2018 concerning BUM Desa; Perdes 3/2020 concerning Environmental Service in Penatar Sewu Village, Sidoarjo, East Java.
Ekonomi Economy	Program CSR bidang ekonomi yang diimplementasikan Pertamina Gas mampu memberikan manfaat berupa penambahan jumlah pendapatan bagi lebih dari 67.672 Penerima manfaat langsung dan tidak langsung. The CSR program in the economic sector implemented by Pertamina Gas was able to provide benefits in the form of increasing the amount of income for more than 67,672 direct and indirect beneficiaries.
Lingkungan Environment	Dampak lingkungan dari program CSR yang diimplementasikan oleh Pertamina Gas diantaranya adalah lebih 15.650kg/tahun sampah organik dimanfaatkan sebagai pakan maggot BSF yang merupakan bahan pakan terbak tinggi protein. Pengelolaan sampah beserta penghijauan dalam program CSR Lingkungan Pertamina Gas berhasil mengurangi emisi CO <sub>2</sub> sebesar ± 3,6 CO <sub>2</sub> eq di tahun 2021. The environmental impacts of the CSR program implemented by Pertamina Gas include more than 15,650kg/year of organic waste being used as BSF maggot feed, which is the best high-protein feed ingredient. Waste management and reforestation in Pertamina Gas' Environmental CSR program have succeeded in reducing CO <sub>2</sub> emissions by ±3.6 CO <sub>2</sub> eq in 2021.

### TANGGUNG JAWAB SOSIAL PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Pertamina Gas telah melaksanakan tanggung jawab sosial yang merupakan kewajiban dan yang melebihi kewajiban dengan baik. Peraturan-Peraturan yang telah dipatuhi oleh Perusahaan antara lain:

1. Undang-Undang No. 25 Tahun 2007 tentang Penanaman Modal;
2. Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas;
3. Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi;
4. Peraturan Menteri (Permen) BUMN PER-09/MBU/07/2016.

Selain memenuhi berbagai peraturan perundang-undangan di atas, Pertamina Gas juga memiliki berbagai macam kebijakan dan system tata kerja internal yang ditetapkan untuk menjaga perencanaan dan pelaksanaan program CSR di Perusahaan dapat berjalan dengan baik. Kebijakan dan sistem tata kerja CSR Pertamina Gas adalah sebagai berikut:

1. Visi, Misi dan Kebijakan CSR;
2. Pedoman Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan PT Pertamina Gas No. A-001/PG0100/2019-S9;

### CORPORATE SOCIAL RESPONSIBILITIES THAT ARE OBLIGATIONS OR EXCEEDING OBLIGATIONS

Pertamina Gas has carried out its social responsibilities which are obligations and those that exceed obligations well. The regulations that have been complied with by the Company include:

1. Law no. 25 of 2007 concerning Investment;
2. Law no. 40 of 2007 concerning Limited Liability Companies;
3. Law no. 22 of 2001 concerning Oil and Gas;
4. SOE Ministerial Regulation (Permen) PER-09/MBU/07/2016.

In addition to complying with the various laws and regulations above, Pertamina Gas also has various policies and internal work procedures that are set to keep the planning and implementation of CSR programs in the Company running well. Pertamina Gas' CSR work system and policies are as follows:

1. Vision, Mission and CSR Policy;
2. Guidelines for the Implementation of PT Pertamina Gas' Social and Environmental Responsibility Program No. A-001/PG0100/2019-S9;

3. Tata Kelola Organisasi Perencanaan, Pelaksanaan, Monitoring dan Evaluasi Program Tanggung Jawab Sosial dan Lingkungan No. B-001/PG0100/2019-S9.

**KEGIATAN TANGGUNG JAWAB SOSIAL YANG MELEBIHI KEWAJIBAN**

Pada penilaian PROPER yang dilakukan oleh Kementerian Lingkungan Hidup dan Kehutanan tahun 2021 Pertamina Gas berhasil meraih empat PROPER Hijau atas kinerja TJSL yang telah diimplementasikan area operasi Pertamina Gas yakni Operation East Java Area, Operation West Java Area, Operation South Sumatera Area dan Operation Kalimantan Area.

Sebagai informasi, PROPER merupakan salah satu bentuk kebijakan pemerintah, untuk meningkatkan kinerja pengelolaan lingkungan perusahaan sesuai dengan yang telah ditetapkan dalam peraturan perundangan-undangan. Selanjutnya PROPER juga merupakan perwujudan transparansi dan demokratisasi dalam pengelolaan lingkungan di Indonesia. Penerapan instrumen ini merupakan upaya Kementerian Negara Lingkungan Hidup untuk menerapkan sebagian dari prinsip-prinsip *good governance* (transparansi, berkeadilan, akuntabel, dan pelibatan masyarakat) dalam pengelolaan lingkungan.

3. Organizational Governance Planning, Implementation, Monitoring and Evaluation of Social and Environmental Responsibility Programs no. B-001/PG0100/2019-S9.

**SOCIAL RESPONSIBILITY ACTIVITIES THAT EXCEED OBLIGATIONS**

In the PROPER assessment carried out by the Ministry of Environment and Forestry in 2021, Pertamina Gas won four Green PROPERs for the performance of TJSL which has been implemented in the Pertamina Gas operation area, namely Operation East Java Area, Operation West Java Area, Operation South Sumatera Area and Operation Kalimantan Area.

For information, PROPER is a form of government policy, to improve the company's environmental management performance in accordance with what has been stipulated in the legislation. Furthermore, PROPER is also a manifestation of transparency and democratization in environmental management in Indonesia. The application of this instrument is an effort by the State Ministry of the Environment to implement some of the principles of good governance (transparency, fairness, accountability, and community involvement) in environmental management.

No	Wilayah Region	Kategori Category
1	Operation South Sumatera Area (OSSA)	PROPER Hijau Green PROPER
2	Operation West Java Area (OWJA)	PROPER Hijau + Kandidat Emas + Berkesempatan dikunjungi Dewan PROPER Nasional Green PROPER + Gold Candidate + Opportunity to be visited by the National PROPER Board
3	Operation East Java Area (OEJA)	PROPER Hijau + Kandidat Emas + Berkesempatan dikunjungi Dewan PROPER Nasional Green PROPER + Gold Candidate + Opportunity to be visited by the National PROPER Board
4	Operation Kalimantan Area (OKA)	PROPER Hijau Green PROPER

**ISU-ISU PENTING SOSIAL, EKONOMI, DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN PERUSAHAAN**

Pertamina Gas berkomitmen untuk dapat menyelaraskan kinerja usaha dengan pemberian manfaat untuk masyarakat dan lingkungan sebagai bagian dari pemangku kepentingan Perusahaan, baik manfaat aspek sosial, ekonomi, maupun lingkungan. Sehingga, Perusahaan sangat memperhatikan dampak atau risiko yang mungkin timbul dari kegiatan Perusahaan, yang merupakan isu-isu penting yang harus diminimalisir.

**IMPORTANT SOCIAL, ECONOMIC, AND ENVIRONMENTAL ISSUES RELATED TO THE IMPACT OF COMPANY ACTIVITIES**

Pertamina Gas is committed to aligning business performance with the provision of benefits to the community and the environment as part of the Company's stakeholders, in terms of benefits from social, economic and environmental aspects. Thus, the Company is very concerned about the impacts or risks that may arise from the Company's activities, which are important issues that must be minimized.



Informasi 'kinerja ekonomi' merupakan hal terpenting bagi Perusahaan, karena melalui kinerja inilah Perusahaan dapat menyalurkan dana untuk mendukung kegiatan sosial dan lingkungan.

Informasi terkait dengan "masyarakat lokal" dianggap penting, karena persepsi masyarakat dapat mempengaruhi pengambilan keputusan, khususnya terkait keberadaan aset Perusahaan. Adapun dampak ekonomi tak langsung juga masuk sebagai aspek material level tinggi karena Pertamina Gas ingin memantapkan komitmennya untuk menjadi Perusahaan yang memberikan dampak positif bagi masyarakat Indonesia.

Aspek material level tinggi yang terakhir yaitu, "produk dan jasa", hal ini terkait dengan kepuasan pelanggan terhadap produk yang dihasilkan Pertamina Gas. Dalam hal ini, Perusahaan berusaha untuk senantiasa meningkatkan kualitas, keamanan, kenyamanan dan kemudahan bagi pelanggan. Dengan demikian, indeks kepuasan pelanggan menjadi penting.

## PROGRAM UTAMA CSR

Pelaksanaan program atau kegiatan CSR yang dijalankan Pertamina Gas senantiasa bersinergi dengan program atau kegiatan CSR PT Pertamina (Persero) dan PGN sebagai Induk Perusahaan. Berdasarkan Visi, Misi dan Kebijakan CSR Perusahaan, Pertamina Gas menentukan 5 Pilar CSR yang menjadi prioritas pelaksanaan program CSR.

Information on 'economic performance' is the most important thing for the Company, because it is through this performance that the Company can channel funds to support social and environmental activities.

Information related to "local communities" is considered important, because community perceptions can influence decision making, especially regarding the existence of Company assets. The indirect economic impact is also included as a high-level material aspect because Pertamina Gas wants to strengthen its commitment to become a company that has a positive impact on the people of Indonesia.

The last high-level material aspect, namely, "products and services", is related to customer satisfaction with the products produced by Pertamina Gas. In this case, the Company strives to continuously improve quality, safety, comfort and convenience for customers. Thus, the customer satisfaction index becomes important.

## CSR MAIN PROGRAM

The implementation of CSR programs or activities carried out by Pertamina Gas always synergize with CSR programs or activities of PT Pertamina (Persero) and PGN as the Parent Company. Based on the Vision, Mission and CSR Policy of the Company, Pertamina Gas determines 5 CSR Pillars which are the priorities for the implementation of the CSR program.

### 5 Pilar CSR 5 Pillars CSR



Selain 5 pilar tersebut Pertamina Gas masih memberikan bantuan dalam bentuk donasi (*charity/philanthropy*) kepada masyarakat maupun pemangku kepentingan perusahaan yang berdampak langsung maupun tidak langsung terhadap area operasi, bisnis maupun proyek perusahaan. Hal ini dilakukan bertujuan untuk membangun hubungan baik dengan seluruh pihak yang terkait oleh bisnis perusahaan.

In addition to these 5 pillars, Pertamina Gas still provides assistance in the form of donations (*charity/philanthropy*) to the community and company stakeholders that have a direct or indirect impact on the company's operations, business and project areas. This is done with the aim of building good relations with all parties related to the company's business.

Pelaksanaan donasi ini tidak menjadi fokus utama program CSR namun sebagai pelengkap program CSR ataupun sebagai peninjauan awal kepada penerima manfaat potensial perusahaan yang kedepannya dapat dikembangkan menjadi mitra program CSR yang berkelanjutan.

## ANGGARAN PELAKSANAAN KEGIATAN CSR

Seperti yang telah diungkapkan sebelumnya, pelaksanaan kegiatan CSR dimandatkan kepada *Corporate Secretary* dan Area Operasi sebagai penanggungjawab. Pada tahun 2021, total biaya CSR yang telah dianggarkan Pertamina Gas adalah sejumlah Rp5.462.723.850 angka ini lebih tinggi 23,23% dari biaya tahun 2020 lalu sebesar Rp4.433.118.495.

Sumber dana yang ditempatkan tersebut berasal dari dana operasional Pertamina Gas yang berasal dari dana operasional fungsi Sekretaris Perusahaan, Area operasi, dan Biaya Investasi Proyek.

Dalam menjalankan program CSR sebagai bentuk pemenuhan TJSL, Pertamina Gas selalu membuat perencanaan yang diawali dengan melakukan pemetaan sosial ataupun studi dasar. Tujuan pemetaan sosial adalah:

1. Mengidentifikasi kondisi permasalahan sosial, kebutuhan dan potensi masyarakat;
2. Memastikan program/kegiatan CSR menjadi lebih efektif, efisien, dan tepat sasaran.

## TANGGUNG JAWAB SOSIAL PERUSAHAAN BIDANG SOSIAL KEMASYARAKATAN

Untuk terus menjaga hubungan yang harmonis antara Perusahaan dan masyarakat yang berada di sekitar wilayah operasi Pertamina GAS, karena Perusahaan percaya dengan menjaga harmonisasi tersebut akan dapat mendukung kegiatan operasional dan mempertahankan keberlanjutan usaha. Selain itu, Pertamina Gas juga memberikan perhatian khusus kepada peningkatan kesejahteraan masyarakat sekitar area operasional.

Sejalan dengan prinsip 3P (*Profit, People, dan Planet*), di mana masyarakat menjadi satu bagian yang tidak dapat dipisahkan dari keberhasilan Perusahaan, Pertamina Gas turut berperan aktif dengan memberikan kontribusi yang nyata bagi kesejahteraan masyarakat dengan menjalankan kegiatan *Corporate Social Responsibility* (CSR).

Wujud komitmen Perusahaan terhadap pengembangan sosial dan kemasyarakatan dapat dilihat dari berbagai program yang berkesinambungan serta program filantropi yang bertujuan untuk mewujudkan partisipasi dan dukungan masyarakat terhadap kegiatan Perusahaan sekaligus meningkatkan kualitas kehidupan masyarakat yang berada di lingkungan sekitar maupun di luar wilayah operasional Perusahaan.

The implementation of this donation is not the main focus of the CSR program, but as a complement to the CSR program or as an initial assessment of the company's potential beneficiaries which in the future can be developed into partners for sustainable CSR programs.

## CSR ACTIVITY IMPLEMENTATION BUDGET

As previously stated, the implementation of CSR activities is mandated by the Corporate Secretary and the Operations Area as the person in charge. In 2021, the total CSR cost that has been budgeted by Pertamina Gas is Rp5,462,723,850 this figure is 23.23% higher than the cost in 2020 which was Rp4,433,118,495.

The source of the funds placed comes from Pertamina Gas operational funds which come from operational funds for the Corporate Secretary function, Operational Area, and Project Investment Costs.

In carrying out the CSR program as a form of fulfilling TJSL, Pertamina Gas always makes plans that begin with social mapping or basic studies. The objectives of social mapping are:

1. Identify conditions of social problems, community needs and potentials;
2. Ensure that CSR programs/activities become more effective, efficient, and on target.

## CORPORATE SOCIAL RESPONSIBILITY IN COMMUNITY SOCIAL SECTOR

To keep maintaining a harmonious relationship between the Company and the community around Pertamina GAS operational areas, because the Company believes that maintaining such harmonization will be able to support operational activities and maintain business sustainability. In addition, Pertamina Gas also pays special attention to improving the welfare of the community around the operational area.

In line with the 3P principle (*Profit, People, and Planet*), where the community is an inseparable part of the Company's success, Pertamina Gas plays an active role by making a real contribution to the welfare of the community by carrying out Corporate Social Responsibility (CSR) activities.

The Company's commitment to social and community development can be seen from various sustainable programs and philanthropic programs aimed at realizing community participation and support for the Company's activities as well as improving the quality of life of the people in the surrounding environment and outside the Company's operational areas.





## KEBIJAKAN

Pertamina Gas dalam melaksanakan kegiatan CSR bidang Sosial Masyarakat senantiasa bersinergi dengan pelaksanaan CSR Pertamina (Persero) dan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/07/2016 tentang Program Kemitraan dan Bina Lingkungan Badan Usaha Milik Negara, selain itu pelaksanaan CSR Perusahaan juga mengacu pada Visi, Misi, dan Kebijakan CSR PT Pertamina Gas tanggal 1 Oktober 2019. Lebih lengkapnya implementasi CSR di Pertamina Gas telah diatur melalui Pedoman Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan PT Pertamina Gas No. A-001/PG0100/2019-S9 tanggal 11 April 2019.

## RENCANA KEGIATAN TAHUN 2021

Komitmen Perusahaan untuk dapat memberikan dampak positif dan manfaat bagi masyarakat di sekitar wilayah operasi Perusahaan dilaksanakan melalui kegiatan CSR bidang sosial masyarakat. Hal ini ditujukan untuk dapat mengembangkan kapasitas masyarakat untuk tumbuh mandiri dan berkelanjutan.

Beberapa rencana kegiatan CSR bidang sosial masyarakat di tahun 2021 adalah:

1. Kegiatan Peningkatan Ekonomi;
2. Kegiatan Peningkatan Kapasitas Masyarakat;
3. Kegiatan Pelestarian Lingkungan;
4. Kegiatan di Bidang Pendidikan;
5. Kegiatan Pencegahan Stunting.

## POLICY

Pertamina Gas in carrying out CSR activities in the Social Community sector always synergizes with the implementation of Pertamina (Persero) CSR and Regulation of the State Minister for State-Owned Enterprises No. PER-09/MBU/07/2016 concerning the Partnership and Community Development Program for State-Owned Enterprises, in addition the implementation of the Company's CSR also refers to the Vision, Mission, and CSR Policy of PT Pertamina Gas on October 1, 2019. More details on the implementation of CSR at Pertamina Gas has been regulated through the Guidelines for the Implementation of the Social and Environmental Responsibility Program of PT Pertamina Gas No. A-001/PG0100/2019-S9 dated April 11, 2019.

## ACTIVITY PLAN 2021

The Company's commitment to be able to provide positive impacts and benefits for the community around the Company's operational areas is carried out through CSR activities in the social sector. This is intended to be able to develop the community's capacity to grow independently and sustainably.

Some of the planned CSR activities in the social sector in 2021 are:

1. Economic Improvement Activities;
2. Community Capacity Building Activities;
3. Environmental Conservation Activities;
4. Activities in Education;
5. Stunting Prevention Activities.

**Rencana Kerja Program CSR Per Sumber Dana Tahun 2021**  
CSR Program Work Plan Per Source of Funds in 2021

Sumber Dana Source of funds	Rencana Kerja (Rp) Work Plan (Rp)
Anggaran CSR Pertamina Gas Pertamina Gas CSR Budget	2.250.000.000,-
Donasi/Bantuan khusus Donations/Special assistance	1.425.000.000,-
Anggaran Biaya Investasi Investment Cost Budget	1.762.223.850,-
<b>Total</b>	<b>5.462.723.850,-</b>

Anggaran Program CSR dialokasikan Pertamina Gas untuk mengimplementasikan kegiatan CSR terprogram atau kegiatan CSR berkelanjutan sesuai dengan Rencana Strategis dan Rencana Kerja tahunan yang telah disusun untuk masing-masing Area Operasi Pertamina Gas sesuai dengan permasalahan dan potensi yang dimiliki penerima manfaat.

The CSR Program budget is allocated by Pertamina Gas to implement programmed CSR activities or sustainable CSR activities in accordance with the Strategic Plans and annual Work Plans that have been prepared for each Pertamina Gas Operational Area in accordance with the problems and potentials of the beneficiaries.

**Rencana Kerja Program CSR Per Bidang Tahun 2021**  
CSR Program Work Plan by Sector Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Pendidikan Education	40.000.000
Kesehatan Health	22.500.000
Pelestarian Alam Nature Conservation	402.500.000
Pemberdayaan Masyarakat Public empowerment	1.810.500.000
<b>Total</b>	<b>2.275.500.000</b>

Program CSR berkelanjutan yang direncanakan Pertamina Gas meliputi 4 pilar CSR Perusahaan yakni Pendidikan, Kesehatan, Pelestarian Alam, dan Pemberdayaan Masyarakat. Bidang Prasarana & Sarana tidak dianggarkan secara rinci pada awal tahun dikarenakan alokasi anggarannya menggunakan Anggaran Biaya Investasi proyek di tahun 2021.

The sustainable CSR program planned by Pertamina Gas includes 4 pillars of the Company's CSR namely Education, Health, Nature Conservation, and Community Empowerment. The Infrastructure & Facilities Sector was not budgeted in detail at the beginning of the year because the budget allocation was using the Project Investment Cost Budget in 2021.

**Rencana Kerja Program CSR Per Sumber Lokasi Tahun 2021**  
CSR Program Work Plan Per Location Source Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Operation North Sumatera Area	125.500.000
Operation Central Sumatera Area	200.000.000
Operation South Sumatera Area	300.000.000
Operation West Java Area	625.000.000
Operation East Java Area	725.000.000
Operation Kalimantan Area	300.000.000
<b>Total</b>	<b>2.275.500.000</b>

Rencana program CSR tahun 2021 disusun dengan berfokus kepada pengembangan masyarakat di masing-masing area operasi dengan tujuan mendorong masyarakat di sekitar Area Operasi menuju kemandirian dan mendekatkan masyarakat dan pelestarian lingkungan hidup.

The CSR program plan for 2021 is prepared with a focus on community development in each operational area with the aim of encouraging the community around the Operational Area to become independent and bring the community closer and preserve the environment.



## PEMETAAN SOSIAL

Sebagai upaya Perusahaan untuk dapat meningkatkan kesejahteraan masyarakat di sekitar lokasi Perusahaan, maka Perusahaan melaksanakan tanggung jawab sosial perusahaan atau CSR. Sebelum melaksanakan kegiatan tersebut, Perusahaan senantiasa melaksanakan pemetaan sosial yang bertujuan untuk:

- Mengidentifikasi kondisi, permasalahan sosial, kebutuhan, dan potensi masyarakat;
- Memastikan program/kegiatan CSR menjadi lebih efektif, efisien, dan tepat sasaran.

Secara berkelanjutan Pertamina Gas melakukan pembaruan data pemetaan sosial di seluruh Area Operasi perusahaan. Pemetaan sosial melibatkan masyarakat dalam identifikasi potensi dampak yang ditimbulkan dari kegiatan operasional Perusahaan serta program/kegiatan yang dibutuhkan masyarakat.

Pada tahun 2021 Pertamina Gas melaksanakan pembaharuan data pemetaan sosial di empat Area Operasi yakni *Operation South Sumatera Area*, *Operation West Java Area*, *Operation East Java Area* dan *Operation Kalimantan Area*.

## PROGRAM UTAMA CSR

Sesuai dengan Visi, Misi, dan Kebijakan CSR Pertamina Gas tertanggal 1 Oktober 2019, di mana Perusahaan telah menentukan 5 Pilar CSR yang menjadi prioritas Perusahaan dalam melaksanakan kegiatan CSR-nya, yakni:

- Bidang Pemberdayaan Masyarakat;
- Bidang Kesehatan;
- Bidang Pendidikan;
- Bidang Pelestarian Alam;
- Bidang Prasarana & Sarana.

Namun demikian, Pertamina Gas juga turut memberikan bantuan dalam bentuk donasi atau filantropi kepada masyarakat maupun pemangku kepentingan perusahaan yang berdampak langsung maupun tidak langsung terhadap area operasi, bisnis maupun proyek perusahaan. Perusahaan percaya dengan melaksanakan kegiatan tersebut akan dapat membantu Perusahaan dalam menjalankan kegiatan bisnisnya.

Selama di tahun 2021 ini, Lima Pilar CSR dan Donasi tersebut telah dijalankan di seluruh area operasi, kantor pusat dan lokasi proyek Pertamina Gas, dengan rincian sebagai berikut:

## SOCIAL MAPPING

As an effort by the Company to be able to improve the welfare of the community around the Company's location, the Company carries out corporate social responsibility or CSR. Prior to carrying out these activities, the Company always carries out social mapping which aims to:

- Identify the conditions, social problems, needs, and potential of the community;
- Ensure that CSR programs/activities become more effective, efficient, and on target.

Pertamina Gas Sustainably updates social mapping data in all of the company's Operational Areas. Social mapping involves the community in identifying the potential impacts arising from the Company's operational activities as well as programs/activities needed by the community.

In 2021 Pertamina Gas will update social mapping data in four Operational Areas, namely Operation South Sumatra Area, Operation West Java Area, Operation East Java Area and Operation Kalimantan Area.

## CSR MAIN PROGRAM

In accordance with Pertamina Gas' Vision, Mission, and CSR Policy dated October 1, 2019, in which the Company has determined 5 CSR Pillars which are the Company's priorities in implementing its CSR activities, namely:

- Community Empowerment Sector;
- Health;
- Field of education;
- Nature Conservation Sector;
- Infrastructure & Facilities.

However, Pertamina Gas also provides assistance in the form of donations or philanthropy to the public and company stakeholders which have a direct or indirect impact on the company's operations, business and project areas. The Company believes that carrying out these activities will be able to assist the Company in carrying out its business activities.

During 2021, the Five Pillars of CSR and Donations have been implemented in all operational areas, head office and Pertamina Gas project locations, with the following details:

**Realisasi Anggaran Program CSR Per Sumber Dana Tahun 2021**  
CSR Program Budget Realization Per Fund Source Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Anggaran Biaya Operasi Pertamina Gas (RKA CSR 2021) Pertamina Gas Operating Cost Budget (RKA CSR 2021)	2.138.099.703
Anggaran Biaya Operasi Pertamina Gas (Donasi) Pertamina Gas Operational Cost Budget (Donation)	4.024.479.408
Anggaran Biaya Investasi Pertamina Gas Pertamina Gas Investment Cost Budget	2.376.523.850
<b>Total</b>	<b>8.539.102.961</b>

**Realisasi Anggaran Program CSR Per Bidang Tahun 2021**  
Realization of CSR Program Budget by Sector Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Pendidikan Education	26.785.000
Kesehatan Health	23.072.245
Pelestarian Alam Nature Conservation	4.12.907.000
Pemberdayaan Masyarakat Public empowerment	1.675.335.458
Sarana Prasarana Infrastructure	-
Donasi Donation	4.095.320.758
Penanganan Covid/Oksigen dan Isotank Handling Covid/Oxygen and Isotank	2.305.682.500
<b>Total</b>	<b>8.539.102.961</b>

**Rencana Kerja Program CSR Per Sumber Lokasi Tahun 2021**  
CSR Program Work Plan Per Location Source Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Operation North Sumatera Area	125.976.245
Operation Central Sumatera Area	199.725.000
Operation South Sumatera Area	299.989.340
Operation West Java Area	564.767.750
Operation East Java Area	647.994.439
Operation Kalimantan Area	299.646.929



**Rencana Kerja Program CSR Per Sumber Lokasi Tahun 2021**  
 CSR Program Work Plan Per Location Source Year 2021

Sumber Dana Fund Source	Rencana Kerja Work Plan (Rp)
Kantor Pusat Head Office	4.024.479.408
Proyek Pembangunan Pipa Gas Gresik-Semarang Development of the Gresik-Semarang Gas Pipeline Project	70.300.000
Proyek Pembangunan Pipa Minyak Rokan Development of the Rokan Oil Pipeline Project	2.306.223.850
<b>Total</b>	<b>8.539.102.961</b>

Mempertimbangkan kebutuhan dan permasalahan yang dihadapi masyarakat di sekitar Area Operasi, Pertamina Gas berupaya untuk turut mendukung upaya masyarakat maupun pemangku kepentingan lainnya dalam berbagai kegiatan yang dilaksanakan. Sebagai bentuk kontribusi Pertamina dalam mendukung upaya percepatan penanganan Gelombang ke-2 COVID-19 di tahun 2021, Pertamina Gas mengalokasikan Anggaran Biaya Operasi untuk mendistribusikan oksigen dari pemasok oksigen ke berbagai fasilitas kesehatan dengan menggunakan Isotank. Pertamina Gas juga memberikan bantuan berupa oksigen dan tabung 6m<sup>3</sup> beserta regulator oksigen.

Considering the needs and problems faced by the community around the Operation Area, Pertamina Gas strives to support the efforts of the community and other stakeholders in various activities carried out. As a form of Pertamina's contribution in supporting efforts to accelerate the handling of the 2nd Wave of COVID-19 in 2021, Pertamina Gas allocates an Operating Cost Budget to distribute oxygen from oxygen suppliers to various health facilities using Isotank. Pertamina Gas also provides assistance in the form of oxygen and 6m<sup>3</sup> tubes along with oxygen regulators.

**PELAKSANAAN CSR BIDANG PEMBERDAYAAN MASYARAKAT**

Selama tahun 2021 ini, Perusahaan telah menjalankan kegiatan CSR di bidang pemberdayaan masyarakat dengan rincian sebagai berikut:

**IMPLEMENTATION OF CSR IN THE FIELD OF COMMUNITY EMPOWERMENT**

During 2021, the Company has carried out CSR activities in the field of community empowerment with the following details:

Program/Kegiatan Programs/Activities	Area Operasi/Lokasi Operation Area/Location	Biaya Cost (Rp)
Budidaya Ikan Lele Catfish Cultivation	Operation North Sumatera Area	66.959.000
TERSARING (Taman Ekowisata Ramah dan Sadar Lingkungan) Embung Senja TERSARING (Friendly and Environmentally Aware Ecotourism Park) Embung Senja	Operation Central Sumatera Area	124.725.000
PESONA O Maggot Charm O Maggot	Operation Central Sumatera Area	75.000.000
Kampung Asman TOGA (Tanaman Obat Keluarga) dan Bank Sampah Asman TOGA Village (Family Medicinal Plants) and Waste Bank	Operation South Sumatera Area	61.174.340
Desa Sejuk Indah Ramah (SEIRAMA) Cool Beautiful Village Friendly (SEIRAMA)	Operation South Sumatera Area	70.000.000
Desa Wisata Sidomulyo Sidomulyo Tourism Village	Operation South Sumatera Area	113.815.000
SAUNG PATRA (Desa Unggul Petani Berdaya) SAUNG PATRA (Village of Superior Empowered Farmers)	Operation West Java Area	188.918.850
Kawat Cinta Love Wire	Operation West Java Area	209.593.900

Program/Kegiatan Programs/Activities	Area Operasi/Lokasi Operation Area/Location	Biaya Cost (Rp)
Penatarsewu - Daya Dari Hati: <ul style="list-style-type: none"> <li>Budidaya <i>Maggot</i> BSF</li> <li>UKK Kp. Ikan Asap</li> <li>Penanaman Pohon</li> </ul>	Operation East Java Area	147.575.199
Penatarsewu - Daya Dari Hati: <ul style="list-style-type: none"> <li>BSF <i>Maggot</i> Cultivation</li> <li>UKK Kp. Smoked Fish</li> <li>Tree planting</li> </ul>		
Daya Krida Gresik: <ul style="list-style-type: none"> <li>Galeri Pemasaran Produk</li> <li>Diseminasi dan <i>Sharing</i> Program Kotugres</li> <li><i>Upskilling</i> Sablon</li> </ul>	Operation East Java Area	272.044.782
Gresik Krida Power: <ul style="list-style-type: none"> <li>Product Marketing Gallery</li> <li>Dissemination and Sharing of Kotugres Programs</li> <li><i>Upskilling</i> Sablon</li> </ul>		
Pongpes Metal: <ul style="list-style-type: none"> <li><i>Kerjasama</i> dengan Dinas Peternakan</li> <li>Optimalisasi Peternakan dan Perikanan</li> </ul>	Operation East Java Area	21.705.000
Metal Islamic Boarding School: <ul style="list-style-type: none"> <li>Cooperation with the Livestock Service</li> <li>Livestock and Fishery Optimization</li> </ul>		
Taman Olah Jelantah Waste Cooking Park	Operation East Java Area	65.302.458
UMKM Desa Permisan Permisan Village SMEs	Operation East Java Area	36.680.000
UMKM Rumput Laut Seaweed SMEs	Operation East Java Area	10.495.000
Pemberdayaan Wanita Mandiri (Kampoeng Batik <i>Ecoprint</i> ) Empowering Independent Women (Kampoeng Batik <i>Ecoprint</i> )	Operation Kalimantan Area	78.854.000
Pertanian Terpadu Suka Rahmat Integrated Agriculture Loves Grace	Operation Kalimantan Area	34.207.929
TAMAN Sidrap (Petani Mandiri Sidrap) TAMAN Sidrap (Sidrap Independent Farmers)	Operation Kalimantan Area	100.285.000
<b>Total</b>		<b>1.675.335.458</b>

## PELAKSANAAN CSR BIDANG PELESTARIAN ALAM

Selama tahun 2021 ini, Perusahaan telah menjalankan kegiatan CSR di bidang pelestarian alam dengan rincian sebagai berikut:

## IMPLEMENTATION OF CSR IN THE FIELD OF NATURE CONSERVATION

During 2021, the Company has carried out CSR activities in the field of nature conservation with the following details:

Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Penanaman Pohon di Bibir Sungai Wampu Planting Trees on the Wampu River Bank	Operation North Sumatera Area	33.600.000
Keanekaragaman Hayati di Taman Kehati Cambai dan Taman Kehati Bedegung Biodiversity at Cambai Wildlife Park and Bedegung Wildlife Park	Operation South Sumatera Area	55.000.000
PERISAI BUMI (Pelindung Abrasi Berbasis Penanaman Mangrove Intensif) EARTH SHIELD (Abrasion Protection Based on Intensive Mangrove Planting)	Operation West Java Area	62.725.000





Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Masyarakat Peduli Bencana Cilamaya Cilamaya Disaster Care Community	Operation West Java Area	23.550.000
Bantuan Peralatan Pengelolaan Lingkungan Environmental Management Equipment Assistance	Operation West Java Area	70.000.000
Desa Tanggap Bencana (Destana Kupang) Disaster Response Village (Destana Kupang)	Operation East Java Area	81.732.000
Konservasi Keanekaragaman Hayati (Taman Nasional Kutai) Biodiversity Conservation (Kutai National Park)	Operation Kalimantan Area	39.200.000
Program Tanggap Bencana Disaster Response Program	Operation Kalimantan Area	47.100.000
<b>Total</b>		<b>412.907.000</b>

#### PELAKSANAAN CSR BIDANG KESEHATAN

Selama tahun 2021 ini, Perusahaan telah menjalankan kegiatan CSR di bidang kesehatan dengan rincian sebagai berikut:

#### IMPLEMENTATION OF CSR IN HEALTH SECTOR

During 2021, the Company has carried out CSR activities in the health sector with the following details:

Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Sosialisasi Pencegahan Stunting dan Pemberian Bahan Makanan Tambahan Socialization of Stunting Prevention and Provision of Supplementary Foodstuffs	Operation North Sumatera Area	10.612.245
Cek Kesehatan Ponpes Metal Metal Islamic Boarding School Health Check	Operation East Java Area	12.460.000
<b>Total</b>		<b>23.072.245</b>

#### PELAKSANAAN CSR BIDANG PENDIDIKAN

Selama tahun 2021 ini, Perusahaan telah menjalankan kegiatan CSR di bidang pendidikan dengan rincian sebagai berikut:

#### IMPLEMENTATION OF CSR IN EDUCATION SECTOR

During 2021, the Company has carried out CSR activities in the education sector with the following details:

Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Pelatihan Design Grafis selama 1 Bulan Graphic Design Training for 1 Month	Operation North Sumatera Area	16.805.000
Perpustakaan Jalanan Cilamaya Cilamaya Street Library	Operation West Java Area	9.980.000
<b>Total</b>		<b>26.785.000</b>

#### PELAKSANAAN DONASI

Selama tahun 2021 ini, Perusahaan telah menjalankan kegiatan donasi dengan rincian sebagai berikut:

#### DONATION IMPLEMENTATION

During 2021, the Company has carried out donation activities with the following details:

<b>Program/Kegiatan</b> Program/Activity	<b>Area Operasi/Lokasi</b> Area of Operation/Location	<b>Biaya Cost</b> Cost (Rp)
Kontribusi Pengembangan Balkondes PGN PGN Balkondes Development Contribution	Kantor Pusat Headquarters	355.000.000
Tanggap Kebencanaan Di Timor Leste Disaster Response in Timor Leste	Kantor Pusat Headquarters	51.020.408
Kebutuhan Kegiatan Pemberian Bantuan Vaksinasi Pertagas Oeja Di Desa Penatarsewu Need for Pertagas Oeja Vaccination Assistance Activities in Penatarsewu Village	Kantor Pusat Headquarters	21.019.500
Kebutuhan Kegiatan Pemberian Bantuan Vaksinasi Pertagas Owja Di Puskesmas Gempol The Need for Pertagas Owja Vaccination Assistance Activities at Gempol Health Center	Kantor Pusat Headquarters	10.006.500
Bantuan Seragam Sepakbola Putra 12 Bangko Jaya Men's 12 Bangko Jaya Soccer Uniform Assistance	Kantor Pusat Headquarters	4.006.500
Bantuan Tim Sepakbola Di Area Rokan Rokan Area Soccer Team Assistance	Kantor Pusat Headquarters	2.006.500
Bantuan Tabung Oksigen Medis ke Beberapa Fasilitas Kesehatan Medical Oxygen Cylinder Assistance to Several Health Facilities	Kantor Pusat Headquarters	9.100.000
Bantuan Bencana Banjir di Kota Dumai Flood Disaster Relief in Dumai City	Kantor Pusat Headquarters	5.000.000
Santunan Anak Yatim & Dhuafa dalam rangka Ramadan 1442 H Donations to Orphans & Dhuafa in the context of Ramadan 1442 H	Kantor Pusat Headquarters	160.000.000
Bantuan Kebencanaan Banjir Tamiang Aceh Tamiang Aceh Flood Disaster Assistance	Kantor Pusat Headquarters	10.000.000
Bantuan Paket Makanan ke Tenaga Medis di Kota Bontang Food Package Assistance to Medical Personnel in Bontang City	Kantor Pusat Headquarters	4.806.500
Santunan Yatim Piatu di Yayasan Nur Al Muhajir Donations to Orphans at the Nur Al Muhajir Foundation	Kantor Pusat Headquarters	5.006.500
Santunan Yatim Piatu Yayasan Makam Kramat Donations to the Orphans of the Kramat Cemetery Foundation	Kantor Pusat Headquarters	5.006.500
Bantuan Fasilitas Air Bersih Rumah Ibadah di Tanah Karo dan Sekitarnya Aid for Clean Water Facilities for Houses of Worship in Tanah Karo and Surrounding Areas	Kantor Pusat Headquarters	40.000.000
Bantuan Sosial di Kelurahan Bukit Batrem Social Assistance in Bukit Batrem Village	Kantor Pusat Headquarters	2.818.000
Partisipasi Kegiatan MTQ ke-XX Tingkat Kabupaten di Provinsi Riau Participation of MTQ Activities to XX District Level in Riau Province	Proyek Rokan Rokan Project	5.000.000
Bantuan Penghijauan Masjid An Nur Kota Pekanbaru Aid for Reforestation of An Nur Mosque in Pekanbaru City	Proyek Rokan Rokan Project	10.000.000
Bantuan 2000 Masker Tenaga Medis di Provinsi Riau Aid 2000 Masks for Medical Workers in Riau Province	Proyek Rokan Rokan Project	5.000.000
Bantuan Pembangunan Masjid Al Ihsan di Desa Rantau Bais Provinsi Riau Assistance for the Construction of the Al Ihsan Mosque in Rantau Bais Village, Riau Province	Proyek Rokan Rokan Project	18.000.000
Partisipasi Kegiatan Turnamen Sepak Bola PWI Provinsi Riau Participation in Riau Province PWI Football Tournament Activities	Proyek Rokan Rokan Project	4.000.000



Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Bantuan Pembangunan Kembali Bangunan Pengelolaan Program Penyediaan Air Minum dan Sanitasi Berbasis Masyarakat di Kabupaten Bengkalis Assistance for Building Reconstruction Management of Community-Based Water Supply and Sanitation Programs in Bengkalis Regency	Proyek Rokan Rokan Project	35.000.000
Bantuan Semenisasi Jalan Akses Masuk Kantor Kelurahan Talang Mandi Mandau Assistance in Cementing Access Road to the Talang Mandi Mandau Sub-District Office	Proyek Rokan Rokan Project	78.469.850
Bantuan Pengadaan <i>Sound System</i> Musholla As Shabirin As Shabirin Mosque Sound System Procurement Assistance	Proyek Rokan Rokan Project	2.400.000
Partisipasi Kegiatan Sarasehan Energi – Dewan Energi Mahasiswa Universitas Riau Energy Workshop Participation – Riau University Student Energy Council	Proyek Rokan Rokan Project	15.000.000
Bantuan Normalisasi Sungai di Kota Dumai River Normalization Assistance in Dumai City	Proyek Rokan Rokan Project	500.000.000
Bantuan Pembangunan Gazebo untuk Tempat Sholat di Kantor Kelurahan Mekarsari Gazebo Development Assistance for Prayer Places at the Mekarsari Village Office	Proyek Rokan Rokan Project	20.000.000
Bantuan Pembangunan SDN 037 di Desa Ujung Tanjung Kabupaten Rokan Hilir Development Assistance for SDN 037 in Ujung Tanjung Village, Rokan Hilir Regency	Proyek Rokan Rokan Project	465.370.000
Bantuan Pembangunan Pagar Polsek Tapung Hilir, Kabupaten Kampar Assistance for the Construction of the Tapung Hilir Police Fence, Kampar Regency	Proyek Rokan Rokan Project	55.000.000
Bantuan Alat Permainan Edukatif di TK Negeri Pembina 7 di Desa Kota Garo Assistance with Educational Game Tools at Pembina 7 State Kindergarten in Garo City Village	Proyek Rokan Rokan Project	5.000.000
Bantuan Perbaikan Gereja Kristen Protestan Indonesia Jemaat Khusus Dolok Jireh Simpang Benar Aid for the Repair of the Indonesian Protestant Christian Church for the Special Congregation of Dolok Jireh Simpang Benar	Proyek Rokan Rokan Project	10.000.000
Bantuan Rehabilitasi Gereja Bethel Desa Tegganau, Pinggir, Bengkalis Bethel Church Rehabilitation Assistance in Tegganau Village, Pinggir, Bengkalis	Proyek Rokan Rokan Project	300.000.000
Bantuan Sosial Kepenghuluan Desa Bangko Jaya untuk Program Pembinaan Ibu-Ibu PKK Dan Partisipasi Pembangunan Masjid Raya Nur Thaha Social Assistance for the Head of Bangko Jaya Village for the Guidance Program for PKK Women and Participation in the Construction of the Great Mosque of Nur Thaha	Proyek Rokan Rokan Project	66.000.000
Bantuan Sosial Kepenghuluan Desa Bangko Permata Untuk Pembangunan Turap Masjid Al-latiqomah Dan Partisipasi Pembangunan Lapangan Futsal Social Assistance for the Head of Bangko Permata Village for the Construction of Al-latiqomah Mosque Pillars and Participation in the Construction of the Futsal Field	Proyek Rokan Rokan Project	66.000.000
Bantuan Perbaikan Jalan Bangko Pusako Dan Budidaya Bawang Merah Kelompok Tani Bumi Ayu Aid for Bangko Pusako Road Repair and Shallot Cultivation for Bumi Ayu Farmers Group	Proyek Rokan Rokan Project	60.645.000
Bantuan Pembangunan Lampu Jalan Di Balai Adat LAMR Mandau Assistance for the Construction of Street Lights at the Mandau LAMR Traditional Hall	Proyek Rokan Rokan Project	10.339.000
Santunan Yatim Piatu dan Dhuafa pada Warga di Sekitar Proyek ADK Compensation for Orphans and Dhuafa to Residents Around the ADK Project	Proyek Gresik Semarang Gresik Semarang Project	21.000.000
Bantuan Pengadaan Mebel/Furnitur untuk Kantor Kepala Desa Jiken Furniture/Furniture Procurement Assistance for the Office of the Jiken Village Head	Proyek Gresik Semarang Gresik Semarang Project	10.000.000
Santunan Yatim Piatu dan Dhuafa Dalam Rangka HUT Pertamina Gas ke-13 Donations to Orphans and Dhuafa in Context of the 13th Anniversary of Pertamina Gas	ONSA, OCSA, OSSA, OWJA, OEJA, OKA	500.000.000

Program/Kegiatan Program/Activity	Area Operasi/Lokasi Area of Operation/Location	Biaya Cost (Rp)
Santunan Yatim Piatu Dan Dhuafa dalam Rangka Ramadhan 1442 H kepada Warga di Sekitar Proyek Rokan Dan Gresem Donations to Orphans and Dhuafa in the Context of Ramadan 1442 H to Residents Around the Rokan and Gresem Project	Project Rokan Dan Gresik Semarang Project Rokan and Gresik Semarang	180.000.000
Bantuan Hewan Qurban Idul Adha 1442 H kepada Warga di Sekitar Area Operasi Pertamina Gas Eid al-Adha 1442 H Sacrificial Animal Aid to Residents Around Pertamina Gas Operation Area	ONSA, OCSA, OSSA, OWJA, OEJA, OKA	534.000.000
Bantuan Hewan Qurban Idul Adha 1442 H kepada Warga di Sekitar Area Proyek Rokan dan Gresik Semarang Eid al-Adha 1442 H Sacrificial Animal Aid to Residents Around the Rokan and Gresik Project Area, Semarang	Project Rokan Dan Gresik Semarang Project Rokan and Gresik Semarang	434.300.000
<b>Total</b>		<b>4.095.320.758</b>

## DUKUNGAN PENANGANAN COVID-19 GELOMBANG KE-2

Mendukung upaya Pemerintah Republik Indonesia dalam Penanganan Gelombang ke-2 COVID-19, Pertamina Gas mengerahkan 9 unit Isotank untuk membantu distribusi Oksigen ke Rumah Sakit Rujukan COVID serta Fasilitas Kesehatan lainnya. Pertamina Gas juga menyalurkan sejumlah total 137.110 Kg Oksigen ke 37 Rumah Sakit di DKI Jakarta, Jawa Tengah, Daerah Istimewa Yogyakarta, Jawa Timur dan Bali dengan realisasi anggaran senilai Rp.2.305.682.500,-.

## PENGUNAAN TENAGA KERJA LOKAL

Perusahaan memiliki komitmen untuk terus menjalankan program pengembangan dan pemberdayaan masyarakat agar dapat mencapai masyarakat yang mandiri dan sejahtera, khususnya bagi masyarakat sekitar wilayah operasi Perusahaan. Pertamina Gas memberikan prioritas pengisian karyawan baru di sekitar wilayah operasi dengan menggunakan metode rekrutmen dan seleksi yang dapat mengefisienkan waktu, mengoptimalkan pencarian karyawan yang berkompeten dan pemanfaatan tenaga kerja lokal. Kesempatan kerja bagi masyarakat di sekitar wilayah kerja Perusahaan selalu diberikan sebagai upaya untuk meningkatkan kesempatan kerja bagi masyarakat sekitar wilayah operasi. Di samping itu, penggunaan tenaga kerja lokal juga akan menciptakan efisiensi biaya dan pengelolaan SDM yang efektif, dan secara tidak langsung berkontribusi dalam mengurangi angka pengangguran.

Di tahun 2021, Perusahaan telah melaksanakan penerimaan tenaga kerja lokal sebanyak 2.213 orang, yang mana mengalami kenaikan dari tahun 2020 sebanyak 2.184 orang.

## 2<sup>ND</sup> WAVE OF COVID-19 HANDLING SUPPORT

Supporting the efforts of the Government of the Republic of Indonesia in Handling the 2<sup>nd</sup> Wave of COVID-19, Pertamina Gas deployed 9 Isotank units to assist the distribution of Oxygen to the COVID Referral Hospital and other Health Facilities. Pertamina Gas also distributed a total of 137,110 kg of oxygen to 37 hospitals in DKI Jakarta, Central Java, Yogyakarta, East Java and Bali with a budget realization of Rp.2,305,682,500,-.

## EMPLOYMENT OF LOCAL LABOR

The Company has a commitment to continue to carry out community development and empowerment programs in order to achieve an independent and prosperous community, especially for the community around the Company's operational areas. Pertamina Gas gives priority to filling new employees around the operational area by using recruitment and selection methods that can streamline time, optimize the search for competent employees and utilize local workers. Employment opportunities for communities around the Company's work areas are always provided as an effort to increase job opportunities for communities around the operational areas. In addition, the use of local labor will also create cost efficiency and effective HR management, and indirectly contribute to reducing unemployment.

In 2021, the Company has implemented local workforce recruitment of 2,213 people, which experienced an increase from 2020 as many as 2,184 people.



## KOMUNIKASI MENGENAI KEBIJAKAN DAN PROSEDUR ANTI KORUPSI

Komitmen Pertamina Gas untuk terus menciptakan penyelenggaraan Perusahaan yang bersih dan transparan diwujudkan dalam berbagai kegiatan. Salah satu kegiatan yang dilakukan oleh Pertamina Gas adalah melakukan sosialisasi dan komunikasi pencegahan korupsi sebagai komitmen implementasi Tata Kelola Perusahaan yang Baik, Pengendalian Gratifikasi, dan Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) melalui portal, *broadcast e-mail* internal, pengumuman, dan sosialisasi langsung Insan Pertamina Gas. Dengan adanya sosialisasi ini diharapkan insan Perusahaan dapat mengetahui lebih dini segala tindakan yang bisa mengarah kepada korupsi. Hal ini dikarenakan dengan mengetahui suatu perbuatan yang bisa dikategorikan sebagai korupsi adalah suatu upaya awal yang dapat dilakukan untuk mencegah agar seseorang tidak melakukan korupsi.

Pada tanggal 24 Desember 2021, PT Pertamina Gas telah tersertifikasi Sistem Manajemen Anti Penyuapan ISO 37001. Hal ini merupakan keberhasilan perusahaan dalam menerapkan GCG dan mengimplementasikan sistem manajemen anti penyuapan dengan baik sehingga layak dan berhak memperoleh sertifikat Sistem Manajemen Anti Penyuapan dari Lembaga Independen – BSI Group Indonesia.

## MEKANISME PENYAMPAIAN KELUHAN

Pertamina Gas menyadari kegiatan operasi yang tidak terlepas dari berbagai dinamika terhadap masyarakat setempat. Perusahaan memiliki mekanisme bagi para pemangku kepentingan untuk menyampaikan keluhan maupun pengaduan terkait dampak sosial dari kegiatan operasi tersebut.

Saat ini layanan keluhan pelanggan Pertamina Gas Group telah terintegrasi ke dalam *Contact Center* PT Perusahaan Gas Negara Tbk. melalui:

Telepon : 1500.645

Website : [www.pgn.co.id](http://www.pgn.co.id)

Email : [contact.center@pgn.co.id](mailto:contact.center@pgn.co.id)

## COMMUNICATION REGARDING ANTI-CORRUPTION POLICIES AND PROCEDURES

Pertamina Gas' commitment to continue to create clean and transparent Company operations is manifested in various activities. One of the activities carried out by Pertamina Gas is socializing and communicating corruption prevention as a commitment to implementing Good Corporate Governance, Gratification Control, and the Whistleblowing System (WBS) through portals, internal e-mail broadcasts, announcements, and socialization. Pertamina Gas personnel directly. With this socialization, it is hoped that the Company's personnel can find out early on all actions that can lead to corruption. This is because knowing an act that can be categorized as corruption is an initial effort that can be taken to prevent someone from committing corruption.

On December 24, 2021, PT Pertamina Gas was certified against the ISO 37001 Anti-Bribery Management System. This is the company's success in implementing GCG and implementing the anti-bribery management system properly so that it deserves and is entitled to obtain an Anti-Bribery Management System certificate from an Independent Institution – BSI Group Indonesia.

## GRIEVANCE MECHANISM

Pertamina Gas realizes that operational activities are inseparable from the various dynamics of the local community. The company has a mechanism for stakeholders to submit complaints or complaints related to the social impacts of these operations.

Currently, Pertamina Gas Group's customer complaint service has been integrated into the Contact Center of PT Perusahaan Gas Negara Tbk. through:

Phone : 1500.645

Website : [www.pgn.co.id](http://www.pgn.co.id)

Email : [contact.center@pgn.co.id](mailto:contact.center@pgn.co.id)

# Tanggung Jawab Sosial Perusahaan Terhadap Aspek Kesehatan dan Keselamatan Kerja

## Corporate Social Responsibility to Occupational Safety and Health Aspects



Tanggung Jawab Sosial Perusahaan terhadap aspek *Quality, Health, Safety, Security* and *Environment* (QHSSE) ditujukan untuk mencegah terjadinya kecelakaan, cedera ataupun sakit penyakit yang terjadi pada karyawan, pelanggan, mitra kerja ataupun pemangku kepentingan lainnya. Selain menempatkan kesehatan dan keselamatan pekerja sebagai aspek utama, Pertamina Gas juga memprioritaskan keamanan pada aset-aset Perusahaan dan lingkungan di seluruh area operasional.

Perusahaan memandang pekerja sebagai mitra untuk mendukung kinerja operasional Pertamina Gas dalam rangka pemenuhan tujuan Perusahaan. Pembahasan dalam lingkup QHSSE ini menjadi satu bagian tidak terpisahkan dari keseluruhan pengelolaan dan pengembangan SDM Perusahaan yang dilihat dari berbagai aspek seperti profil (citra) Perusahaan, pendukung operasional, dan kesejahteraan pekerja (termasuk kesehatan dan keselamatan kerja/K3).

Landasan dasar Pertamina Gas dalam pengelolaan kesehatan dan keselamatan kerja adalah Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja, Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, Undang-Undang No. 36 Tahun 2009 tentang Kesehatan, Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja.

Corporate Social Responsibility for the aspects of *Quality, Health, Safety, Security* and *Environment* (QHSSE) is intended to prevent accidents, injuries or illnesses that occur to employees, customers, work partners or other stakeholders. In addition to placing the health and safety of workers as the main aspect, Pertamina Gas also prioritizes the security of the Company's assets and the environment in all operational areas.

The Company views employees as partners to support Pertamina Gas' operational performance in order to fulfill the Company's objectives. The discussion within the scope of QHSSE is an integral part of the overall management and development of the Company's human resources, which can be seen from various aspects such as the Company's profile (image), operational support, and worker welfare (including occupational health and safety/K3).

The basic foundation of Pertamina Gas in managing occupational health and safety is Law no. 1 of 1970 concerning Occupational Safety, Law no. 13 of 2003 concerning Manpower, Law no. 36 of 2009 concerning Health, Government Regulation no. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems.





## KEBIJAKAN

Pertamina Gas merupakan bagian dari Sub Holding Gas PERTAMINA yang berperan dalam usaha niaga gas, pemrosesan gas, transportasi dan distribusi minyak dan gas, serta bisnis lainnya yang terkait dengan gas alam dan produk turunannya.

Seluruh jajaran manajemen dan setiap individu yang bekerja di lingkungan kerja Perusahaan, termasuk kontraktor, bertanggung jawab untuk menunjukkan praktik kerja dan kinerja terbaik untuk Keselamatan & Kesehatan Kerja, Keamanan, Lindung Lingkungan dan Mutu, dengan tujuan tidak ada kecelakaan kerja, melaksanakan perbaikan secara berkelanjutan, mengintegrasikan strategi dan aktifitas Perusahaan dengan baik dalam konteks *Environmental Social Governance* (ESG). Kebijakan keberlanjutan ini juga merupakan komponen yang terintegrasi dari operasional excellence di Pertamina Gas sebagai bentuk berkontribusi terhadap *Sustainable Development Goals* (SDGs).

Pertamina Gas berupaya menjadi pemimpin global dalam pengembangan rantai suplai gas dan diakui sebagai:

### 1. Perusahaan Ramah Lingkungan (*Environmentally Friendly Company*)

Perusahaan yang menyediakan dan mendukung akses energi dan pengembangan Energi Baru dan Terbarukan untuk mendukung agenda transisi iklim nasional, bertanggung jawab dalam mengatasi masalah perubahan iklim dan sebagai teladan dalam melaksanakan sistem manajemen lingkungan terkait dengan seluruh kegiatannya.

### 2. Tanggung Jawab Sosial Perusahaan (*Societal Responsible Company*)

Perusahaan yang berkomitmen untuk menerapkan standar tertinggi dalam praktik Kesehatan dan Keselamatan secara terus-menerus, menghormati dan melibatkan masyarakat sekitar untuk mendorong pembangunan sosial dan ekonomi yang berkelanjutan, mendukung dan menjunjung tinggi pengembangan karyawan yang berkelanjutan, keragaman, dan prinsip-prinsip Hak Asasi Manusia.

### 3. Tata Kelola Perusahaan yang Baik (*Good Governance Company*)

Perusahaan yang memastikan kepatuhan terhadap semua persyaratan hukum yang ditetapkan di wilayah operasinya dan menjunjung tinggi standar tertinggi praktik Tata Kelola Perusahaan yang baik dan menegakkan praktik anti korupsi, anti penyuapan dan anti kecurangan untuk semua pemangku kepentingan dalam lini operasional perusahaan.

Untuk memenuhi komitmen tersebut, PT Pertamina Gas menerapkan sistem manajemen keberlanjutan PEGASSUS (*Pertamina Gas Sustainability System*) dengan cara:

- Melakukan upaya perlindungan lingkungan dan menyediakan tempat kerja yang aman dan sehat dengan melaksanakan pencegahan terjadinya; kecelakaan, kebakaran/ledakan, penyakit akibat kerja, pencemaran lingkungan dan kerusakan

## POLICY

Pertamina Gas is part of the PERTAMINA Gas Sub Holding which plays a role in gas trading, gas processing, transportation and distribution of oil and gas, as well as other businesses related to natural gas and its derivative products.

All levels of management and every individual who works in the Company's work environment, including contractors, are responsible for demonstrating the best work practices and performance for Occupational Safety & Health, Security, Environmental Protection and Quality, with the aim of no work accidents, implementing continuous improvement, integrate the Company's strategies and activities well in the context of Environmental Social Governance (ESG). This sustainability policy is also an integrated component of operational excellence at Pertamina Gas as a form of contributing to the Sustainable Development Goals (SDGs).

Pertamina Gas strives to be a global leader in gas supply chain development and is recognized as:

### 1. Environmentally Friendly Company

Companies that provide and support energy access and the development of New and Renewable Energy to support the national climate transition agenda, are responsible for addressing climate change issues and as role models in implementing environmental management systems in all their activities.

### 2. Corporate Social Responsibility (*Societal Responsible Company*)

A company that is committed to consistently applying the highest standards of Health and Safety practices, respecting and involving the surrounding community to promote sustainable social and economic development, supporting and upholding sustainable employee development, diversity, and the principles of Human Rights.

### 3. Good Corporate Governance

A company that ensures compliance with all legal requirements established in its area of operation and upholds the highest standards of good corporate governance practices and enforces anti-corruption, anti-bribery and anti-fraud practices for all stakeholders in the company's operational lines.

To fulfill this commitment, PT Pertamina Gas implements the PEGASSUS (*Pertamina Gas Sustainability System*) sustainability management system by:

- Take efforts to protect the environment and provide a safe and healthy workplace by implementing prevention; accidents, fires/explosions, occupational diseases, environmental pollution and damage to product quality as well as security

mutu produk serta masalah gangguan keamanan yang dapat mengakibatkan pengaruh negatif terhadap reputasi perusahaan dan kerusakan properti, cedera pada orang-orang yang bekerja untuk perusahaan, pencemaran lingkungan serta dampak terhadap masyarakat sekitar.

- Mengurangi emisi gas rumah kaca, emisi gas non-rumah kaca, releases, limbah, *effluent*, dan mengatasi masalah perubahan iklim yang lebih luas melalui pengelolaan risiko terkait peraturan, reputasi, dan/atau pasar dari perubahan iklim dengan mengintegrasikannya dalam strategi dan operasi.
  - menggunakan sumber daya alam secara bijaksana serta bekerja dengan mitra dan pemasok menuju pengadaan barang dan jasa yang ramah lingkungan dan berkelanjutan untuk menjamin dampak minimum terhadap lingkungan
  - Mematuhi semua ketentuan, peraturan dan standar lain yang relevan terhadap Keselamatan dan Kesehatan Kerja, Lindungan Lingkungan, Pengendalian Mutu serta Keamanan.
  - Menerapkan Manajemen Keselamatan Proses (*Process Safety Management*) sebagai dasar pencegahan dan pengendalian bahaya kejadian besar "*Major Accident Hazard*" (MAH) dan berkomitmen untuk menjaga kehandalan melalui program "*Asset Reliability Integrity*", *Housekeeping "Site Physical Tour"* (SPT) dan "*Site Barrier Tour*" (SBT) di seluruh area Operasi Perusahaan.
  - Menjadi lokomotif pembangunan sosial untuk mendorong pembangunan sosial dan ekonomi di tengah masyarakat serta menghormati hak-hak masyarakat/komunitas adat di mana perusahaan beroperasi, termasuk mempromosikan pembangunan sosial-ekonomi, mendukung terpenuhinya hak-hak sosial, ekonomi, dan budaya, melindungi situs budaya, dan menghindari pemaksaan dalam pemindahan pemukiman masyarakat/komunitas adat.
  - Menciptakan lingkungan kerja yang positif, bebas dari rasa takut atau dipersalahkan atas pelaporan insiden termasuk kejadian hampir celaka (*nearmiss*) serta kondisi atau tindakan tidak aman (*substandard*) serta memastikan terlaksananya proses konsultasi dan pengembangan pekerja secara berkelanjutan, perlakuan yang adil, dan keragaman di tempat kerja.
  - Memenuhi atau melebihi harapan pelanggan, menciptakan nilai bersama "*Create Share Values*" dan hubungan yang harmonis dengan masyarakat sekitar operasi perusahaan, serta proaktif dan responsif terhadap kebencanaan dalam skala lokal, nasional dan/atau internasional dengan cara bekerjasama dengan perusahaan lain maupun lembaga kemanusiaan nasional maupun internasional.
  - Transparansi laporan kinerja untuk semua pemangku kepentingan serta menegakkan nilai-nilai anti-korupsi dan anti-kecurangan di dalam Perusahaan.
- problems that can have a negative impact on the company's reputation and property damage, injuries to people who work for the company, environmental pollution and impacts on the surrounding community.
- Reducing greenhouse gas emissions, non-greenhouse gas emissions, releases, waste, effluents, and addressing broader climate change issues through managing regulatory, reputational, and/or market-related risks from climate change by integrating them into strategies and operations.
  - Use natural resources wisely and work with partners and suppliers towards environmentally friendly and sustainable procurement of goods and services to ensure minimum impact on the environment
  - Obey all provisions, regulations and other standards relevant to Occupational Safety and Health, Environmental Protection, Quality Control and Security.
  - Implementing Process Safety Management as the basis for the prevention and control of the hazard of a major "Major Accident Hazard" (MAH) event and is committed to maintaining reliability through the "Asset Reliability Integrity" program, Housekeeping "Site Physical Tour" (SPT) and " Site Barrier Tour" (SBT) in all areas of the Company's Operations.
  - Become a social development locomotive to encourage social and economic development in the community and Respect the rights of the community/customary community where the company operates, including promoting socio-economic development, supporting the fulfillment of social, economic and cultural rights, protecting cultural sites , and avoid coercion in the relocation of community settlements/customary communities.
  - Create a positive work environment, free from fear or blame for reporting incidents including near misses and unsafe conditions or actions (substandard) and ensuring a continuous process of consultation and employee development, fair treatment, and diversity in the workplace.
  - Meet or exceed customer expectations, create shared values of "Create Share Values" and harmonious relationships with the communities surrounding the company's operations, as well as being proactive and responsive to disasters on a local, national and/or international scale by collaborating with other companies and national humanitarian agencies as well as international.
  - Transparency of performance reports to all stakeholders as well as upholding anti-corruption and anti-fraud values within the Company.



Kebijakan ini didokumentasikan, diimplementasikan, dipelihara dan ditinjau ulang secara periodik, dikomunikasikan kepada setiap individu yang bekerja di lingkungan Perusahaan, serta terbuka untuk konsumsi publik.

This policy is documented, implemented, maintained and reviewed periodically, communicated to every individual working within the Company, and is open for public consumption.

### ASPEK QHSSE DALAM PERJANJIAN KERJA BERSAMA

Manajemen di Pertamina Gas bersama-sama dengan Serikat Pekerja PT Pertamina Gas telah mencantumkan perihal ketentuan mengenai praktik-praktik HSE dalam Perjanjian Kerja Bersama (PKB). Hal ini merupakan wujud komitmen bersama pada penerapan aspek HSE di lingkungan perusahaan.

### QHSSE ASPECTS IN COLLECTIVE LABOR AGREEMENTS

Management at Pertamina Gas together with the PT Pertamina Gas Labor Union has included provisions regarding HSE practices in the Collective Labor Agreement (PKB). This is a form of shared commitment to the implementation of HSE aspects within the company.

BAB BAB	Bagian Part	Pasal Chapter
Perlindungan, Kesehatan dan Keselamatan Kerja Protection, Health and Safety	BAB IV	21, 22, 27, 28, 31, 32, 39, 40, 41, 42
Fasilitas & Kesejahteraan Facilities and Welfare	BAB V	44, 45, 46

### KOMITE HSE

Untuk mewujudkan komitmen Perusahaan terhadap penerapan QHSSE maka Pertamina Gas telah membentuk Panitia Pembina Keselamatan, Kesehatan, Kerja dan Lindung Lingkungan (P2K3LL) atau disebut dengan Komite HSE. Sebagai komite bersama antara Manajemen dengan Pekerja dalam menyampaikan langsung berbagai hal terkait dengan pelaksanaan aspek HSE di lingkungan Pertamina Gas.

### HSE COMMITTEE

To realize the Company's commitment to the implementation of QHSSE, Pertamina Gas has formed a Committee for the Development of Safety, Health, Work and Environmental Protection (P2K3LL) or known as the HSE Committee. As a joint committee between Management and Employees in directly conveying various matters related to the implementation of HSE aspects within Pertamina Gas.

Bidang Sectors	Perwakilan Manajemen Management Representative		Perwakilan Pekerja Worker Representative	
	Jumlah Total	Presentase terhadap Total Manajemen Percentage to Total Management	Jumlah Total	Presentase terhadap Total Pekerja Percentage to Total Worker
Perlindungan, Kesehatan dan Keselamatan Kerja Protection, Occupation, Health and Safety	26	6,5%	60	16%

### FUNGSI QUALITY, HEALTH, SAFETY, SECURITY & ENVIRONMENT (QHSSE)

Penyelenggaraan aspek QHSSE di lingkungan dikelola oleh fungsi *Quality & Health, Safety, Security, and Environmental* (QHSSE). Secara struktur organisasi perusahaan, QHSSE merupakan fungsi independen yang berada di leher struktur dan bertugas melaporkan langsung kepada Direktur Utama. Fungsi QHSSE dipimpin oleh seorang *Vice President QHSSE* dan dibantu oleh *Manager Quality Management & Performance Evaluation, Manager Security, Manager HSE, Senior Analyst Health & Safety, Senior Analyst System Management & Quality, Analyst System*

### FUNCTION QUALITY, HEALTH, SAFETY, SECURITY & ENVIRONMENT (QHSSE)

The implementation of the QHSSE aspect in the environment is managed by the *Quality & Health, Safety, Security, and Environmental* (QHSSE) function. In terms of the company's organizational structure, QHSSE is an independent function located at the neck of the structure and is tasked with reporting directly to the President Director. The QHSSE function is led by a *QHSSE Vice President* and assisted by *Quality Management & Performance Evaluation Manager, Security Manager, HSE Manager, Senior Analyst Health & Safety, Senior Analyst*

– *Continues Improvement Program & Knowledge Management, Analyst Performance Management & Subsidiaries, Senior Officer Security Strategy, Officer Security Operation, Senior Analyst Health & Safety, Analyst Occupational Health & Industrial Hygiene, Analyst Environmental Compliance, Junior Analyst Safety & Emergency Response, Junior Analyst Environmental Monitoring, Environmental Officer, HSE Campaign Officer, QHSSE Administration.*

System Management & Quality, System Analyst – *Continues Improvement Program & Knowledge Management, Analyst Performance Management & Subsidiaries, Senior Officer Security Strategy, Security Operations Officer, Senior Analyst Health & Safety, Analyst Occupational Health & Industrial Hygiene, Analyst Environmental Compliance, Junior Analyst Safety & Emergency Response, Junior Analyst Environmental Monitoring, Environmental Officer, HSE Campaign Officer, QHSSE Administration .*

**PROFIL VP QHSSE**

**VP QHSSE PROFILE**

**INDRA P. SEMBIRING**

**Vice President QHSSE**  
Menjabat Sejak 1 April 2020  
Serving Since April 1, 2020



Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian Citizens
Tempat, Tanggal Lahir Place and date of birth	:	Binjai, 18 Juli 1968 Binjai, July 18, 1968
Riwayat Pendidikan Educational background	:	<ul style="list-style-type: none"> <li>▪ S1 Teknik Elektro dari Institut Teknologi Bandung tahun 1992</li> <li>▪ S2 Kesehatan Keselamatan Kerja dari Universitas Indonesia tahun 2014</li> <li>▪ S1 Electrical Engineering from Bandung Institute of Technology in 1992</li> <li>▪ Master's Degree in Occupational Health and Safety from the University of Indonesia in 2014</li> </ul>
Pengalaman Kerja Work experience	:	<p>Karier profesionalnya di Pertamina dimulai sejak tahun 1993 di Departemen Teknik Area Panas Bumi Kamojang sebagai Asisten Pemeliharaan. Berbagai jabatan pernah diembannya mulai dari Asset 5 Operation Manager di PT Pertamina EP (2013), Safety Manager di Pertamina EP (2013-2016), HSE Operation Manager di PT Pertamina EP (2016-2018), Sr. Manager Safety dan Industrial Hygiene di PT Pertamina EP (2019-2020).</p> <p>His professional career at Pertamina began in 1993 at the Kamojang Geothermal Area Engineering Department as a Maintenance Assistant. He has held various positions ranging from Asset 5 Operation Manager at PT Pertamina EP (2013), Safety Manager at Pertamina EP (2013-2016), HSE Operation Manager at PT Pertamina EP (2016-2018), Sr. Manager of Safety and Industrial Hygiene at PT Pertamina EP (2019-2020).</p>
Dasar Hukum Pengangkatan Legal Basis of Appointment	:	SK Direktur Utama PT Pertamina (Persero) No. SKMJ-00252/K20000/2020-S8 Decree of the President Director of PT Pertamina (Persero) No. SKMJ-00252/K20000/2020-S8

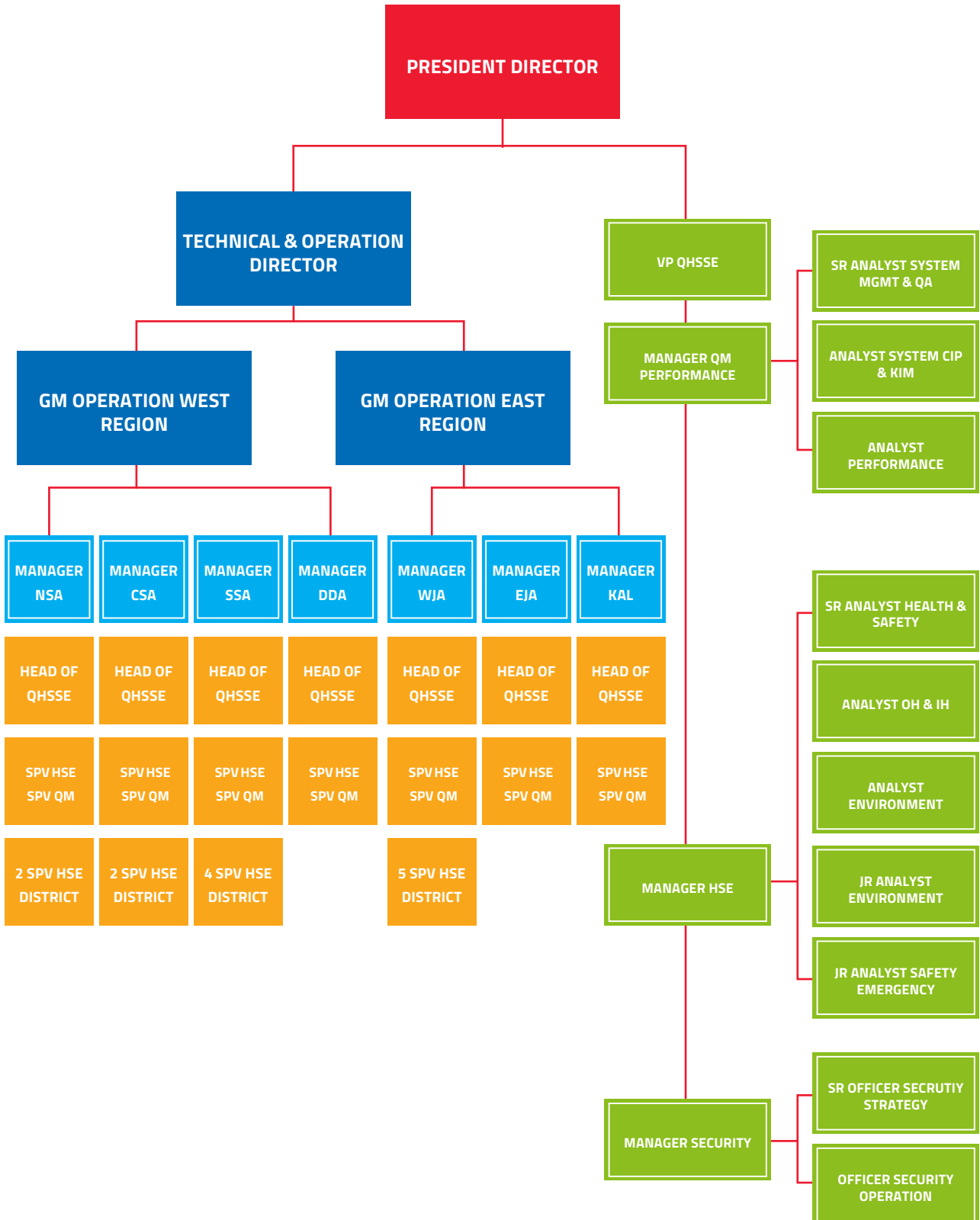
Dalam pelaksanaan aspek QHSSE, fungsi QHSSE berkoordinasi dengan seluruh fungsi yang ada di Kantor Pusat PT Pertamina Gas, serta berkolaborasi dengan instrumen organisasi perusahaan yang berada di Area Operasi terutama dengan para *Assistant Manager Quality & Technical Budgeting, Head of QHSSE, Officer HSE, Officer Quality Management*. Sementara untuk cakupan proyek, QHSSE berkoordinasi dengan *Project Manager* dan *Assistant Manager HSE Project*.

In implementing the QHSSE aspect, the QHSSE function coordinates with all functions at the PT Pertamina Gas Head Office, as well as collaborates with company organizational instruments in the Operations Area, especially with the Assistant Manager Quality & Technical Budgeting, Head of QHSSE, HSE Officer, Quality Officer. Management. Meanwhile, for the project scope, QHSSE coordinates with the Project Manager and Assistant Manager of the HSE Project



**STRUKTUR ORGANISASI FUNGSI QHSSE**

**QHSSE FUNCTION ORGANIZATIONAL STRUCTURE**



## PROGRAM KERJA KESEHATAN DAN KESELAMATAN KERJA

Berbagai kegiatan yang dilakukan oleh Perusahaan di tahun 2021 ini khususnya di bidang pengelolaan QHSSE yang searah dengan rencana program tahunan Perusahaan maupun program jangka panjang Perusahaan.

Perusahaan menjalankan kegiatan tersebut secara berkelanjutan dan berkesinambungan untuk dapat mewujudkan pekerja yang memiliki kemampuan teknis dan kemampuan profesional untuk mendukung keberlanjutan bisnis perusahaan di masa sekarang hingga masa yang akan datang.

Perusahaan telah melaksanakan berbagai program kerja di tahun 2021 yang berkaitan dengan pengelolaan aspek QHSSE dengan rincian sebagai berikut:

## OCCUPATIONAL HEALTH AND SAFETY WORK PROGRAM

Various activities carried out by the Company in 2021, especially in the field of QHSSE management, are in line with the Company's annual program plans and the Company's long-term programs.

The company carries out these activities in a sustainable and sustainable manner to be able to create workers who have technical abilities and professional abilities to support the company's business sustainability in the present and in the future.

The company has implemented various work programs in 2021 related to the management of QHSSE aspects with the following details:

No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
1	Rapat HSE Komite HSE Committee Meeting	1.1	Pendaftaran Komite P2K3 Pertagas ke Instansi Terkait Pertagas P2K3 Committee Registration to Related Agencies	1	Mendaftarkan organisasi P2K3 Pusat ke Kemenaker Registering the Central P2K3 organization with the Ministry of Manpower
				2	Mendaftarkan organisasi P2K3 Area ke Disnaker setempat Registering Area P2K3 organizations with the local Manpower Office
		1.2	Pelaksanaan HSE Komite Meeting Implementation of HSE Committee Meeting	3	Pelaksanaan HSE Komite Meeting Level Presdir HSE Implementation of the President Director Level Meeting Committee
				4	Pelaksanaan HSE Komite Meeting Level Dir Ops Implementation of HSE Committee Meeting Level Dir Ops
				5	Pelaksanaan HSE Komite Meeting Level GM Ops Implementation of HSE Committee Meeting Level GM Ops Meeting
				6	Pelaksanaan HSE Komite Meeting Level Man Area Implementation of HSE Committee Meeting Level Man Area
				7	Level 3 Direksi Non Ops TW 3&4 Level 3 Directors Non Ops 3&4 quarter
				8	Level VP Non Ops di 3 Direksi Non Ops TW 3&4 VP Non Ops Level in 3 Directors Non Ops 3&4 quarter
1.3	Pelaksanaan Safety Meeting Implementation of Safety Meeting				





No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
2	APD PPE	2.1	Pengadaan APD PPE Procurement	9	Pengadaan APD untuk Direksi Procurement of PPE for Directors
				10	Usulan Pengadaan <i>Coverall One Piece</i> untuk Pekerja Pertamina Gas Proposed One Piece Coverall Procurement for Pertamina Gas Workers
				11	Sosialisasi penggunaan APD yang benar Dissemination of the correct use of PPE
3	Kebijakan & STK Security Policy & STK	3.1	Pembuatan STK pengamanan Making a security STK	12	Pembuatan STK pengamanan Making security STK
				13	Sosialisasi STK pengamanan Security STK socialization
				14	<i>Monitoring</i> implementasi Implementation monitoring
4	Security Risk Assessment	4.1	Penyusunan SRA (PSRM) Preparation of SRA (PSRM)	15	Sosialisasi SRA (PSRM) SRA Socialization (PSRM)
				16	Implementasi SRA (PSRM) Implementation of SRA (PSRM)
				17	Evaluasi Evaluation
5	Pengamanan Perusahaan Corporate Security	5.1	Penanganan AGHT AGHT Handling	18	Pelaporan SRA (PSRM) SRA Reporting (PSRM)
				19	Pembuatan Rencana Pengamanan Making a Security Plan
				20	<i>Monitoring</i> AGHT AGHT monitoring
5	Pengamanan Perusahaan Corporate Security	5.2	Investigasi <i>Security</i> Security Investigation	21	Penanganan AGHT AGHT Handling
				22	Evaluasi dan Pelaporan AGHT AGHT Evaluation and Reporting
				23	<i>Monitoring Insiden Security</i> Security Incident Monitoring
5	Pengamanan Perusahaan Corporate Security	5.3	Koordinasi Pengamanan Security Coordination	24	Pelaksanaan investigasi <i>Security</i> Security investigation Implementation
				25	Pengumpulan data <i>Stakeholder</i> pengamanan Security Stakeholder data collection
				26	Komunikasi dan koordinasi Communication and coordination
6	Sistem Manajemen Pengamanan Security Management System	6.1	Audit SMP SMP Audit	27	Sosialisasi Socialization
				28	Internal Audit SMP Middle School Internal Audit
				29	<i>Assesment</i> Internal Internal Assessment

No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
7	Standar <i>Fire Protection</i> Fire Protection Standard	7.1	Membuat standar <i>fire protection</i> untuk fasilitas operasi Make fire protection standards for operating facilities	30	Proses Pengadaan Konsultan Consultant Procurement Process
				31	Pembuatan standar <i>fire protection system</i> Making fire protection system standards
				32	<i>Assessment</i> kecukupan sarpras di operasi Assessment of infrastructure adequacy in surgery
8	<i>Emergency Response Plan</i>	8.1	Revisi pedoman ERP sesuai ICS Revision of ERP guidelines according to ICS	33	<i>Workshop</i> STK ERP & <i>Emergency Crisis (Challenge session draft STK baru)</i> STK ERP & Emergency Crisis Workshop (Challenge session on new STK draft)
				34	<i>Draft</i> STK ERP & <i>Emergency Crisis</i> baru Draft new STK ERP & Emergency Crisis
				35	Persiapan <i>Table top drill</i> manajemen <i>crisis</i> untuk tahun 2021 bekerja sama dengan HSE TC Preparation of table top drill crisis management for 2021 in collaboration with HSE TC
9	Pembuatan MOU Kerjasama Tanggap Darurat Making MOU on Emergency Response Cooperation	9.1	Membuat MOU kerja sama penanganan keadaan darurat untuk kawasan Jawa Barat Making an MOU of cooperation in handling emergencies for the West Java area	36	<i>Review Draft</i> MOU MOU Draft Review
10	<i>Contractor Safety Management System</i>	10.1	Implementasi <i>Full Cycle</i> CSMS CSMS Full Cycle Implementation	37	Revisi dan Sosialisasi Pedoman CSMS Revision and Dissemination of CSMS Guidelines
				38	Pelatihan CSMS ( <i>offline</i> ) CSMS training ( <i>offline</i> )
				39	Audit Internal CSMS CSMS Internal Audit
11	<i>HSE Passport</i>	11.1	Implementasi <i>HSE Passport</i> HSE Passport Implementation	40	Penyusunan & Sosialisasi TKO HSE Passport Preparation & Socialization of TKO HSE Passport
				41	<i>Training of Trainer</i> BST Training of Trainers BST
				42	Pelaksanaan BST BST Implementation
				43	Validasi Hasil MCU MCU Result Validation
				44	Penerbitan Kartu <i>HSE Passport</i> HSE Passport Card Issuance



No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
12	Keselamatan Proses Process Safety	12.1	Manajemen Keselamatan Proses Process Safety Management	45	Pedoman Manajemen Keselamatan Proses Process Safety Management Guidelines
				46	Sosialisasi Manajemen Keselamatan Proses Process Safety Management Socialization
				47	Pelaporan <i>Process Safety Event</i> per area ke Persero Process Safety Event reporting per area to Persero
				48	<i>Monitoring</i> Pengendalian Risiko i.e: MAH Risk Control Monitoring i.e: MAH
				49	Pelaksanaan Tinjauan Pengendalian Risiko ( <i>Risk Register</i> ) terkait MAH, LFE dll Implementation of Risk Control Review (Risk Register) related to MAH, LFE etc
13	Keselamatan Operasi Fundamental (KOF) Operational Safety Fundamentals (KOF)	13.1	Program KOF 2021 KOF 2021 Program	50	Penyusunan Protokol KOF KOF Protocol Development
				51	Sosialisasi KOF dan STK yg diperlukan KOF and STK socialization needed
				52	TOT KOF per Area TOT KOF per Area
				53	Pembentukan Tim <i>Monitoring &amp; Evaluasi</i> KOF Establishment of the KOF Monitoring & Evaluation Team
				54	<i>Assesment</i> KOF KOF assessment
				55	<i>Report Assesment</i> KOF KOF Assessment Report

## KINERJA KESEHATAN DAN KESELAMATAN KERJA

Dalam rangka melindungi para pekerjanya, Pertamina Gas telah menetapkan program keselamatan dan kesehatan kerja, yang mencakup pelatihan, penyuluhan yang berkesinambungan, penyediaan sarana dan prasarana untuk keselamatan kerja, serta pengawasan dan inspeksi secara rutin. Hingga tahun 2021 Pertamina Gas berhasil mempertahankan jam kerja selamat hingga 85.199.921 jam kerja sejak tahun 2007 atau 9.451.819 sepanjang tahun 2021 dengan rincian, nihil fatality, nihil *lost time injury*, nihil *restricted work case*, nihil *medical treatment*, nihil *first aid*, nihil *near miss* dan 2.456 laporan *unsafe act/condition*.

## OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

In order to protect its workers, Pertamina Gas has established an occupational safety and health program, which includes training, continuous counseling, provision of facilities and infrastructure for work safety, as well as routine supervision and inspection. Until 2021 Pertamina Gas managed to maintain safe working hours of up to 85,199,921 working hours since 2007 or 9,451,819 throughout 2021 with details, zero fatality, zero lost time injury, zero restricted work cases, zero medical treatment, zero first aid, nil near miss and 2,456 reports of unsafe act/condition.

## TARGET

- *Zero fatality dan Zero Lost Time Incident (LTI)* yakni tidak terjadi satupun kejadian kecelakaan kerja yang mengakibatkan adanya korban meninggal dunia atau kehilangan hari kerja akibat kejadian kecelakaan kerja.
- *Total Recordable Incident Rate (TRIR)* yakni jumlah kejadian tergolong *Recordable Incident Rate* untuk setiap 1 juta jam kerja di tahun berjalan adalah tidak melebihi angka 0.66.

## CAPAIAN

Pencapaian PT Pertamina Gas dalam melaksanakan praktik-praktik terbaik QHSSE pada tahun 2021 telah mencatatkan hasil berupa:

- Jumlah kecelakaan kerja (incident): NIHIL
- TRIR: 0.00
- Jumlah Jam Kerja Selamat di Tahun 2021: 9.251.587 jam
- Jumlah Jam Kerja Selamat sejak 23 Februari 2007 (tanggal pendirian perusahaan): 85.300.740 jam

## STATISTIK HSE

Keterangan Remark	Satuan Unit	2021	2020	2019	2018	2017
<b>Jam Kerja Selamat</b> Safe Working Hours						
Kumulatif Jam Kerja Selamat Safe Working Hours Cumulative	Jam Hours	85.300.740	76.302.473	69.495.276	63.475.213	53.013.922
Jam Kerja Setahun Working Hours a Year	Jam Hours	9.251.587	6.765.876	6.020.603	10.441.635	8.023.916
TRIR	Unit	0.00	0,00	0,00	0,10	0,17
<b>Angka Kecelakaan Kerja</b> Work Accident Rate						
<i>Fatality</i>		-	-	-	-	-
<i>Lost Time Injury</i>		-	-	-	1	3
<i>Restricted Work Case</i>	Kejadian Incident	-	-	-	-	-
<i>Medical Treatment Case</i>		-	-	-	1	-
<i>First Aid</i>		-	1	3	2	5
<i>Near Miss</i>		3	5	15	11	8
<b>Safety Awareness</b>						
Jumlah Laporan Pengamatan Keselamatan Kerja (PEKA) Number of Work Safety Observation Reports (PEKA)	Laporan Report	7.361	4.107	1.971	3.361	2.799

## TARGET

- Zero fatality and Zero Lost Time Incident (LTI) ie there is not a single work accident that results in death or loss of work days due to work accidents.
- Total Recordable Incident Rate (TRIR), which is the number of events classified as Recordable Incident Rate for every 1 million working hours in the current year, does not exceed 0.66.

## ACHIEVEMENTS

The achievements of PT Pertamina Gas in implementing QHSSE best practices in 2021 have recorded results in the form of:

- Number of work accidents (incident): NIL
- TRIR: 0.00
- Number of Happy Working Hours in 2021: 9,251,587 hours
- Number of Working Hours Congratulations since February 23, 2007 (date of company establishment): 85,300,740 hours

## HSE STATISTICS



Keterangan Remark	Satuan Unit	2021	2020	2019	2018	2017
<b>Nilai Kerugian Kebakaran</b> Fire Loss Value						
Kebakaran Besar Big Fire	Kejadian Incident	-	-	-	-	-
Kebakaran Kecil Small Fire	Kejadian Incident	-	-	-	-	-
Nilai Kerugian Kebakaran Fire Loss Value	Rupiah	-	-	-	-	-
<b>Tumpahan Minyak</b> Oil Spill						
Tumpahan Besar >15 barel Large Spill > 15 barrels	Kejadian Incident	-	-	-	-	3
Tumpahan Kecil <15 barel Small Spill < 15 barrels	Kejadian Incident	22	22	29	36	46
<b>Kebocoran Gas</b> Gas Leak						
Kebocoran 1,5 juta m3 Leakage 1.5 million m3	Kejadian Incident	-	-	-	-	-

## BIAYA YANG DIKELUARKAN TERKAIT PENGELOLAAN KESEHATAN KERJA

Perusahaan senantiasa melaksanakan upaya terbaik dalam menjaga kinerja HSE di lingkungan kerja Pertamina Gas. Hal ini ditunjukkan dengan tidak adanya pengaduan resmi atau keluhan yang disampaikan baik oleh karyawan maupun para pemangku kepentingan lainnya akan dampak negatif dan potensial dari kegiatan operasi yang dijalankan, serta tidak ada nilai moneter denda maupun sanksi yang diberikan atas ketidakpatuhan terhadap hukum maupun peraturan yang berlaku.

Perusahaan melaksanakan kegiatan pengelolaan kesehatan kerja tak hanya mencakup pada tempat kerja dan pekerja, tetapi juga keluarga pekerja. Pertamina Gas memberikan jaminan kesehatan untuk para pekerja dan keluarganya, meliputi suami/istri pekerja bersama tiga anak pekerja.

Jaminan kesehatan yang diberikan oleh Pertamina Gas dilakukan dengan melakukan kerja sama dengan Pertamedika yang merupakan anak perusahaan PT Pertamina (Persero) di bidang usaha jasa kesehatan dan rumah sakit.

## EXPENSES RELATED TO OCCUPATIONAL HEALTH MANAGEMENT

The company always makes the best efforts in maintaining HSE performance in the Pertamina Gas work environment. This is indicated by the absence of official complaints or complaints submitted by both employees and other stakeholders regarding the negative and potential impacts of the operations carried out, and no monetary value of fines or sanctions given for non-compliance with applicable laws and regulations.

The company carries out occupational health management activities not only in the workplace and workers, but also the workers' families. Pertamina Gas provides health insurance for the workers and their families, including the husband/wife of the worker along with the three children of the worker.

The health insurance provided by Pertamina Gas is carried out in collaboration with Pertamedika which is a subsidiary of PT Pertamina (Persero) in the field of health services and hospitals.

Kerjasama diwujudkan melalui layanan kesehatan berbasis *Managed Care*. Jangkauan layanan kesehatan berbasis *managed care* dibagi ke dalam 5 (lima) kelompok kegiatan, yaitu:

Cooperation is realized through managed care-based health services. The range of managed care-based health services is divided into 5 (five) activity groups, namely:

Kelompok Group	Bentuk Kegiatan Forms of activity
Peningkatan Kesehatan (Promotif) Health Improvement (Promotive)	<i>Healthy Talk</i> dari Pertamina yang dilakukan berkala setiap 6 bulan sekali untuk seluruh Pekerja Healthy Talk from Pertamina which is held every 6 months for all employees
Pencegahan (Preventif) Prevention (Preventive)	<ol style="list-style-type: none"> <li>1. Pemeriksaan Berkala               <ol style="list-style-type: none"> <li>a. Pemeriksaan umum (Anamnesa, Pemeriksaan fisik, Pemeriksaan Gigi dan Mulut, Tes Penglihatan, Pemeriksaan Penunjang)</li> <li>b. <i>Medical Check Up</i> 1 kali setahun</li> </ol> </li> <li>2. Imunisasi dasar Nasional Konsultasi dan Pemeriksaan fisik serta Pelayanan Promotif Lainnya (pap smear, senam hamil, klinik laktasi)</li> </ol> <ol style="list-style-type: none"> <li>1. Periodic Inspection               <ol style="list-style-type: none"> <li>a. General examination (Anamnesis, Physical Examination, Dental and Oral Examination, Vision Test, Supportive Examination)</li> <li>b. Medical Check Up once a year</li> </ol> </li> <li>2. National basic immunization Consultation and physical examination and other promotive services (pap smear, pregnancy exercise, lactation clinic)</li> </ol>
Pengobatan (Kuratif) Treatment (Curative)	<ul style="list-style-type: none"> <li>▪ Pemeriksaan dan pengobatan</li> <li>▪ Pemeriksaan penunjang diagnosis atas indikasi medis</li> <li>▪ Tindakan medis</li> <li>▪ Kamar perawatan</li> <li>▪ Examination and treatment</li> <li>▪ Diagnostic support for medical indications</li> <li>▪ Medical treatment</li> <li>▪ Treatment room</li> </ul>
Pemulihan (Rehabilitatif) Recovery (Rehabilitative)	<ul style="list-style-type: none"> <li>▪ Pemeriksaan dan pengobatan</li> <li>▪ Pemeriksaan penunjang diagnosis atas indikasi medis</li> <li>▪ Tindakan medis</li> <li>▪ Kamar perawatan</li> <li>▪ Examination and treatment</li> <li>▪ Diagnostic support for medical indications</li> <li>▪ Medical treatment</li> <li>▪ Treatment room</li> </ul>
Perlindungan (Protektif) Protection (Protective)	Keluarga Berencana Family planning

Perusahaan telah mengalokasikan biaya untuk mendukung pelaksanaan kegiatan kesehatan kerja selama tahun 2021 sebesar Rp19.169.722.122,- yang mana jumlah ini mengalami kenaikan 42,08% dari tahun 2020 lalu yang sebesar Rp13.492.128.110. Kenaikan ini disebabkan karena adanya pelaksanaan program MCU yang tertunda akibat kebijakan Perusahaan dalam menyikapi penularan COVID-19.

The company has allocated costs to support the implementation of occupational health activities during 2021 amounting to Rp19.169.722.122,- which is an increase 42,08% from last 2020 which amounted to Rp13,492,128,110. This increase was due to the delayed implementation of the MCU program due to the Company's policy in responding to the transmission of COVID-19.

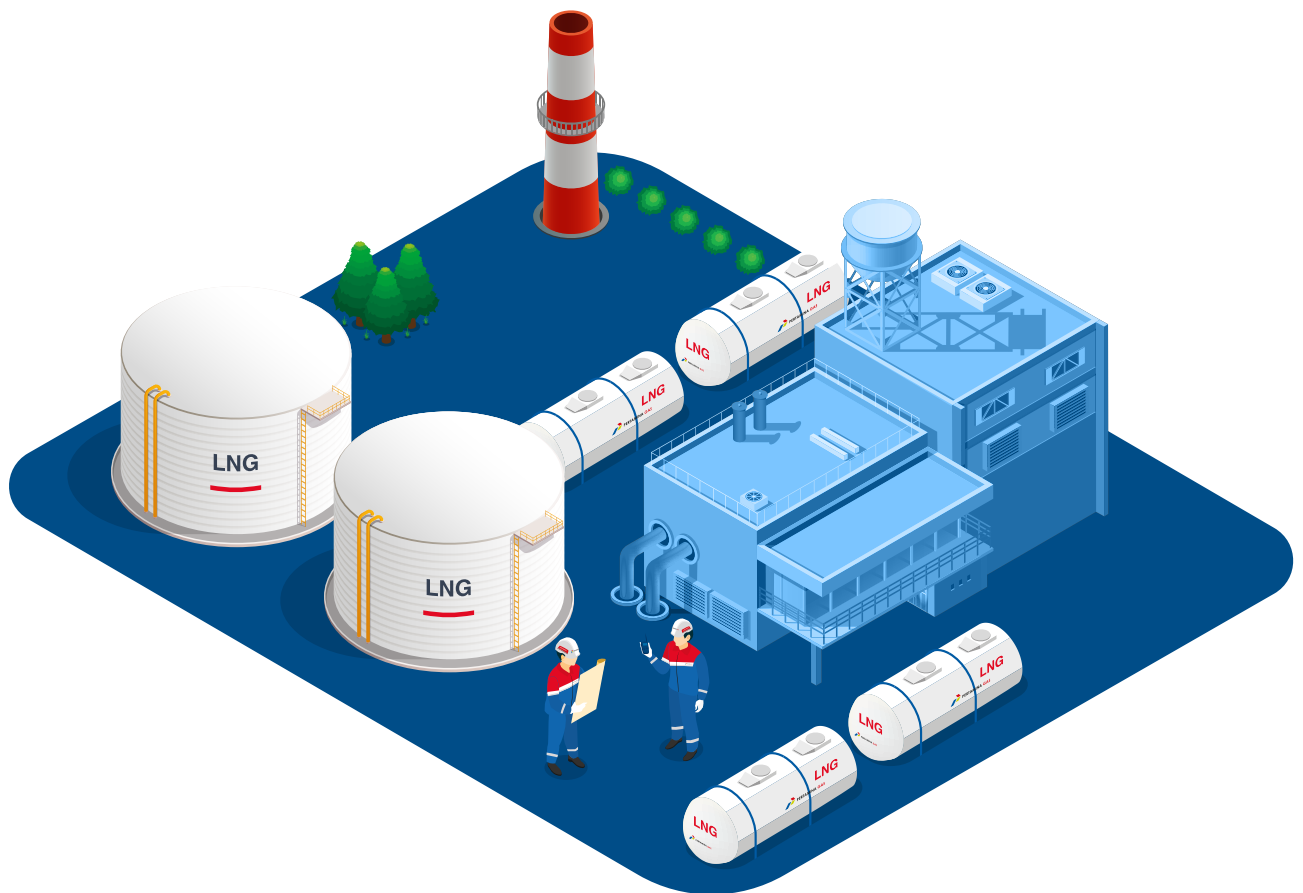




Berikut disampaikan perbandingan biaya layanan kesehatan dalam 5 (lima) tahun terakhir.

The following is a comparison of the cost of health services in the last 5 (five) years.

Tahun Year	Biaya Per Individu Cost Per Individual (Rp)	Populasi Population	Realisasi Realization (Rp)
2021	12.280.411	1.561	19.169.722.122
2020	9.260.211	1.457	13.492.128.110
2019	10.330.561	1.361	10.354.153.271
2018	8.679.089	1.193	14.059.893.492
2017	8.796.275	1.185	10.423.585.984



# Tanggung Jawab Sosial Perusahaan Terhadap Aspek Pengelolaan Lingkungan Hidup

## Corporate Social Responsibility to Environmental Management Aspects



Pertamina Gas percaya bahwa kegiatan usaha yang dijalankan tidak dapat dipisahkan dari lingkungan hidup. Perusahaan juga memandang bahwa lingkungan hidup sebagai bagian tidak terpisahkan dari pengembangan bisnis.

### KEBIJAKAN

Pertamina Gas merupakan bagian dari *Sub Holding* Gas Pertamina yang berperan dalam usaha niaga gas, pemrosesan gas, transportasi dan distribusi minyak dan gas, serta bisnis lainnya yang terkait dengan gas alam dan produk turunannya.

Seluruh jajaran manajemen dan setiap individu yang bekerja di lingkungan kerja Perusahaan, termasuk kontraktor, bertanggung jawab untuk menunjukkan praktik kerja dan kinerja terbaik untuk Keselamatan & Kesehatan Kerja, Keamanan, Lindung Lingkungan dan Mutu, dengan tujuan tidak ada kecelakaan kerja, melaksanakan perbaikan secara berkelanjutan, mengintegrasikan strategi dan aktifitas Perusahaan dengan baik dalam konteks *Environmental Social Governance* (ESG). Kebijakan keberlanjutan ini juga merupakan komponen yang terintegrasi dari *operational excellence* di Pertamina Gas sebagai bentuk berkontribusi terhadap *Sustainable Development Goals* (SDGs).

Pertamina Gas believes that its business activities cannot be separated from the environment. The company also views the environment as an inseparable part of business development.

### POLICY

Pertamina Gas is part of the Pertamina Gas Sub Holding which plays a role in gas trading, gas processing, transportation and distribution of oil and gas, as well as other businesses related to natural gas and its derivative products.

All levels of management and every individual who works in the Company's work environment, including contractors, are responsible for demonstrating the best work practices and performance for Occupational Safety & Health, Security, Environmental Protection and Quality, with the aim of no work accidents, implementing continuous improvement, integrate the Company's strategies and activities well in the context of Environmental Social Governance (ESG). This sustainability policy is also an integrated component of operational excellence at Pertamina Gas as a form of contributing to the Sustainable Development Goals (SDGs).



Pertamina Gas berupaya menjadi pemimpin global dalam pengembangan rantai suplai gas dan diakui sebagai:

**1. Perusahaan Ramah Lingkungan (*Environmentally Friendly Company*)**

Perusahaan yang menyediakan dan mendukung akses energi dan pengembangan Energi Baru dan Terbarukan untuk mendukung agenda transisi iklim nasional, bertanggung jawab dalam mengatasi masalah perubahan iklim dan sebagai teladan dalam melaksanakan sistem manajemen lingkungan terkait dengan seluruh kegiatannya.

**2. Tanggung Jawab Sosial Perusahaan (*Societal Responsible Company*)**

Perusahaan yang berkomitmen untuk menerapkan standar tertinggi dalam praktik Kesehatan dan Keselamatan secara terus-menerus, menghormati dan melibatkan masyarakat sekitar untuk mendorong pembangunan sosial dan ekonomi yang berkelanjutan, mendukung dan menjunjung tinggi pengembangan karyawan yang berkelanjutan, keragaman, dan prinsip-prinsip Hak Asasi Manusia.

**3. Tata Kelola Perusahaan yang Baik (*Good Governance Company*)**

Perusahaan yang memastikan kepatuhan terhadap semua persyaratan hukum yang ditetapkan di wilayah operasinya dan menjunjung tinggi standar tertinggi praktik Tata Kelola Perusahaan yang baik dan menegakkan praktik anti korupsi, anti penyuapan dan anti kecurangan untuk semua pemangku kepentingan dalam lini operasional perusahaan.

Untuk memenuhi komitmen tersebut, PT Pertamina Gas menerapkan sistem manajemen keberlanjutan PEGASSUS (*Pertamina Gas Sustainability System*) dengan cara:

- Melakukan upaya perlindungan lingkungan dan menyediakan tempat kerja yang aman dan sehat dengan melaksanakan pencegahan terjadinya; kecelakaan, kebakaran/ledakan, penyakit akibat kerja, pencemaran lingkungan dan kerusakan mutu produk serta masalah gangguan keamanan yang dapat mengakibatkan pengaruh negatif terhadap reputasi perusahaan dan kerusakan properti, cedera pada orang-orang yang bekerja untuk perusahaan, pencemaran lingkungan serta dampak terhadap masyarakat sekitar.
- Mengurangi emisi gas rumah kaca, emisi gas non-rumah kaca, releases, limbah, *effluent*, dan mengatasi masalah perubahan iklim yang lebih luas melalui pengelolaan risiko terkait peraturan, reputasi, dan/atau pasar dari perubahan iklim dengan mengintegrasikannya dalam strategi dan operasi.
- Menggunakan sumber daya alam secara bijaksana serta bekerja dengan mitra dan pemasok menuju pengadaan barang dan jasa yang ramah lingkungan dan berkelanjutan untuk menjamin dampak minimum terhadap lingkungan
- Mematuhi semua ketentuan, peraturan dan standar lain yang relevan terhadap Keselamatan dan Kesehatan Kerja, Lindungan Lingkungan, Pengendalian Mutu serta Keamanan.

Pertamina Gas strives to be a global leader in gas supply chain development and is recognized as:

**1. Environmentally Friendly Company**

Companies that provide and support energy access and the development of New and Renewable Energy to support the national climate transition agenda, are responsible for addressing climate change issues and as role models in implementing environmental management systems in all their activities.

**2. Corporate Social Responsibility (*Societal Responsible Company*)**

A company that is committed to consistently applying the highest standards of Health and Safety practices, respecting and involving the surrounding community to promote sustainable social and economic development, supporting and upholding sustainable employee development, diversity, and the principles of Human Rights.

**3. Good Corporate Governance**

A company that ensures compliance with all legal requirements established in its area of operation and upholds the highest standards of good corporate governance practices and enforces anti-corruption, anti-bribery and anti-fraud practices for all stakeholders in the company's operational lines.

To fulfill this commitment, PT Pertamina Gas implements the PEGASSUS (*Pertamina Gas Sustainability System*) sustainability management system by:

- Take efforts to protect the environment and provide a safe and healthy workplace by implementing prevention; accidents, fires/explosions, occupational diseases, environmental pollution and damage to product quality as well as security problems that can have a negative impact on the company's reputation and property damage, injuries to people who work for the company, environmental pollution and impacts on the surrounding community.
- Reducing greenhouse gas emissions, non-greenhouse gas emissions, releases, waste, effluents, and addressing broader climate change issues through managing regulatory, reputational, and/or market-related risks from climate change by integrating them into strategies and operations.
- Use natural resources wisely and work with partners and suppliers towards environmentally friendly and sustainable procurement of goods and services to ensure minimum impact on the environment
- Comply with all provisions, regulations and other standards relevant to Occupational Safety and Health, Environmental Protection, Quality Control and Security.

- Menerapkan Manajemen Keselamatan Proses (*Process Safety Management*) sebagai dasar pencegahan dan pengendalian bahaya kejadian besar "*Major Accident Hazard*" (MAH) dan berkomitmen untuk menjaga kehandalan melalui program "*Asset Reliability Integrity*", *Housekeeping "Site Physical Tour"* (SPT) dan "*Site Barrier Tour*" (SBT) di seluruh area Operasi Perusahaan.
  - Menjadi lokomotif pembangunan sosial untuk mendorong pembangunan sosial dan ekonomi di tengah masyarakat serta Menghormati hak-hak masyarakat/komunitas adat di mana perusahaan beroperasi, termasuk mempromosikan pembangunan sosial-ekonomi, mendukung terpenuhinya hak-hak sosial, ekonomi, dan budaya, melindungi situs budaya, dan menghindari pemaksaan dalam pemindahan pemukiman masyarakat/komunitas adat.
  - Menciptakan lingkungan kerja yang positif, bebas dari rasa takut atau dipersalahkan atas pelaporan insiden termasuk kejadian hampir celaka (*nearmiss*) serta kondisi atau tindakan tidak aman (*substandard*) serta memastikan terlaksananya proses konsultasi dan pengembangan pekerja secara berkelanjutan, perlakuan yang adil, dan keragaman di tempat kerja
  - Memenuhi atau melebihi harapan pelanggan, menciptakan nilai bersama "*Create Share Values*" dan hubungan yang harmonis dengan masyarakat sekitar operasi perusahaan, serta proaktif dan responsif terhadap kebencanaan dalam skala lokal, nasional dan/atau internasional dengan cara bekerjasama dengan perusahaan lain maupun lembaga kemanusiaan nasional maupun internasional.
  - Transparansi laporan kinerja untuk semua pemangku kepentingan serta menegakkan nilai-nilai anti-korupsi dan anti-kecurangan di dalam Perusahaan.
- Implementing Process Safety Management as the basis for the prevention and control of the hazard of a major "Major Accident Hazard" (MAH) event and is committed to maintaining reliability through the "Asset Reliability Integrity" program, Housekeeping "Site Physical Tour" (SPT) and " Site Barrier Tour" (SBT) in all areas of the Company's Operations.
  - Become a social development locomotive to encourage social and economic development in the community and Respect the rights of the community/customary community where the company operates, including promoting socio-economic development, supporting the fulfillment of social, economic and cultural rights, protecting cultural sites , and avoid coercion in the relocation of community settlements/customary communities.
  - Create a positive work environment, free from fear or blame for reporting incidents including near misses and unsafe conditions or actions (substandard) and ensuring a continuous process of consultation and employee development, fair treatment, and diversity in the workplace. Workplace
  - Meet or exceed customer expectations, create shared values of "Create Share Values" and harmonious relationships with the communities surrounding the company's operations, as well as being proactive and responsive to disasters on a local, national and/or international scale by collaborating with other companies and national humanitarian agencies as well as international.
  - Transparency of performance reports to all stakeholders as well as upholding anti-corruption and anti-fraud values within the Company.

Kebijakan ini didokumentasikan, diimplementasikan, dipelihara dan ditinjau ulang secara periodik, dikomunikasikan kepada setiap individu yang bekerja di lingkungan Perusahaan, serta terbuka untuk konsumsi publik.

## **PROGRAM KERJA PENGELOLAAN LINGKUNGAN HIDUP**

Kegiatan pengelolaan lingkungan hidup disesuaikan dengan upaya Pertamina Gas untuk terus mendorong tercapainya program *Sustainable Development Goals* (SDGs). Untuk itu, berbagai kegiatan yang dilakukan oleh Perusahaan di antaranya:

This policy is documented, implemented, maintained and reviewed periodically, communicated to every individual working within the Company, and is open for public consumption.

## **ENVIRONMENTAL MANAGEMENT WORK PROGRAM**

Environmental management activities are adjusted to Pertamina Gas' efforts to continue to encourage the achievement of the Sustainable Development Goals (SDGs) program. To that end, various activities carried out by the Company include:





No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
1	Penaatan Lingkungan Environmental Compliance	1.1	Dashboard Monitoring Lingkungan Environmental Monitoring Dashboard	1	Sosialisasi Penggunaan Dashboard Monitoring Lingkungan ke semua Area Socialization of the Use of the Environmental Monitoring Dashboard to all Areas
		1.2	Pengelolaan Izin (Persetujuan) Lingkungan Environmental Permit (Approval) Management	2	Pendataan dan gap analysis kepemilikan dokumen lingkungan untuk proyek dan aset Data collection and gap analysis of ownership of environmental documents for projects and assets
				3	Proses pengurusan dokumen lingkungan yang diperlukan Process for managing required environmental documents
				4	Assessment Internal status ketaatan PROPER dan PERCA Internal assessment of PROPER and PERCA compliance status
		1.3	PROPER & PERCA	5	Monitoring proses submit data SIMPEL Monitoring the process of submitting SIMPEL data
				6	Persiapan data SIMPEL dan PERCA SIMPEL and PERCA data preparation
				7	Persiapan dokumen Beyond Compliance Preparation of Beyond Compliance documents

## POTENSI DAMPAK DAN PENGELOLAAN DAMPAK

Seluruh kegiatan operasi yang dijalankan oleh Pertamina Gas telah dilengkapi dokumen terkait pengelolaan lingkungan berupa dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) atau dokumen Upaya Pengelolaan Lingkungan & Upaya Pemantauan Lingkungan (UKL & UPL). Dengan dokumen tersebut, Pertamina Gas mengidentifikasi potensi dampak yang ditimbulkan dari kegiatan operasi yang dilaksanakan. Selanjutnya, Perusahaan mengelola potensi dampak tersebut secara bijak dan memantau secara berkesinambungan, sehingga tidak menimbulkan dampak negatif terhadap lingkungan hidup, Perusahaan dan para pemangku kepentingan.

Dalam pelaksanaannya, Pertamina Gas menjalankan pengelolaan lingkungan hidup mengacu kepada panduan utama yakni Undang-Undang No.32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup dan Peraturan Pemerintah No.22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup. Seluruh kegiatan operasi dan bisnis Perusahaan senantiasa berupaya memenuhi persetujuan lingkungan hidup dari instansi terkait dalam hal ini Kementerian Lingkungan Hidup dan Kehutanan (KLHK) atau Dinas Lingkungan Hidup (DLH) setempat. Secara berkala sesuai dengan dokumen persetujuan lingkungan hidup yang diperoleh, Pertamina Gas menyampaikan laporan rutin pemantauan dan penataan lingkungan hidup kepada instansi terkait di atas.

## IMPACT POTENTIAL AND IMPACT MANAGEMENT

All operational activities carried out by Pertamina Gas have been accompanied by documents related to environmental management in the form of Environmental Impact Analysis (AMDAL) documents or Environmental Management Efforts & Environmental Monitoring Efforts (UKL & UPL) documents. With this document, Pertamina Gas identifies the potential impacts arising from the operations carried out. Furthermore, the Company manages these potential impacts wisely and monitors them on an ongoing basis, so that they do not cause negative impacts on the environment, the Company and stakeholders.

In its implementation, Pertamina Gas carries out environmental management referring to the main guidelines, namely Law No. 32 of 2009 concerning Environmental Protection and Management and Government Regulation No. 22 of 2021 concerning Implementation of Environmental Protection and Management. All operations and business activities of the Company always strive to meet environmental approvals from the relevant agencies in this case the Ministry of Environment and Forestry (KLHK) or the local Environmental Service (DLH). Periodically in accordance with the environmental approval documents obtained, Pertamina Gas submits routine environmental monitoring and compliance reports to the above related agencies.

Selain melengkapi dokumen-dokumen terkait, Pertamina Gas juga melakukan sertifikasi/resertifikasi untuk seluruh peralatan dan instalasi yang digunakan dengan mengacu kepada Peraturan Menteri Energi dan Sumber Daya Mineral (ESDM) No. 18 Tahun 2018 tentang Pemeriksaan Keselamatan Instalasi dan Peralatan pada Kegiatan Usaha Minyak dan Gas Bumi.

### KINERJA PENGELOLAAN ASPEK LINGKUNGAN HIDUP

Pertamina Gas dalam melakukan upaya pengelolaan lingkungan hidup bermuara pada tujuan untuk menggapai peringkat PROPER terbaik dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK), sebagai otoritas pengawasan pengelolaan lingkungan hidup di Indonesia. Selain itu, hasil penilaian PROPER juga dijadikan sebagai standar ukuran capaian inovasi dalam pengelolaan aspek-aspek lingkungan hidup seperti pengelolaan sumber daya air dan limbah cair, pengelolaan udara dan emisi, pengelolaan Bahan Berbahaya dan Beracun (B3) dan limbah B3, pengelolaan sampah dan upaya 3R, konservasi energi, konservasi keanekaragaman hayati, dan lain sebagainya.

Berikut disampaikan pencapaian PROPER Pertamina Gas tahun selama 5 (lima) tahun terakhir

No	Wilayah Region	2021	2020	2019	2018	2017
1	Operation South Sumatera Area (OSSA)	Hijau Green	Hijau Green	Hijau Green	Hijau Green	Hijau Green
2	Operation West Java Area (OWJA)	Hijau** Green**	Hijau** Green**	Hijau** Green**	Hijau* Green*	Hijau Green
3	Operation East Java Area (OEJA)	Hijau** Green**	Emas Gold	Emas Gold	Hijau** Green**	Hijau Green
4	Operation Kalimantan Area (OKA)	Hijau Green	Hijau Green	Hijau Green	Hijau Green	Hijau Green
5	Operation North Sumatera Area (ONSA)	Biru Blue	***	***	***	***

**Keterangan:**

- PROPER Biru menandakan Area operasi telah melakukan upaya pengelolaan lingkungan hidup sesuai dengan ketentuan (*compliance*)
- PROPER Hijau menandakan Area operasi telah melakukan pengelolaan lingkungan hidup lebih dari yang dipersyaratkan (*beyond compliance*), telah mempunyai sistem pengelolaan lingkungan hidup, melakukan upaya 4R (*reduce, reuse, recycle, dan recovery*), serta memiliki hubungan yang baik dengan masyarakat sekitar.
- PROPER Emas menandakan bahwa Area Operasi telah secara konsisten menunjukkan keunggulan lingkungan (*environmental excellence*) dalam proses produksi dan/atau jasa, melaksanakan bisnis yang beretika dan bertanggung jawab terhadap masyarakat
- \* Kandidat PROPER Emas
- \*\* Kandidat PROPER Emas dan telah terpilih untuk dikunjungi Dewan PROPER
- \*\*\* Belum termasuk daftar peserta wajib PROPER KLHK

In addition to completing the related documents, Pertamina Gas also certifies/recertifies all equipment and installations used by referring to the Regulation of the Minister of Energy and Mineral Resources (ESDM) No. 18 of 2018 concerning Installation and Equipment Safety Inspections in Oil and Gas Business Activities.

### ENVIRONMENTAL ASPECT MANAGEMENT PERFORMANCE

Pertamina Gas in carrying out environmental management efforts leads to the goal of achieving the best PROPER rating from the Ministry of Environment and Forestry (KLHK), as the supervisory authority for environmental management in Indonesia. In addition, the results of the PROPER assessment are also used as a standard measure of innovation achievement in the management of environmental aspects such as management of water resources and liquid waste, management of air and emissions, management of Hazardous and Toxic Materials (B3) and B3 waste, waste management and other efforts. 3R, energy conservation, biodiversity conservation, and so on.

Following are the achievements of Pertamina Gas PROPER for the last 5 (five) years

**Information:**

- Blue PROPER indicates that the operating area has made environmental management efforts in accordance with the provisions (*compliance*)
- Green PROPER indicates that the operating area has carried out environmental management beyond what is required (*beyond compliance*), has an environmental management system, has made 4R efforts (*reduce, reuse, recycle, and recovery*), and has good relations with the surrounding community.
- Gold PROPER indicates that the Operational Area has consistently demonstrated environmental excellence (*environmental excellence*) in the production process and/or services, conducts ethical business and is responsible for the community
- \* Gold PROPER Candidate
- \*\* Gold PROPER candidate and has been selected to be visited by the PROPER Board
- \*\*\* Not including the list of KLHK PROPER mandatory participants





Sementara itu, untuk Area Operasi yang belum termasuk dalam daftar peserta wajib PROPER, maka secara internal PT Pertamina (Persero) menyelenggarakan program PERCA (*Pertamina Environment Regulation Compliance Assurance*) yakni kegiatan pemeringkatan serupa PROPER yang bertujuan sebagai persiapan jika sewaktu-waktu KLHK memasukkan salah satu Area ke dalam daftar peserta wajibnya. Aspek yang dinilai meliputi pelaksanaan dokumen lingkungan dan pelaporannya, pengendalian pencemaran air, pengendalian pencemaran udara, pengelolaan limbah B3 dan Pemulihan Lingkungan serta Penegakan hukum.

Berikut disampaikan pencapaian PERCA Pertamina Gas untuk 4 (empat) tahun terakhir:

Meanwhile, for Operational Areas that are not included in the list of mandatory PROPER participants, internally PT Pertamina (Persero) organizes the PERCA (*Pertamina Environment Regulation Compliance Assurance*) program, which is a rating activity similar to PROPER which aims as a preparation if at any time the KLHK includes one of the following: Area into the list of mandatory participants. Aspects assessed include the implementation of environmental documents and their reporting, water pollution control, air pollution control, B3 waste management and Environmental Recovery and law enforcement.

Following are the achievements of PERCA Pertamina Gas for the last 4 (four) years:

No	Wilayah Region	2021	2020	2019	2018
1	Operation North Sumatera Area (ONSA)	N/A*	Merah Red	Biru Blue	Biru Blue
2	Operation Central Sumatera Area (OCSA)	Biru Blue	Biru Blue	Biru Blue	Merah Red

**Keterangan:**

- PERCA Hitam menandakan Area operasi sengaja melakukan perbuatan atau kelalaian yang mengakibatkan pencemaran dan/atau ke\* Termasuk daftar peserta wajib PROPER KLHK
  - » PERCA Hitam menandakan Area operasi sengaja melakukan perbuatan atau kelalaian yang mengakibatkan pencemaran dan/atau kerusakan lingkungan serta pelanggaran terhadap peraturan perundangan yang berlaku atau tidak melaksanakan sanksi administrasi
  - » PERCA Merah menandakan bahwa upaya pengelolaan yang dilakukan belum sesuai dengan persyaratan sebagaimana diatur dalam peraturan perundang-undangan
  - » PERCA Biru menandakan bahwa telah melakukan upaya pengelolaan lingkungan yang dipersyaratkan sesuai ketentuan dan/atau peraturan perundangan yang berlaku

**Information:**

- Black PERCA indicates that the operating area intentionally commits acts or omissions that result in pollution and/or to\* Included in the list of mandatory KLHK PROPER participants
  - » Black PERCA indicates that the operating area intentionally commits an act or omission that results in pollution and/or environmental damage as well as a violation of applicable laws and regulations or does not carry out administrative sanctions
  - » PERCA Red indicates that the management efforts are not in accordance with the requirements as stipulated in the legislation
  - » Blue PERCA indicates that it has made the required environmental management efforts in accordance with the provisions and/or applicable laws and regulations

## EFISIENSI ENERGI

Sebagai bentuk komitmen Pertamina Gas dalam tanggung jawab sosial Perusahaan bidang lingkungan hidup, salah satu upaya yang dilakukan Perusahaan adalah dengan melakukan efisiensi energi (listrik dan bahan bakar) yang digunakan pada kegiatan operasional Perusahaan.

Pertamina Gas melakukan berbagai upaya untuk mengoptimalkan pengelolaan dan pemanfaatan energi. Secara berkala Perusahaan melakukan audit energi pada seluruh Area operasi. Pertamina Gas melaksanakan audit energi berlandaskan pada:

- Undang-Undang No. 30 Tahun 2007 tentang Energi;
- Instruksi Presiden No. 13 Tahun 2011 tentang Penghematan Energi dan Air;
- Peraturan Pemerintah (PP) No. 70 Tahun 2009 tentang Konservasi Energi;
- Peraturan Menteri ESDM No.14 Tahun 2012;
- Energi *Management System* ISO 50001:2018.

### RINGKASAN AUDIT ENERGI

Metode untuk menganalisis model/pola dari sistem manajemen energi di fasilitas Pertamina Gas adalah matriks manajemen energi yang mengacu pada skema ISO 50001. Manajemen energi matrik ISO 50001 adalah alat/*instrument* untuk mengukur kinerja penerapan manajemen energi di pengguna energi seperti industri, bangunan dan fasilitas pengguna energi lainnya. Matriks manajemen energi ISO 50001 memiliki 9 elemen utama yang dapat memetakan kondisi yang ada di sektor pengolahan energi. Dari pemetaan tersebut dapat diambil tindakan perbaikan system manajemen energi yang ada. tindakan perbaikan dalam bentuk rekomendasi dari penilaian masing-masing kondisi yang ada dari masing masing pilar matrik manajemen energi (ini berarti tindakan perbaikan dalam bentuk rekomendasi, tersedia dalam bentuk penilaian kondisi sebenarnya dari 9 pilar matriks manajemen energi, seperti: Upaya manusia, upaya keuangan, komunikasi internal dan lain-lain)

Matrik manajemen energi merupakan cara yang efektif untuk mempengaruhi pendekatan yang diambil oleh suatu perusahaan dalam pemanfaatan energinya. Metode ini dapat dipakai selanjutnya secara regular untuk mengidentifikasi penghematan energi yang dapat meningkatkan efisiensi penggunaan energi di perusahaan tersebut. Secara keseluruhan, kinerja system manajemen energi di Pertamina Gas sudah cukup baik. Terlihat bahwa komitmen dan keinginan untuk melakukan penghematan sudah terstruktur dalam program, terutama tercermin dari adanya komitmen yang kuat dari management puncak dan budaya kerja di lapangan.

## ENERGY EFFICIENCY

As a form of Pertamina Gas' commitment to corporate social responsibility in the environmental sector, one of the efforts made by the Company is to make energy efficiency (electricity and fuel) used in the Company's operational activities.

Pertamina Gas makes various efforts to optimize energy management and utilization. The Company periodically conducts energy audits in all operating areas. Pertamina Gas carries out energy audits based on:

- Law no. 30 of 2007 concerning Energy;
- Presidential Instruction No. 13 of 2011 concerning Energy and Water Savings;
- Government Regulation (PP) No. 70 of 2009 concerning Energy Conservation;
- Regulation of the Minister of Energy and Mineral Resources No. 14 of 2012;
- Energy Management System ISO 50001:2018.

### ENERGY AUDIT SUMMARY

The method to analyze the model/pattern of the energy management system at Pertamina Gas facilities is an energy management matrix that refers to the ISO 50001 scheme. The ISO 50001 energy management matrix is a tool/instrument to measure the performance of energy management implementation in energy users such as industry, buildings and user facilities. other energy. The ISO 50001 energy management matrix has 9 main elements that can map the existing conditions in the energy management sector. From this mapping, action can be taken to improve the existing energy management system. corrective action in the form of recommendations from the assessment of each existing condition of each pillar of the energy management matrix (this means corrective action in the form of recommendations, available in the form of an assessment of the actual condition of the 9 pillars of the energy management matrix, such as: Human effort, financial effort, internal communication etc.)

Energy management metrics are an effective way to influence the approach taken by a company in its energy utilization. This method can then be used on a regular basis to identify energy savings that can increase the efficiency of energy use in the company. Overall, the performance of the energy management system at Pertamina Gas is quite good. It can be seen that the commitment and desire to make savings have been structured in the program, especially reflected in the strong commitment of top management and work culture in the field.



Komitmen ini juga sudah terlihat dalam bentuk program manajemen energi secara tertulis petugas yang ditunjuk sebagai manajer energi yang bertugas melakukan *review* penggunaan energi dan manajemen/pengolahan energi. Hal tersebut diperlukan dalam upaya program penghematan konsumsi energi baik di area supporting/bangunan dan fasilitas utama.

Dari hasil matrik penerapan manajemen energi terlihat sudah adanya suatu system pelaporan energi, dengan nilai energi yang diperoleh langsung dari pengukuran metering dan listrik. Media rapat yang membahas khusus mengenai pengolahan energi dan yang menampung usulan-usulan penghematan dari diskusi, meeting mingguan dan sebagainya sudah dilakukan dengan baik.

Dari sisi keuangan sudah terlihat adanya alokasi khusus untuk investasi di pemeliharaan walaupun secara nyata belum ditetapkan sebagai program konservasi energi akan tetapi hasilnya berujung pada efisiensi energi salah satunya seperti perawatan dan perbaikan sistem kelistrikan, kompresor dan unit lainya untuk meningkatkan efisiensi dan kehandalan unit dan sistem. Pertamina Gas masih memiliki ruang untuk meningkatkan penerapan manajemen energi di fasilitas utama dan penunjang, seperti audit energi detail untuk kompresor sistem serta tindak lanjutnya.

Melakukan pemeliharaan prediktif, pemantauan/*monitoring* secara kontinu mengenai konsumsi energi dan penggunaan fungsi *control energi* dengan sistem online dan diintegrasikan dengan hasil pemeliharaan prediktif (program *system monitoring* manajemen energi atau EMIS (*Energi management information system*) perlu dikembangkan di Pertamina Gas karena secara infrastruktur, sumber daya dan sumber daya keuangan sudah siap.

### KEGIATAN EFISIENSI ENERGI

Di sepanjang tahun 2021 ini, Perusahaan melaksanakan berbagai kegiatan efisiensi energi di antaranya:

1. Operation South Sumatera Area (OSSA):
  - Penonaktifan 1-unit Engine Recipro Ajax SKG Betung
  - Penonaktifan Turbin 4 Unit dan 1 Unit *Standby* di SKG Benuang
  - Minimalisasi Konsumsi Energi Saat *Starting Awal Engine* dengan Mengurangi Frekuensi *Shutdown* Melalui Penerapan Sistem "Mampir" di SKG Benuang
  - Minimalisasi Konsumsi Energi Saat *Awal Engine* dengan Mengurangi Frekuensi *Shutdown* Melalui Pemasangan Filtrasi *Scrubber* "Aldi" di SKG Cambai
  - Penggantian Bahan Bakar KRP Solar dengan Pertadex
  - Penggantian Penerangan Jalan Umum (PJU) dari Lampu Halogen menjadi lampu LED di SKG berbasis *solarcell*
  - Penggantian lampu penerangan gedung dari lampu non LED menjadi lampu LED di SKG Cambai
  - Pemasangan alat *time relay* untuk Pertamina Gas OSSA

This commitment has also been seen in the form of a written energy management program by officers appointed as energy managers in charge of reviewing energy use and energy management/processing. This is necessary in an effort to save energy consumption in both the supporting areas/buildings and the main facilities.

From the results of the energy management application matrix, it can be seen that there is an energy reporting system, with energy values obtained directly from metering and electricity measurements. Media meetings that specifically discuss energy processing and which accommodate savings proposals from discussions, weekly meetings and so on have been carried out well.

From the financial side, it has been seen that there is a special allocation for investment in maintenance although it has not actually been established as an energy conservation program, but the results have resulted in energy efficiency, one of which is maintenance and repair of the electrical system, compressors and other units to increase the efficiency and reliability of units and systems. Pertamina Gas still has room to improve the implementation of energy management in main and supporting facilities, such as detailed energy audits for compressor systems and follow-up actions.

Carry out predictive maintenance, continuous monitoring/*monitoring* of energy consumption and use of energy control functions with an online system and integrated with predictive maintenance results (energy management monitoring system program or EMIS (*Energi management information system*) needs to be developed at Pertamina Gas because infrastructure, resources resources and financial resources are ready.

### ENERGY EFFICIENCY ACTIVITIES

Throughout 2021, the Company carried out various energy efficiency activities, including:

1. Operation South Sumatera Area (OSSA):
  - Deactivation of 1-unit Recipro Ajax Engine SKG Betung
  - Deactivation of 4 Unit Turbine and 1 Standby Unit at SKG Benuang
  - Minimize Energy Consumption When Starting the Engine by Reducing Shutdown Frequency Through the Implementation of the "Stop" System at SKG Benuang
  - Minimize Energy Consumption at Engine Start by Reducing Shutdown Frequency Through Installation of "Aldi" Filtration Scrubber at SKG Cambai
  - Replacement of KRP Solar with Pertadex
  - Replacement of Public Street Lighting (PJU) from Halogen Lamps to LED lamps in solarcell-based SKG
  - Replacement of building lighting from non-LED lamps to LED lamps at SKG Cambai
  - Installation of time relay equipment for Pertamina Gas OSSA

- Pemasangan alat *time relay* untuk CSR Cambai
- 2. Operation West Java Area (OWJA):
  - *Integrated Rapid Online Gas Transportation Monitoring (IROGTM)*
  - Jaga Gas Biar Kering (JAGABARING) untuk Meningkatkan Produksi dengan Mengurangi Terjadinya *Shutdown Turbine*
  - Pemasangan *soft starter* pada IAC di SKG Bitung
  - Penerapan Manajemen Transportasi Kendaraan Operasional
  - Mematikan 1 Unit Kipas AFC per segmen SKG Cilamaya
  - Penggantian Komputer CPU Menggunakan Laptop
  - Penggantian Lampu LED pada Ruang *office* di SKG Tegalgede
  - Pemasangan Lampu Penerang "*Solar Cell*" di Sekitar Wilayah Kerja SKG Cilamaya untuk Penerangan Warga
- 3. Operation East Java Area (OEJA):
  - Efisiensi penggunaan *Switch Gear*, ATS dan UPS *Power Backup* di *Station Meter* Gresik
  - Modifikasi parsial pembangkit tenaga listrik panel surya untuk kantor Area OEJA
  - Instalasi PLTS *On-Grid* di Resto Apung Desa Penatar Sewu (binaan Pertamina Gas)
- 4. Operation Kalimantan Area (OKA):
  - Efisiensi pemakaian *fan cooler* berdasarkan perubahan suhu ruangan
  - Pengaturan pola operasi turbin kompresor
  - Efisiensi Pembacaan *circular chart recorder*
  - Efisiensi *own use* dengan modifikasi pilot *burning pit* di SKG Bontang
  - Efisiensi kalibrasi sensor temperatur dengan alat *Multy Drywell*
  - Pengaturan pola operasi *Instrument Air Compressor* dengan alat OPAC
  - Penggantian Monitor CRT dengan Monitor LCD
  - Penggunaan sensor *photo cell* untuk penerangan luar
  - Penggantian lampu lapangan dengan LED
  - Penggunaan lampu LED dengan sensor gerak (*dimmer sensor*)
  - Pengaturan suhu AC di 23°C dan Auto mode di dalam ruang kantor
  - Memperpendek jarak tempuh dengan cara dinas via Bandara Samarinda dari pada via Balikpapan.

- Installation of time relay tool for CSR Cambai
- 2. Operation West Java Area (OWJA):
  - *Integrated Rapid Online Gas Transportation Monitoring (IROGTM)*
  - KEEP THE GAS DRY (JAGABARING) To Increase Production by Reducing Turbine Shutdowns
  - Installation of soft starter on IAC at SKG Bitung
  - Implementation of Operational Vehicle Transportation Management
  - Turning off 1 AFC Fan Unit per-Segment SKG Cilamaya
  - Replacement of CPU Computer Using Laptop
  - Replacement of LED lights in the office room at SKG Tegalgede
  - Installation of "Solar Cell" Lights Around the Work Area of SKG Cilamaya for Public Information
- 3. Operation East Java Area (OEJA):
  - Efficient use of Switch Gear, ATS and UPS Power Backup at Gresik Meter Meter Station
  - Partial modification of solar panel power plant for OEJA Area office
  - On-Grid PLTS Installation at the Floating Resto in Penatar Sewu Village (assisted by Pertamina Gas)
- 4. Operation Kalimantan Area (OKA):
  - Fan Cooler usage efficiency based on room temperature changes
  - Compressor Turbine operation pattern setting
  - Circular Chart Recorder Reading Efficiency
  - Efficiency of own use by modifying the pilot burning pit at SKG Bontang
  - Efficiency of temperature sensor calibration with Multi Drywell
  - Setting the operating pattern of the Instrument Air Compressor with the OPAC tool
  - Replacement of CRT Monitor with LCD Monitor
  - Use of photo cell sensors for outdoor lighting
  - Replacement of field lights with LEDs
  - Use of LED lights with motion sensors (dimmer sensors)
  - Setting the AC temperature at 23°C and Auto mode in the office
  - Shorten the distance traveled by official means via Samarinda Airport rather than via Balikpapan.



## PENGENDALIAN EMISI GAS RUMAH KACA (GRK) DAN EMISI JENIS LAINNYA

Komitmen Pertamina Gas untuk mereduksi emisi gas rumah kaca (GRK) diwujudkan sejak tahun 2009 bersama dengan PT Pertamina (Persero) sebagai induk Perusahaan. Hal ini dilakukan sebagai bentuk kepatuhan pada Peraturan Menteri Negara Lingkungan Hidup No. 13 Tahun 2009, yang mengatur inventarisasi sumber emisi GRK, kuantifikasi beban emisi GRK dan pelaporan beban emisi GRK secara periodik.

Kegiatan yang telah dilakukan mencakup pelaksanaan penghitungan dan pelaporan beban emisi GRK, yang mencakup CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O. Tiga jenis GRK lain yaitu HFCs, PFCs, dan SF<sub>6</sub> telah diidentifikasi tidak dibangkitkan dari kegiatan Pertamina Gas, sehingga tidak dimasukkan dalam perhitungan beban emisi. Kegiatan pengukuran oleh Perusahaan dilakukan di seluruh area operasi, yang meliputi sumber emisi langsung (*direct emission*) dari proses utama kegiatan transmisi gas dan emisi yang berasal dari lepasan gas dari katup, *flange*, *connectors*, alat pelepas tekanan (PRV), kompresor, kebocoran dari peralatan proses dan komponennya.

Perhitungan beban emisi GRK dan emisi pencemaran udara ini dilakukan sesuai dengan ketersediaan data dan tingkat akurasi data yang diinginkan. Pendekatan estimasi perhitungan beban emisi tersebut dikenal dengan istilah tier, dan dikenal adanya tingkatan tier-1, tier-2, tier-3, dan tier-4.

## CONTROL OF GREENHOUSE GAS (GHG) EMISSIONS AND OTHER TYPES OF EMISSIONS

Pertamina Gas' commitment to reduce greenhouse gas (GHG) emissions has been realized since 2009 together with PT Pertamina (Persero) as the parent company. This is done as a form of compliance with the Regulation of the State Minister of the Environment No. 13 of 2009, which regulates the inventory of GHG emission sources, quantification of GHG emission burdens and periodic reporting of GHG emission burdens.

The activities that have been carried out include calculating and reporting the GHG emission load, which includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O. Three other types of GHG, namely HFCs, PFCs, and SF<sub>6</sub>, have been identified as not generated from Pertamina Gas activities, so they are not included in the calculation of the emission load. Measurement activities by the Company are carried out in all operating areas, which include direct emission sources from the main process of gas transmission activities and emissions originating from gas releases from valves, flanges, connectors, pressure relief devices (PRV), compressors, leakage from process equipment and components.

The calculation of the GHG emission load and air pollution emissions is carried out in accordance with the availability of data and the desired level of data accuracy. The estimation approach for calculating the emission load is known as tier, and there are tiers of tier-1, tier-2, tier-3, dan tier-4.

### Tingkatan Emisi Perhitungan Beban Emisi dan Data Aktivitas Emission Levels Emission Load Calculation and Activity Data

Sumber emisi Emission sources	Tingkatan Emisi Emission Levels	Data Aktivitas Activity Data
Pembakaran Dalam Internal Combustion	Tier 3b	Volume gas, kecepatan alir Gas volume, flow rate
Suar Bakar ( <i>Flaring</i> ) Flaring	Tier 2	Volume <i>gas flare</i> , volume gas transmisi, jenis bahan bakar Gas flare volume, transmission gas volume, fuel type
<i>Fugitive</i>	Tier 3	Pendekatan peralatan: Jenis dan jumlah peralatan (panjang pipa transmisi dan kompresor) Equipment approach: Type and number of equipment (length of transmission pipe and compressor)

**Intensitas Emisi selama 5 (lima) tahun terakhir**  
Emission Intensity for the last 5 (five) years

Area Area	Parameter Parameter	Satuan Unit	2021	2020	2019	2018	2017
OSSA	GRK	Ton CO <sub>2</sub> eq/TOE	0.0251	0.0217	0.0134	0.0170	0.0108
	SOx	Ton SOx/ TOE	0.0008	0.0010	0.0002	0.0001	0.0002
	NOx	Ton NOx/ TOE	0.0018	0.0010	0.0014	0.0001	0.0008
OKA	GRK	Ton CO <sub>2</sub> eq/TOE	0.0026	0.0024	0.0026	0.0030	0.0030
	SOx	Ton SOx/ TOE	0.0000	0.0000	0.0000	0.0000	0.0000
	NOx	Ton NOx/ TOE	0.0000	0.0000	0.0000	0.0000	0.0000
OEJA	GRK	Ton CO <sub>2</sub> eq/TOE	0.0028	0.0030	0.0030	0.0030	0.0033
	SOx	Ton SOx/ TOE	0.0000	0.0000	0.0000	0.0000	0.0000
	NOx	Ton NOx/ TOE	0.0000	0.0000	0.0000	0.0000	0.0000
OWJA	GRK	Ton CO <sub>2</sub> eq/TOE	0.0343	0.0383	0.0400	0.0403	0.0398
	SOx	Ton SO <sub>2</sub> /TOE	0.0000	0.0000	0.0000	0.0000	0.0000
	NOx	Ton NO <sub>2</sub> /TOE	0.0001	0.0001	0.0002	0.0002	0.0002

## REDUKSI EMISI GRK

Sebagai bentuk dukungan Pertamina Gas terhadap pengurangan emisi GRK sesuai dengan kebijakan Pemerintah mengurangi emisi GRK secara nasional, sesuai Peraturan Presiden No. 61 Tahun 2011 Tentang Rencana Aksi Nasional (RAN) Penurunan Gas Rumah Kaca dan Peraturan Presiden No. 71 Tahun 2011 tentang Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional Sektor Minyak dan Gas Bumi di Indonesia, Permen LHK No.12 Tahun 2011 Tentang Pedoman Penghitungan Beban Emisi Kegiatan Industri Minyak dan Gas Bumi, maka Pertamina Gas terus berupaya untuk mengurangi emisi GRK di lingkungan operasionalnya dan kegiatan operasi sehari-harinya.

Di sepanjang tahun 2021 ini, Perusahaan melaksanakan berbagai kegiatan untuk mengurangi emisi GRK, di antaranya:

1. Operation South Sumatera Area (OSSA):
  - Minimalisasi konsumsi energi saat starting awal *engine* dengan mengurangi frekuensi *shutdown* melalui penerapan sistem ALDI di SKG Benuang
  - Perubahan Metode Operasi Pengaliran Gas menjadi *Bypass Line* di SKG Betung
  - Penggantian Penerangan Jalan Umum (PJU) dari lampu halogen menjadi lampu LED di SKG berbasis *Solarcell*
  - Penggantian Penerangan Jalan Umum (PJU) dari lampu halogen menjadi lampu LED di SKG berbasis *Solarcell* di CSR Gunung Ibul

## GHG EMISSION REDUCTION

As a form of Pertamina Gas support for GHG emission reduction in accordance with the Government's policy to reduce GHG emissions nationally, in accordance with Presidential Regulation no. 61 of 2011 concerning the National Action Plan (RAN) for Reducing Greenhouse Gases and Presidential Regulation no. 71 of 2011 concerning the Implementation of the National Greenhouse Gas Inventory of the Oil and Gas Sector in Indonesia, Minister of Environment and Forestry Regulation No. 12 of 2011 concerning Guidelines for Calculating Emission Burden of Oil and Gas Industry Activities, Pertamina Gas continues to strive to reduce GHG emissions in its operational environment and activities. daily operations.

Throughout 2021, the Company carried out various activities to reduce GHG emissions, including:

1. Operation South Sumatera Area (OSSA):
  - Minimize energy consumption during initial engine starting by reducing the frequency of shutdown through the implementation of the ALDI system at SKG Benuang
  - Change of Gas Flow Operation Method to *Bypass Line* at SKG Betung
  - Replacement of Public Street Lighting (PJU) from halogen lamps to LED lamps in *Solarcell*-based SKG
  - Replacement of Public Street Lighting (PJU) from halogen lamps to LED lamps at SKG based on *Solarcell* at CSR Gunung Ibul





2. Operation West Java Area (OWJA):
    - *Integrated Rapid Online Gas Transportation Monitoring (IROGTM)*
    - Mempercepat proses penerimaan cairan hasil *pigging* pipa 32" dengan mendesain sistem penerimaan cairan hasil *pigging* di Citarik – Tegalgede
  3. Operation East Java Area (OEJA):
    - Efisiensi penggunaan *Switch Gear*, ATS dan UPS *Power Backup* di Station Meter Gresik
    - Modifikasi parsial pembangkit tenaga listrik panel surya untuk kantor Area OEJA
    - Penggantian AC konvensional 2.5PK menjadi AC inverter 2.5PK
  4. Operation Kalimantan Area (OKA):
    - Efisiensi pemakaian *Fan Cooler* berdasarkan perubahan suhu ruangan
    - Pengaturan pola operasi Turbin Kompresor
    - Efisiensi Pembacaan *Circular Chart Recorder*
    - Efisiensi *own use* dengan modifikasi pilot burning pit di SKG Bontang
    - Efisiensi kalibrasi sensor temperatur dengan alat *Multy Drywell*
    - Pengaturan pola operasi *Instrument Air Compressor* dengan alat OPAC
    - Pengalihan penggunaan PC ke laptop untuk pekerja
    - Penggunaan lampu LED daya rendah dan aplikasi sensor gerak (*dimmer*)
    - Pengaturan suhu AC di minimum 23°C dan *automode* di dalam ruangan kerja
    - Pemanfaatan kotoran sapi ternak menjadi biogas
    - Optimalisasi program Jumat gowes
    - Memperpendek jarak tempuh dengan cara dinas via Bandara Samarinda dari pada via Balikpapan
    - Optimalisasi *online meeting* untuk mengurangi frekuensi perjalanan dinas untuk rapat.
2. Operation West Java Area (OWJA):
    - *Integrated Rapid Online Gas Transportation Monitoring (IROGTM)*
    - Accelerate the process of receiving the liquid from the 32" pipe pigging by designing a piping liquid reception system at Citarik – Tegalgede
  3. Operation East Java Area (OEJA):
    - Efficient use of Switch Gear, ATS and UPS Power Backup at Gresik Meter Meter Station
    - Partial modification of solar panel power plant for OEJA Area office
    - Replacement of 2.5PK conventional AC to 2.5PK . inverter AC
  4. Operation Kalimantan Area (OKA):
    - Fan Cooler usage efficiency based on room temperature changes
    - Compressor Turbine operation pattern setting
    - Circular Chart Recorder Reading Efficiency
    - Efficiency of own use by modifying the pilot burning pit at SKG Bontang
    - Efficiency of temperature sensor calibration with Multi Drywell
    - Setting the operating pattern of the Instrument Air Compressor with the OPAC tool
    - Switching the use of PCs to laptops for workers
    - Use of low power LED lights and motion sensor (*dimmer*) applications
    - Setting the AC temperature at a minimum of 23°C and *automode* in the workspace
    - Utilization of cattle dung into biogas
    - Optimization of the Friday ride program
    - Shorten the distance traveled by official means via Samarinda Airport instead of via Balikpapan
    - Optimization of online meetings to reduce the frequency of business trips for meetings.

### REDUKSI EMISI JENIS LAINNYA

Pertamina Gas juga menaruh perhatian kepada emisi lainnya yang dapat menimbulkan dampak bagi kelestarian lingkungan. Untuk itu sejak 2019, Pertamina Gas tidak lagi menggunakan *refrigerant* berbasis *chlorofluorocarbon* (CFC) dan menggantikannya dengan MUSICOOL yang lebih ramah lingkungan. Hal ini dapat mengurangi emisi yang mengandung substansi penipis lapisan ozon (*Ozone Depleting Substances* atau ODS) yang berasal dari pemakaian *refrigerant* berbasis CFC.

### OTHER TYPES OF EMISSION REDUCTION

Pertamina Gas also pays attention to other emissions that can have an impact on environmental sustainability. For this reason, since 2019, Pertamina Gas no longer uses chlorofluorocarbon (CFC)-based refrigerants and replaces it with MUSICOOL which is more environmentally friendly. This can reduce emissions containing ozone depleting substances (ODS) from the use of CFC-based refrigerants.

## KEANEKARAGAMAN HAYATI

Perusahaan turut berkomitmen untuk terus menjaga kelestarian lingkungan dengan berbagai kegiatan tanggung jawab sosial lingkungan yang dijalankannya tak terkecuali untuk keanekaragaman hayati. Di tahun 2021 ini, Perusahaan telah melakukan kegiatan keanekaragaman hayati, di antaranya:

1. Operation South Sumatera Area (OSSA):
  - Penanaman flora di kawasan Kehati Cambai
  - Penanaman flora di kawasan Kehati Bedegung
  - Konservasi Penangkaran Burung Cica Daun Sayap Biru Sumatera (*Chloropsis Moluccensis*)
  - Program Penghijauan di lingkungan *community development*
2. Operation West Java Area (OWJA):
  - Rehabilitasi mangrove *Rizophora Apiculata* dan *Sonneratia Casiolaris*
3. Operation East Java Area (OEJA):
  - Program terumbu karang Biorock
  - Program Apartemen Ikan di Pulau Pagerungan Besar
  - Pemeliharaan mangrove
4. Operation Kalimantan Area (OKA):
  - Rehabilitasi Mangrove *Sonneratio Ovata* dan *Mangrove Sonneratia Alba* untuk mempertahankan Ekosistem Bekantan *Nasalis Larvatus*.
  - Konservasi *Aves*, *Mamalia*, *Reptilia*, *Crustacea*, *Insecta* di Hutan Konservasi Bontang.

## PENGELOLAAN DAN PENGOLAHAN LIMBAH

Selain melaksanakan kegiatan yang telah disebutkan sebelumnya, Perusahaan juga melaksanakan kegiatan pengelolaan dan pengolahan limbah hasil kegiatan operasinya. Karena Perusahaan menyadari bahwa sebagian limbah yang dihasilkan mengandung barang berbahaya dan beracun (B3) maupun limbah bukan B3.

Limbah B3 yang dihasilkan dikelola dengan cara disimpan di dalam tempat penampungan sampah (TPS) berizin. Secara umum pengelolaan limbah B3 dilakukan dengan cara 3R hanya meliputi pengurangan (*reduce*) karena Pertamina Gas tidak memiliki izin untuk memanfaatkan kembali ataupun mengolah limbah B3 yang dihasilkannya. Pengelolaan limbah melibatkan pihak ketiga yang sudah mempunyai izin dari Kementerian Lingkungan Hidup dan Kehutanan maupun Kementerian Perhubungan. Berikut data intensitas limbah B3 di area operasi Pertamina Gas:

## BIODIVERSITY

The company is also committed to continuing to preserve the environment by carrying out various environmental social responsibility activities, including biodiversity. In 2021, the Company has carried out biodiversity activities, including:

1. Operation South Sumatra Area (OSSA):
  - Planting flora in the Cambai Conservation area
  - Planting flora in the Bedegung Conservation area
  - Conservation of the Sumatran Blue-winged Leaf Cica (*Chloropsis Moluccensis*)
  - Greening Program in the community development environment
2. Operation West Java Area (OWJA):
  - Mangrove rehabilitation of *Rizophora Apiculata* and *Sonneratia Casiolaris*
3. Operation East Java Area (OEJA):
  - Biorock coral reef program
  - Fish Apartment Program on Pagerungan Besar Island
  - Mangrove maintenance
4. Operation Kalimantan Area (OKA):
  - Rehabilitation of Mangrove *Sonneratio Ovata* and *Mangrove Sonneratia Alba* to maintain the Proboscis Monkey *Nasalis Larvatus* Ecosystem.
  - Conservation of *Aves*, *Mammals*, *Reptiles*, *Crustaceans*, *Insects* in the Bontang Conservation Forest.

## WASTE MANAGEMENT AND TREATMENT

In addition to carrying out the activities previously mentioned, the Company also carries out waste management and processing activities resulting from its operations. Because the Company realizes that some of the waste it produces contains hazardous and toxic goods (B3) as well as non-B3 waste.

The resulting B3 waste is managed by storing it in a licensed waste collection site (TPS). In general, B3 waste management is carried out using the 3R method, only including reduction because Pertamina Gas does not have a permit to reuse or process the B3 waste it produces. Waste management involves third parties who already have permits from the Ministry of Environment and Forestry and the Ministry of Transportation. The following is data on the intensity of B3 waste in the Pertamina Gas operation area:



**Intensitas limbah B3 di area Pertamina Gas**  
Intensity of B3 waste in Pertamina Gas area

Area	Satuan Unit	2021	2020	2019	2018	2017
OEJA	Ton/TOE	0,000000020	0,000000008	0,000000210	0,000001900	0,000000060
OSSA	Ton/TOE	0,000005430	0,000004430	0,000008520	0,000005080	0,000012050
OKA	Ton/TOE	0,000000560	0,000001450	0,000000560	0,000001291	0,000001239
OWJA	Ton/TOE	0,000004800	0,000006000	0,000006000	0,000009000	0,000005000

Kegiatan pengelolaan dan pengolahan limbah di area operasi Pertamina Gas juga dilakukan untuk menurunkan volume limbah B3 yang dihasilkan. Berikut disampaikan upaya yang dilakukan untuk menurunkan intensitas limbah B3 di setiap area operasi Perusahaan

1. Operation South Sumatera Area (OSSA):
  - Penonaktifan Turbin 4 Unit dan 1 Unit Standby di SKG Benuang
  - Penonaktifan 1-unit *Engine Recipro* CB SKG Cambai
  - Pembuatan alat filtrasi ALDi (*Anti Lock Drain*) di Scrubber Musi SKG Cambai
2. Operation West Java Area (OWJA):
  - Pengurangan limbah B3 majun terkontaminasi dengan metode penggunaan *Reusable Safety Gloves*
  - Pengurangan limbah B3 drum bekas dengan optimalisasi *turbine compressor* SKG Mundu
  - Pengurangan limbah B3 oli bekas dengan optimalisasi *turbine compressor* SKG Mundu
3. Operation East Java Area (OEJA):
  - Penerapan *good housekeeping* untuk mengurangi jumlah kaleng cat bekas
  - Perubahan interval penggantian oli genset untuk mengurangi limbah oli bekas
  - Penerapan *good housekeeping* untuk mengurangi jumlah limbah majun
  - Perpanjangan siklus pakai elektronik untuk mengurangi limbah *e-waste*
4. Operation Kalimantan Area (OKA):
  - Program *Oil Analysis*
  - Pembuatan Alat *Condesat Drain Control* (Cendol)
  - Optimalisasi operasi *turbin compressor* saat konsumen *turn around*
  - Program penggantian baterai konvensional menjadi baterai isi ulang
  - Program penggantian lampu ruangan dengan spesifikasi *lifetime* yang lebih lama

Waste management and processing activities in Pertamina Gas' operational areas are also carried out to reduce the volume of B3 waste generated. Following are the efforts made to reduce the intensity of B3 waste in each of the Company's operational areas

1. Operation South Sumatera Area (OSSA):
  - Deactivation of 4 Unit Turbine and 1 Standby Unit at SKG Benuang
  - Deactivation of 1-unit Recipro CB Engine SKG Cambai
  - Manufacture of the ALDi (Anti Lock Drain) filtration device at the Musi SKG Cambai Scrubber
2. Operation West Java Area (OWJA):
  - Reduction of contaminated B3 waste by using the method of using Reusable Safety Gloves
  - Reduction of B3 waste from used drums by optimizing the SKG Mundu turbine compressor
  - Reducing used oil B3 waste by optimizing the SKG Mundu turbine compressor
3. Operation East Java Area (OEJA):
  - Implementation of good housekeeping to reduce the number of used paint cans
  - Change of generator oil change interval to reduce waste of used oil
  - Implementation of good housekeeping to reduce the amount of waste advanced
  - Extended electronic life cycle to reduce e-waste
4. Operation Kalimantan Area (OKA):
  - Oil Analysis Program
  - Manufacture of Condensate Drain Control (Cendol) Equipment
  - Optimization of turbine compressor operation when consumers turn around
  - Program to replace conventional batteries with rechargeable batteries
  - Room lamp replacement program with longer lifetime specifications

## Tanggung Jawab Sosial Perusahaan Terhadap Mutu dan Pelayanan Corporate Social Responsibility for Quality And Service

Kepuasan pelanggan/konsumen bagi Pertamina Gas menjadi salah satu aspek yang paling mendasar dan penting dalam menjaga keberlangsungan kegiatan usahanya. Sehingga, hal tersebut memacu Perusahaan untuk terus meningkatkan produk dan mutu layanan jasanya dengan memprioritaskan aspek kesehatan, keselamatan kerja seluruh karyawan, pelanggan, mitra kerja, maupun pemangku kepentingan lain serta melakukan lindung lingkungan dan aset perusahaan sebagai komitmen dalam mewujudkan kepuasan pelanggan.

Kegiatan tanggung jawab sosial perusahaan terhadap konsumen ini juga sebagai bentuk kepatuhan Perusahaan yang telah menerapkan ISO 9001 terkait Sistem Manajemen Mutu untuk berbagai produk dan layanan yang dimiliki. Selain itu, Pertamina Gas juga melakukan langkah-langkah kerja yang memenuhi tantangan bisnis dan menjawab kebutuhan pelanggan merupakan bagian yang diusung dan didukung oleh *Quality Assurance & Safety* serta memenuhi tuntutan regulasi.

### PROGRAM KERJA PENGELOLAAN KUALITAS DAN MANAJEMEN MUTU

Berbagai kegiatan untuk dapat memenuhi harapan pelanggan dan konsumen dilakukan oleh Perusahaan. Sehingga menjadi motivasi bagi Pertamina Gas untuk dapat menjaga kualitas produk dengan terus memperhatikan aspek *Quality Assurance & Safety*.

Customer/consumer satisfaction for Pertamina Gas is one of the most basic and important aspects in maintaining the continuity of its business activities. Thus, this spurs the Company to continue to improve its products and service quality by prioritizing the health and safety aspects of all employees, customers, business partners, and other stakeholders as well as protecting the environment and company assets as a commitment to realizing customer satisfaction.

This corporate social responsibility activity towards consumers is also a form of the Company's compliance that has implemented ISO 9001 related to the Quality Management System for various products and services it has. In addition, Pertamina Gas also takes work steps that meet business challenges and respond to customer needs, which are part of what is carried and supported by *Quality Assurance & Safety* as well as meeting regulatory demands.

### QUALITY MANAGEMENT AND QUALITY MANAGEMENT WORK PROGRAM

Various activities to meet customer and consumer expectations are carried out by the Company. So that it becomes a motivation for Pertamina Gas to be able to maintain product quality by continuing to pay attention to aspects of *Quality Assurance & Safety*.



No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
1	Sistem Manajemen Terintegrasi (SMT) Integrated Management System (SMT)	1.1	Sistem Tata Kerja (STK) Work System (STK)	1	Pembentukan tim <i>task force</i> STK Formation of STK task force team
				2	Melakukan identifikasi, evaluasi dan <i>review</i> kebutuhan dan isi STK Identify, evaluate and review STK needs and contents
				3	Melakukan <i>benchmark</i> dengan organisasi lain (internal/ eksternal Pertamina) Benchmarking with other organizations (internal/external Pertamina)
				4	Sosialisasi / <i>Awareness</i> STK Fungsi STK Socialization / Awareness Function
				5	Sosialisasi portal STK STK portal socialization
				6	<i>Monitoring</i> proses <i>upload</i> STK ke portal STK Monitoring the STK upload process to the STK portal
				7	<i>Training</i> STK STK training
				8	<i>Assesment</i> internal STK STK internal assessment
				9	<i>Update &amp; revisi</i> pedoman MSTKPG MSTKPG guidelines update & revision
				10	Membuat TKO STK Making TKO STK
		1.2	Sistem Manajemen Terintegrasi (SMT) Integrated Management System (SMT)	11	<i>Monitoring</i> Implementasi STK SMT Monitoring the Implementation of STK SMT
				12	<i>Training</i> SMT ( <i>awareness &amp; auditor</i> ) SMT (awareness & auditor) training
				13	<i>Follow up</i> temuan audit SMT Follow up on SMT audit findings
				14	Audit internal SMT SMT internal audit
				15	Audit <i>surveillance</i> SMT SMT surveillance audits
				16	Rapat tinjauan manajemen Management review meeting
				17	Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (SMAP) Certification

No	Tujuan Purpose	No	Program Kerja Work Program	No	Kerangka Program Kerja Work Program Framework
2	Continuous Improvement Program (CIP)	2.1	Continuous Improvement Program (CIP)	18	Coaching PDCA I & II PDCA I & II Coaching
				19	Forum Presentasi CIP CIP Presentation Forum
				20	Training upskilling CIP CIP upskilling training
				21	Training upskilling juri CIP CIP jury upskilling training
				22	Workshop persiapan APQ & forum Sub Holding Gas APQ preparation workshop & Gas Sub Holding forum
				23	Melakukan replikasi CIP Perform CIP replication
				24	Sosialisasi CIP yang dapat dilakukan replikasi CIP socialization that can be replicated
				25	Sosialisasi portal KOMET Persero KOMET Persero portal socialization
				26	KOMET webinar KOMET webinar
				27	Festival KOMET webinar dalam rangka HUT PTG & bulan K3 KOMET webinar festival in celebration of PTG Anniversary & K3 month
3	Knowledge Sharing	3.1	Knowledge Management (KOMET)	28	Mengajukan HKI terkait CIP Submitting IPR related to CIP
				29	Workshop pengajuan HKI IPR submission workshop
				30	Pembuatan pedoman manajemen & TKO pengelolaan korespondensi Creation of management guidelines & TKO correspondence management
4	Sistem Tata Kerja Work System	4.1	Korespondensi Correspondence	31	Sosialisasi STK pengelolaan korespondensi Creation of management guidelines & TKO correspondence management
				32	Sosialisasi aplikasi P-office Persero Socialization of STK correspondence management
		4.2	Kearsipan Archiving	33	Pembuatan TKO pengelolaan kearsipan Persero P-office application socialization
				34	Sosialisasi STK pengelolaan kearsipan Archive management STK socialization





## MANAJEMEN MUTU

Pertamina Gas senantiasa melakukan pemantauan kualitas produk, agar produk yang dihasilkan oleh Perusahaan dapat dinikmati oleh konsumen secara baik dan memuaskan konsumen. Pelaksanaan pemantauan produk ini dilaksanakan Perusahaan melalui Manajemen Mutu, yang menjadi tanggung jawab fungsi QHSSE bersama dengan area operasi. Fungsi QHSSE dipimpin seorang *Vice President* dan bertanggung jawab kepada Direktur Utama serta Direktur Teknik dan Operasi.

Penerapan Manajemen Mutu dilakukan menyeluruh dalam setiap tingkatan organisasi maupun proses usaha, termasuk di seluruh area operasi. Penerapan Manajemen Mutu dibarengi pelaksanaan praktik-praktik terbaik kesehatan, keselamatan, keamanan dan lindung lingkungan (K3LL), untuk meminimalkan dampak yang ditimbulkan.

Penerapan Manajemen Mutu di lingkungan Pertamina Gas terdiri dari empat pilar penting, yakni:

- **Continuous Improvement Program (CIP)**  
Pengelolaan *Continuous Improvement Program* (CIP) yang melibatkan 74% pekerja PT Pertamina Gas dan menghasilkan 84 CIP
- **Knowledge Management (KOMET)**  
Pengelolaan *Knowledge Management* dengan total pelaksanaan *Webinar Knowledge Sharing* sebanyak 56 kali
- **Standardization Management (SM)**  
Audit Surveillance terkait Sistem Manajemen Terintegrasi (SMT) dan Implementasi Sistem Manajemen Anti Penyuapan
- **Implementasi Manajemen Sistem Tata Kelola Perusahaan (MSTKP).**  
Pelaksanaan Assessment Sistem Tata Kerja (STK) dan pemetaan proses bisnis terhadap kebutuhan STK, serta Pengelolaan Korespondensi dan Kearsipan yang berkolaborasi dengan fungsi terkait.

## DEWAN MANAJEMEN MUTU

Untuk dapat menjaga kualitas dan mutu produk, maka Perusahaan terus memperhatikan tingkat efektivitas dan efisiensi produk. Pertamina Gas telah membentuk Dewan Manajemen Mutu, untuk memastikan penerapan manajemen mutu pada proses bisnis. Berikut disampaikan susunan Dewan Manajemen Mutu Pertamina Gas.

## QUALITY MANAGEMENT

Pertamina Gas monitors product quality, so that the products produced by the Company can be enjoyed by consumers properly and satisfactorily. The implementation of Product Monitoring is carried out through Quality Management, which is the responsibility of the QHSSE function along with the area of operations. The QHSSE function is led by a Vice President and is responsible to the President Director and the Director of Technical and Operations.

The implementation of Quality Management is carried out thoroughly at every level of the organization and business processes, including in the area of operations. The implementation of Quality Management is accompanied by the implementation of the best health, safety, security and environmental protection (K3LL) practices, for the impact.

The implementation of Quality Management within Pertamina Gas consists of four important pillars, namely:

- **Continuous Improvement Program (CIP)**  
Management of the Continuous Improvement Program (CIP) which involved 74% of PT Pertamina Gas workers and resulted in 84 CIP
- **Knowledge Management (KOMET)**  
Knowledge Management Management with a total of 56 Knowledge Sharing Webinar implementations
- **Standardization Management (SM)**  
Surveillance Audit related to Integrated Management System (SMT) and Implementation of Anti-Bribery Management System
- **Implementation of Corporate Governance System Management (MSTKP).**  
Implementation of Work System Assessment (STK) and mapping of business processes to STK needs, as well as Correspondence and Archives Management in collaboration with related functions.

## QUALITY MANAGEMENT BOARD

In order to maintain product quality and quality, the Company continues to pay attention to the level of product effectiveness and efficiency. Pertamina Gas has established a Quality Management Board, to ensure the implementation of quality management in business processes. The following is the composition of the Pertamina Gas Quality Management Board.

Posisi Position	Pejabat Officer
Ketua Chairman	Direktur Utama President director
Wakil Ketua Vice Chairman	Direktur Teknik & Operasi Director of Technical & Operations
Sekretaris Secretary	VP Quality, Health, Safety, Security & Environment
Anggota Member	<ul style="list-style-type: none"> <li>▪ Strategy &amp; Business Development Director</li> <li>▪ Commercial Director</li> <li>▪ Finance &amp; Business Support Director</li> <li>▪ Corporate Secretary</li> <li>▪ Chief of Internal Audit</li> <li>▪ VP Strategic Planning &amp; Portfolio</li> <li>▪ VP Business Development</li> <li>▪ VP New Venture &amp; Partnership</li> <li>▪ VP Commercial Capacity &amp; Asset</li> <li>▪ VP Commercial Gas &amp; Product</li> <li>▪ VP Technical Management</li> <li>▪ VP Infrastructure Management</li> <li>▪ GM Operation West Region</li> <li>▪ GM Operation East Region</li> <li>▪ VP Human Capital &amp; Business Support</li> <li>▪ VP Financial Controller</li> <li>▪ VP Treasury</li> <li>▪ VP Supply Chain Management</li> <li>▪ Para Manajer dan setara</li> <li>▪ Managers and equivalent</li> </ul>

## PENERAPAN MANAJEMEN MUTU

Penerapan Manajemen Mutu di lingkungan Pertamina Gas mengacu kepada berbagai standar internasional di antaranya adalah:

## APPLICATION OF QUALITY MANAGEMENT

The implementation of Quality Management within Pertamina Gas refers to various international standards including:

Tanggal Dikeluarkannya Issued Date	Jenis Sertifikat Certificate Type	Dikeluarkan Oleh Issued By	Masa Berlaku Hingga Validity Until
4 September 2020 September 4, 2020	ISO 9001:2015 ( <i>Quality</i> )	BSI	3 September 2023 September 3, 2023
	ISO 14001:2015 <i>Environment</i>		
	ISO 45001:2018 <i>Occupational Health &amp; Safety</i>		

## KEUTAMAAN TERHADAP PELANGGAN

Pertamina Gas senantiasa mengutamakan pelanggan. Selain menerapkan manajemen mutu, keutamaan terhadap pelanggan juga diwujudkan melalui penerapan standar tinggi terkait kesehatan, keselamatan dan keamanan dalam menjalankan kegiatan usahanya.

## PRIORITY TO CUSTOMERS

Pertamina Gas always puts customers first. In addition to implementing quality management, customer priority is also realized through the application of high standards related to health, safety and security in carrying out its business activities.



## KEAMANAN JARINGAN GAS KOTA

Perusahaan memberikan perhatian pada kesehatan, keselamatan dan keamanan jaringan gas kota. Pertamina Gas melakukan upaya edukasi terkait keamanan, baik kepada operator maupun warga pengguna.

Melalui anak perusahaannya yakni PT Pertagas Niaga bermitra dengan Korea Gas Safety (KGS) dan SK E&S, untuk mengelola keamanan penggunaan gas kota. Korea Selatan dipilih karena telah mengembangkan gas kota sejak tahun 1980 dan memiliki pengalaman dalam bidang keamanan gas kota.

Melalui kerjasama ini, selanjutnya digelar lokakarya mengenai pengembangan keamanan penggunaan jaringan gas kota. Kerja sama ini juga diharapkan kian meyakinkan masyarakat tentang keamanan penggunaan jaringan gas kota.

## KEPUASAN PELANGGAN

Perusahaan memandang bahwa kepuasan pelanggan merupakan salah satu faktor penting dalam keberlangsungan kegiatan usaha Perusahaan. Untuk itu, Keutamaan terhadap pelanggan juga diwujudkan dalam bentuk memberikan pelayanan terbaik yang memuaskan para pelanggan. Untuk memastikan kepuasan pelanggan, secara berkala Pertamina Gas melaksanakan survei kepuasan pelanggan

Untuk dapat menciptakan kepuasan pelanggan yang tinggi, maka Pertamina Gas juga memberikan layanan atau mekanisme terhadap pengaduan pelanggan baik terkait mutu maupun pelayanan dari Perusahaan.

- Weekly Meeting;*
- Rapat Koordinasi Fungsi Operasi per Triwulan;
- Management Walkthrough;*
- Gas Coordination Meeting.*

Setiap pengaduan yang disampaikan pelanggan akan dikelola oleh masing-masing area operasi sesuai lokasi pelanggan tersebut. Pengaduan akan ditindaklanjuti dan diputuskan solusinya oleh masing-masing Manager Area dan dapat dieskalasi hingga ke GM atau Direktur Operasi.

Sebagai bentuk tanggung jawab Perusahaan kepada pelanggan, di tahun 2021 Pertamina Gas melaksanakan kegiatan *Key Account Retention & Management (KAM)* kepada PT Pupuk Sriwidjaja (Pusri) selaku pelanggan dari Pertamina Gas pada tanggal 2 September 2021 dan PT Petrokimia Gresik (PKG) pada tanggal 23 September 2021.

## CITY GAS NETWORK SAFETY

The company pays attention to the health, safety and security of the city gas network. Pertamina Gas carries out educational efforts related to safety, both for operators and users.

Through its subsidiary, PT Pertagas Niaga, in partnership with Korea Gas Safety (KGS) and SK E&S, to manage the safety of using city gas. South Korea was chosen because it has been developing city gas since 1980 and has experience in the field of city gas safety.

Through this collaboration, a workshop was held on the development of security in the use of the city gas network. This collaboration is also expected to further convince the public about the safety of using the city gas network.

## CUSTOMER SATISFACTION

The Company views that customer satisfaction is one of the important factors in the sustainability of the Company's business activities. To that end, the priority to customers is also manifested in the form of providing the best service that satisfies customers. To ensure customer satisfaction, Pertamina Gas regularly conducts customer satisfaction surveys

In order to create high customer satisfaction, Pertamina Gas also provides services or mechanisms for customer complaints related to the quality and services of the Company.

- Weekly Meetings;*
- Quarterly Operational Function Coordination Meeting;
- Management Walkthrough;*
- Gas Coordination Meeting.*

Each complaint submitted by the customer will be managed by each operating area according to the customer's location. Complaints will be followed up and a solution decided by each Area Manager and can be escalated to the GM or Director of Operations.

As a form of the Company's responsibility to customers, in 2021 Pertamina Gas carried out Key Account Retention & Management (KAM) activities to PT Pupuk Sriwidjaja (Pusri) as a customer of Pertamina Gas on September 2, 2021 and PT Petrokimia Gresik (PKG) on 23 September 2021.

Selain itu, Pertamina Gas di tahun 2021 ini juga bersinergi dengan Subholding Gas melalui integrasi *Contact Center* PGN 1500-645 untuk pelanggan dapat menyampaikan kritik dan sarannya sehingga Pertamina Gas terus dapat memberikan layanan terbaik bagi pelanggan. Hal ini ditunjukkan dengan didapatinya survei kepuasan pelanggan dengan skor 4,48 (skala 1-5). Skor ini melebihi target KPI Perusahaan atas *customer satisfaction index* yang sebesar 4,01.

## DAMPAK OPERASIONAL DAN KEUANGAN

Bagi Perusahaan, melaksanakan kegiatan tanggung jawab sosial kepada pelanggan merupakan investasi jangka panjang dan dapat memberikan pertumbuhan dan keberlanjutan perusahaan dan bukan lagi dilihat sebagai sarana biaya (*cost centre*) melainkan sebagai sarana meraih keuntungan (*profit centre*).

Di tahun 2021 ini, Perusahaan telah mengalokasikan biaya sebesar Rp750.000.000 untuk melaksanakan kegiatan tanggung jawab perusahaan terhadap pelanggan yakni program *Key Account Retention & Management* (KAM).

In addition, Pertamina Gas in 2021 also synergizes with Subholding Gas through the integration of the Contact Center PGN 1500-645 for customers to submit criticisms and suggestions so that Pertamina Gas can continue to provide the best service for customers. This is indicated by the finding of a customer satisfaction survey with a score of 4.48 (scale 1-5). This score exceeds the Company's KPI target for the customer satisfaction index of 4.01.

## OPERATIONAL AND FINANCIAL IMPACT

For the Company, carrying out social responsibility activities to customers is a long-term investment and can provide growth and sustainability of the company and is no longer seen as a cost center but as a profit center.

In 2021, the Company has allocated a fee of Rp. 750,000,000 to carry out corporate responsibility activities towards customers, namely the Key Account Retention & Management (KAM) program.





# 08.

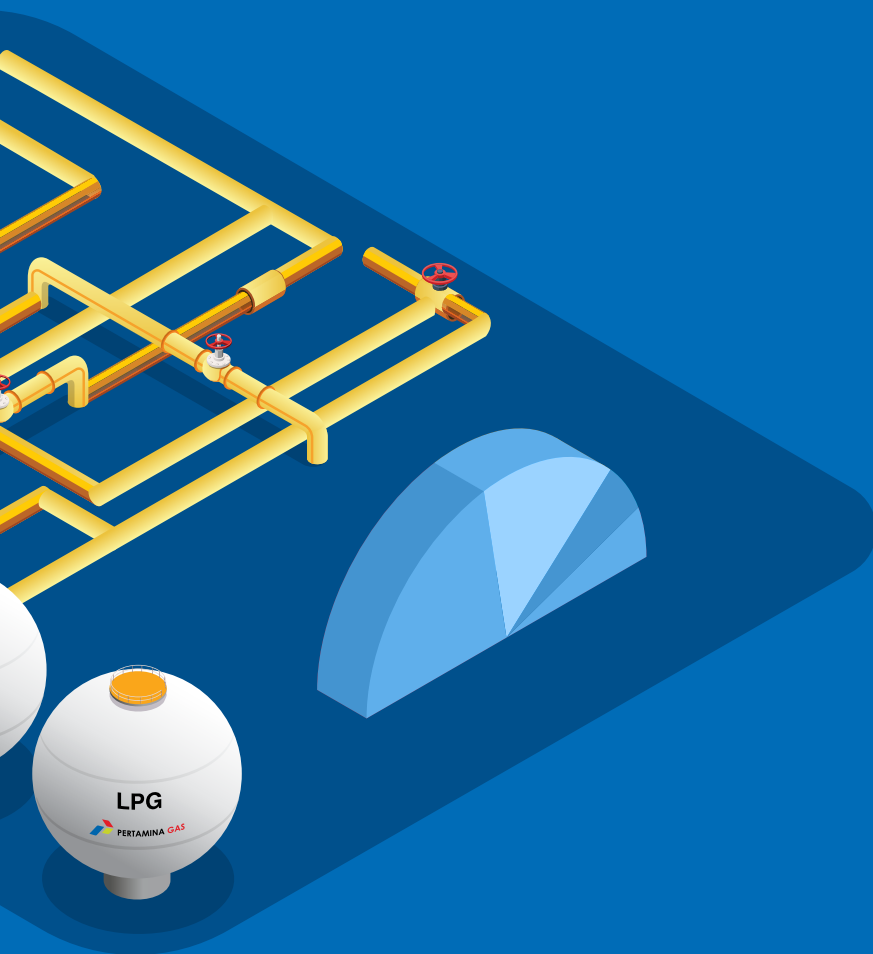






# LAPORAN KEUANGAN

Financial Report



**PT PERTAMINA GAS  
DAN ENTITAS ANAK/*AND SUBSIDIARIES***

**LAPORAN KEUANGAN KONSOLIDASIAN/  
*CONSOLIDATED FINANCIAL STATEMENTS***

**31 DESEMBER 2021/  
*31 DECEMBER 2021***



**SURAT PERNYATAAN DIREKSI TENTANG/  
BOARD OF DIRECTORS' STATEMENT REGARDING**

**TANGGUNG JAWAB ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN UNTUK  
TAHUN YANG BERAKHIR  
31 DESEMBER 2021**

**THE RESPONSIBILITY FOR THE  
CONSOLIDATED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2021**

**PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

<b>Atas nama Direksi, Kami yang bertanda tangan di bawah ini</b>		<i>On behalf of the Board of Directors, We the undersigned</i>	
1. Nama	: Wiko Miganoro	:	<i>Name 1</i>
Alamat kantor	: Jl. Medan Merdeka Timur No. 11-13, Jakarta Pusat, 10110	:	<i>Office address</i>
Telepon	: 021 - 31906825	:	<i>Phone</i>
Jabatan	: Direktur Utama/President Director	:	<i>Position</i>
2. Nama	: Rigo Supratman	:	<i>Name 2</i>
Alamat kantor	: Jl. Medan Merdeka Timur No. 11-13, Jakarta Pusat, 10110	:	<i>Office address</i>
Telepon	: 021 - 31906825	:	<i>Phone</i>
Jabatan	: Direktur Keuangan dan Dukungan Bisnis/Finance and Business Support Director	:	<i>Position</i>

<b>Menyatakan bahwa:</b>	<i>Declare that:</i>
1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pertamina Gas dan entitas anak ("Grup");	1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Pertamina Gas and subsidiaries ("the Group");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; dan	2. The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards; and
a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;	a. All information has been fully and correctly disclosed in the Group's consolidated financial statements;
b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;	b. The Group's consolidated financial statements do not contain false material information or facts, nor do they omit material information or facts;
3. Kami bertanggung jawab atas sistem pengendalian internal Grup.	3. We are responsible for the Group's internal control systems.
Demikian pernyataan ini dibuat dengan sebenarnya.	<i>This statement is confirmed to the best of our knowledge and belief.</i>
Atas nama dan mewakili Dewan Direksi.	<i>For and on behalf of the Board of Directors.</i>

Jakarta, 7 Maret/March 2022

	
<b>Wiko Miganoro</b> Direktur Utama/President Director	<b>Rigo Supratman</b> Direktur Keuangan dan Dukungan Bisnis/Finance and Business Support Director

PT Pertamina Gas  
Gedung Griha Pertamina, Pertamina Tower Lt.  
20-23 Jl. Medan Merdeka Timur Nomor 11-13  
Jakarta Pusat - 10110, Indonesia  
T +62 21 31906825 F +62 21 31902361



**LAPORAN AUDITOR INDEPENDEN  
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT  
TO THE SHAREHOLDERS OF**

**PT PERTAMINA GAS**

Kami telah mengaudit laporan keuangan konsolidasian PT Pertamina Gas dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

*We have audited the accompanying consolidated financial statements of PT Pertamina Gas and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.*

**Tanggung jawab manajemen atas laporan keuangan konsolidasian**

**Management's responsibility for the consolidated financial statements**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini 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 these 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.*

**Tanggung jawab auditor**

**Auditors' responsibility**

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

*Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.*

**Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan**

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002742.1025/AJ.1/02/1130-1/1/11/2022



Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

#### Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Pertamina Gas dan entitas anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.*

*We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.*

#### Opinion

*In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Pertamina Gas and its subsidiaries as at 31 December 2021, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

JAKARTA,  
7 Maret/March 2022

**Daniel Kohar, S.E., CPA**  
Izin Akuntan Publik/Licence of Public Accountant No. AP.1130



PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES

Halaman 1/1 Page

LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2021

(Dinyatakan dalam ribuan Dolar Amerika Serikat)

CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION  
31 DECEMBER 2021

(Expressed in thousands of United States Dollar)

	2021	Catatan/ Notes	2020	
<b>ASET</b>				<b>ASSETS</b>
<b>ASET LANCAR</b>				<b>CURRENT ASSETS</b>
Kas dan setara kas	234,924	4,17b	197,115	Cash and cash equivalents
Piutang usaha				Trade receivables
- Pihak berelasi	135,860	5,17c	191,182	Related parties -
- Pihak ketiga	37,319	5	35,866	Third parties -
Piutang lain-lain	11,950	6	17,090	Other receivables
Persediaan	4,519		4,311	Inventories
Uang muka dan biaya dibayar dimuka	8,874		3,310	Advances and prepayments
Pajak dibayar dimuka - pajak lain-lain	<u>29,382</u>	15a	<u>26,651</u>	Prepaid taxes - other taxes
Jumlah aset lancar	<u>462,828</u>		<u>475,525</u>	Total current assets
<b>ASET TIDAK LANCAR</b>				<b>NON-CURRENT ASSETS</b>
Piutang usaha – pihak ketiga	9,075	5	10,153	Trade receivables – third party
Aset pajak tangguhan	30,285	15d	31,178	Deferred tax assets
Investasi	81,497	7	78,660	Investments
Aset tetap	1,375,132	8	1,339,048	Fixed assets
Aset hak-guna	100,318	14a	110,160	Right-of-use assets
Pajak dibayar dimuka				Prepaid taxes
- Pajak penghasilan badan	9,342	15a	11,311	Corporate income taxes -
- Pajak lain-lain	22,593	15a	9,961	Other taxes -
Aset tidak lancar lainnya	<u>56,164</u>	9	<u>63,512</u>	Other non-current assets
Jumlah aset tidak lancar	<u>1,684,406</u>		<u>1,653,983</u>	Total non-current assets
<b>TOTAL ASET</b>	<u><b>2,147,234</b></u>		<u><b>2,129,508</b></u>	<b>TOTAL ASSETS</b>
<b>LIABILITAS</b>				<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>				<b>CURRENT LIABILITIES</b>
Utang usaha				Trade payables
- Pihak berelasi	86,199	10,17f	51,710	Related parties -
- Pihak ketiga	20,859	10	11,407	Third parties -
Utang lain-lain	25,515	13,17g	16,214	Other payables
Utang pajak				Taxes payable
- Pajak penghasilan badan	2,419	15b	1,067	Corporate income taxes -
- Pajak lain-lain	2,417	15b	1,084	Other taxes -
Beban yang masih harus dibayar	62,988	11,17h	129,702	Accrued expenses
Bagian lancar atas pendapatan yang ditangguhkan	32,785	12	34,150	Current portion of deferred revenue
Bagian lancar atas pinjaman jangka panjang	-	17i,18	71,261	Current portion of long-term loan
Liabilitas sewa bagian jangka pendek	<u>4,012</u>	14b	<u>8,387</u>	Short-term portion of lease liabilities
Jumlah liabilitas jangka pendek	<u>237,194</u>		<u>324,982</u>	Total current liabilities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.





**PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Halaman 1/2 Page

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2021**

(Dinyatakan dalam ribuan Dolar Amerika Serikat,  
kecuali nilai nominal dan data saham)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION  
31 DECEMBER 2021**

(Expressed in thousands of United States Dollars,  
except for par value and share data)

	<b>2021</b>	<b>Catatan/ Notes</b>	<b>2020</b>	
<b>LIABILITAS JANGKA PANJANG</b>				<b>NON-CURRENT LIABILITIES</b>
Liabilitas imbalan pascakerja	14,473	16	13,733	<i>Post-employment benefit obligation</i>
Pendapatan ditangguhkan setelah dikurangi bagian lancar	16,998	12	2,287	<i>Deferred revenue, net of current portion</i>
Pinjaman jangka panjang setelah dikurangi bagian lancar				<i>Long-term loan, net of current portion</i>
- Pihak berelasi	50,000	171,18	139,316	<i>Related parties -</i>
- Pihak ketiga	103,000	18	-	<i>Third parties -</i>
Liabilitas sewa jangka panjang	98,430	14b	101,371	<i>Long-term lease liabilities</i>
Liabilitas jangka panjang lainnya	-		11	<i>Other non-current liabilities</i>
Jumlah liabilitas jangka panjang	<u>282,901</u>		<u>256,718</u>	<i>Total non-current liabilities</i>
<b>TOTAL LIABILITAS</b>	<b><u>520,095</u></b>		<b><u>581,700</u></b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>				<b>EQUITY</b>
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk</b>				<b>Equity attributable to owners of the parent</b>
Modal saham				<i>Share capital</i>
Modal dasar – 5.200.082 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham				<i>Authorised - 5,200,082 shares at par value of Rp1,000,000 (full amount) per shares</i>
Modal ditempatkan dan disetor - 5.080.585 saham	566,847	20	566,847	<i>Issued and paid up - 5,080,585 shares</i>
Tambahan modal disetor	(261,515)	21	(261,515)	<i>Additional paid-in capital</i>
Komponen ekuitas lainnya	3,273		3,131	<i>Other equity components</i>
Saldo laba	<u>1,318,103</u>		<u>1,238,918</u>	<i>Retained earnings</i>
	<u>1,626,708</u>		<u>1,547,381</u>	
Kepentingan non-pengendali	<u>431</u>		<u>427</u>	<i>Non-controlling interest</i>
<b>TOTAL EKUITAS</b>	<b><u>1,627,139</u></b>		<b><u>1,547,808</u></b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>	<b><u>2,147,234</u></b>		<b><u>2,129,508</u></b>	<b>TOTAL LIABILITIES AND EQUITY</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES

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LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
PADA 31 DESEMBER 2021

(Disajikan dalam ribuan Dolar Amerika Serikat)

CONSOLIDATED STATEMENT OF PROFIT  
OR LOSS AND OTHER COMPREHENSIVE  
INCOME FOR THE YEAR ENDED  
31 DECEMBER 2021

(Expressed in thousands of United States Dollar)

	2021	Catatan/ Notes	2020	
<b>PENDAPATAN</b>	541,386	23,17j	539,034	<b>REVENUE</b>
<b>BEBAN POKOK PENDAPATAN</b>	(390,479)	24,17k	(382,430)	<b>COST OF REVENUE</b>
<b>LABA BRUTO</b>	<b>150,907</b>		<b>156,604</b>	<b>GROSS PROFIT</b>
Beban umum dan administrasi	(38,858)	25	(41,218)	General and administrative expenses
Beban keuangan	(11,778)	26	(16,937)	Finance costs
Pendapatan keuangan	4,482	26	7,181	Finance income
Penurunan nilai piutang	(2,844)	5	(1,316)	Impairment of receivables
Kerugian selisih kurs	(1,803)		(129)	Foreign exchange loss
Bagian laba dari ventura bersama	32,537	7i	12,295	Share of profit from joint ventures
Pendapatan lain-lain, bersih	22,146	27,17j	20,613	Other income, net
<b>LABA SEBELUM PAJAK PENGHASILAN</b>	<b>154,789</b>		<b>137,093</b>	<b>PROFIT BEFORE INCOME TAX</b>
<b>BEBAN PAJAK PENGHASILAN</b>	<b>(27,615)</b>	15c	<b>(30,460)</b>	<b>INCOME TAX EXPENSES</b>
<b>LABA TAHUN BERJALAN</b>	<b>127,174</b>		<b>106,633</b>	<b>PROFIT FOR THE YEAR</b>
<b>LABA KOMPREHENSIF LAIN</b>				<b>OTHER COMPREHENSIVE INCOME</b>
Pos-pos yang tidak akan direklasifikasi ke laba rugi				Items that will not be reclassified to profit or loss
Pengukuran kembali liabilitas imbalan pascakerja, setelah pajak	142		573	Remeasurement of post-employment benefit obligation, net of tax
<b>JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN</b>	<b>127,316</b>		<b>107,206</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>
<b>LABA YANG DAPAT DIATRIBUSIKAN KEPADA:</b>				<b>PROFIT ATTRIBUTABLE TO:</b>
Pemilik entitas induk	127,159		106,610	Owners of the parent
Kepentingan non-pengendali	15		23	Non-controlling interest
	<b>127,174</b>		<b>106,633</b>	
<b>LABA KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA:</b>				<b>COMPREHENSIVE INCOME ATTRIBUTABLE TO:</b>
Pemilik entitas induk	127,301		107,183	Owners of the parent
Kepentingan non-pengendali	15		23	Non-controlling interest
	<b>127,316</b>		<b>107,206</b>	

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES

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LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2021  
(Disajikan dalam ribuan Dolar Amerika Serikat)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2021  
(Expressed in thousands of United States Dollar)

	Modal saham/ Share capital	Tambahan modal disetor/ Additional paid-in capital	Komponen ekuitas lainnya/ Other equity components	Saldo laba/ Retained earnings	Keperlingan non-pengendali/ Non-controlling interest	Total ekuitas/ Total equity	
<b>Saldo 1 Januari 2020</b>	<b>566,847</b>	<b>(261,515)</b>	<b>2,558</b>	<b>1,157,308</b>	<b>434</b>	<b>1,465,632</b>	<b>Balance as of 1 January 2020</b>
Laba tahun berjalan	-	-	-	106,610	23	106,633	Profit for the year
Laba komprehensif lainnya	-	-	573	-	-	573	Other comprehensive income
Dividen	-	-	-	(25,000)	(30)	(25,030)	Dividends
<b>Saldo 31 Desember 2020</b>	<b>566,847</b>	<b>(261,515)</b>	<b>3,131</b>	<b>1,238,918</b>	<b>427</b>	<b>1,547,808</b>	<b>Balance as of 31 December 2020</b>
Laba tahun berjalan	-	-	-	127,159	15	127,174	Profit for the year
Laba komprehensif lainnya	-	-	142	-	-	142	Other comprehensive income
Dividen	-	-	-	(47,974)	(11)	(47,985)	Dividends
<b>Saldo 31 Desember 2021</b>	<b>566,847</b>	<b>(261,515)</b>	<b>3,273</b>	<b>1,318,103</b>	<b>431</b>	<b>1,627,139</b>	<b>Balance as of 31 December 2021</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES

Halaman 4 Page

LAPORAN ARUS KAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL 31 DESEMBER 2021  
(Dinyatakan dalam ribuan Dolar Amerika Serikat)

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
31 DECEMBER 2021  
(Expressed in thousands of United States Dollars)

	2021	2020	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan dari pelanggan	591,844	519,354	Receipts from customers
Pembayaran kepada pemasok	(304,392)	(318,581)	Payments to suppliers
Pembayaran kepada karyawan	(37,575)	(30,784)	Payments to employees
Pembayaran untuk pajak penghasilan	(27,558)	(26,592)	Payments for income taxes
Penerimaan dari pengembalian pajak penghasilan	3,375	-	Receipts from income tax refund
Pembayaran pajak lainnya	(1,733)	-	Payments for other taxes
Penerimaan dari pengembalian pajak lainnya	3,378	31,352	Receipts from other taxes refund
Penerimaan dari penghasilan bunga	4,482	7,181	Receipts from interest income
Pembayaran untuk beban keuangan	(9,580)	(35,494)	Payments for finance cost
Penerimaan dari aktivitas operasi lainnya	19,601	11,063	Receipts from other operating activities
<b>Arus kas bersih yang diperoleh dari aktivitas operasi</b>	<b>241,842</b>	<b>157,499</b>	<b>Net cash generated from operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penambahan aset tetap	(133,597)	(139,769)	Additions of fixed assets
Penerimaan piutang pinjaman dari pihak berelasi	2,112	-	Collection of loan receivable from a related party
Penerimaan dividen dan pengembalian modal dari ventura bersama	29,700	23,100	Dividends received and capital repayment from joint venture
<b>Arus kas bersih yang digunakan untuk aktivitas investasi</b>	<b>(101,785)</b>	<b>(116,669)</b>	<b>Net cash used in investing activities</b>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>			<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Penerimaan pinjaman bank jangka panjang	103,000	-	Receipt of long-term bank loan
Pembayaran pinjaman dari pemegang saham	(150,812)	(35,630)	Payment of shareholder loan
Pembayaran dividen	(47,985)	(25,030)	Payment of dividends
Pembayaran liabilitas sewa	(7,316)	(8,735)	Payment of lease liabilities
<b>Arus kas bersih yang digunakan untuk aktivitas pendanaan</b>	<b>(103,113)</b>	<b>(69,395)</b>	<b>Net cash used in financing activities</b>
<b>KENAIKAN/(PENURUNAN) BERSIH KAS DAN SETARA KAS</b>	<b>36,944</b>	<b>(28,565)</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>
Efek perubahan nilai kurs pada kas dan setara kas	865	2,304	Effect of exchange rate changes on cash and cash equivalents
<b>SALDO KAS DAN SETARA KAS AWAL TAHUN</b>	<b>197,115</b>	<b>223,376</b>	<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>
<b>SALDO KAS DAN SETARA KAS AKHIR TAHUN</b>	<b>234,924</b>	<b>197,115</b>	<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.



**PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Halaman 5/1 Page

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN 31 DESEMBER 2021**

(Dinyatakan dalam ribuan Dolar Amerika Serikat,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED FINANCIAL  
STATEMENTS 31 DECEMBER 2021**

(Expressed in thousands of United States Dollars,  
unless otherwise stated)

**1. UMUM**

**a. PT Pertamina Gas (“Perusahaan”)**

**i. Profil Perusahaan**

Perusahaan didirikan berdasarkan Akta Notaris No. 12 tanggal 23 Februari 2007 oleh Marianne Vincentia Hamdani, S.H. Akta pendirian ini telah disahkan melalui Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. W7-03421 HT.01.01-TH.2007 tanggal 29 Maret 2007 serta telah diumumkan dalam Berita Negara No. 545 Tambahan No. 5 tanggal 15 Januari 2009.

Nama Perusahaan berubah dari PT Pertagas menjadi PT Pertamina Gas berdasarkan Akta Notaris No. 3 tanggal 9 Januari 2008 oleh Notaris Marianne Vincentia Hamdani, S.H. Akta perubahan ini telah disahkan melalui surat keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-04898.AH.01.02 pada tanggal 31 Januari 2008.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan terakhir berdasarkan Akta Notaris oleh Lenny Janis Ishak, S.H., No. 5 tanggal 2 November 2021 tentang perubahan susunan Dewan Komisaris Perusahaan. Perubahan ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui surat keputusan No. AHU-AH.01.03-0470760 pada tanggal 9 November 2021.

Kantor pusat Perusahaan berkedudukan di Gedung Grha Pertamina, Tower Pertamina Lt. 20-23, Jalan Medan Merdeka Timur No. 11-13, Jakarta 10110.

Entitas induk langsung Perusahaan adalah PT Perusahaan Gas Negara Tbk (“PGN”) dan pemegang saham utama adalah PT Pertamina (Persero) (“Pertamina”), badan usaha milik negara.

**ii. Wilayah kerja dan kegiatan usaha**

Sesuai dengan Anggaran Dasarnya, Perusahaan menjalankan kegiatan usaha sebagai berikut:

1. Perniagaan gas bumi.
2. Transportasi gas dan minyak bumi.
3. Pemrosesan gas bumi.
4. Distribusi gas bumi.
5. Penyimpanan dan usaha lainnya yang terkait dengan gas bumi.

**1. GENERAL**

**a. PT Pertamina Gas (the “Company”)**

**i. Company profile**

*The Company was established by virtue of Notarial Deed No. 12 dated 23 February 2007 of Marianne Vincentia Hamdani, S.H. The deed of establishment was approved by the Minister of Law and Human Rights in Decision Letter No. W7-03421.HT.01.01-TH.2007 on 29 March 2007 and was published in State Gazette No. 545 Supplement No. 5 dated 15 January 2009.*

*The Company’s name was changed from PT Pertagas to PT Pertamina Gas based on Notarial Deed No. 3 dated 9 January 2008 of Marianne Vincentia Hamdani, S.H. This Notarial Deed was approved by the Minister of Law and Human Rights in decision letter No. AHU-04898.AH.01.02 dated 31 January 2008.*

*The Company’s Articles of Association have been amended several times. The latest amendment was based on Notarial Deed of Lenny Janis Ishak, S.H., No. 5 dated 2 November 2021 regarding changes in the Company’s Board of Commissioners. The amendment was approved by the Minister of Law and Human Rights in decision letter No. AHU-AH.01.03-0470760 dated 9 November 2021.*

*The Company’s head office is located at the Grha Pertamina Building, Tower Pertamina Lt. 20-23, Jalan Medan Merdeka Timur No. 11-13, Jakarta 10110.*

*The immediate parent entity is PT Perusahaan Gas Negara Tbk (“PGN”), and the ultimate parent is PT Pertamina (Persero) (“Pertamina”), a state-owned enterprise.*

**ii. Working areas and business activities**

*In accordance with the Company’s Articles of Association, the Company conducts the following business activities:*

1. *Trading of natural gas.*
2. *Natural gas and oil transportation.*
3. *Natural gas processing.*
4. *Natural gas distribution.*
5. *Natural gas storage and other related business activities.*

**PT PERTAMINA GAS  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

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**1. UMUM (lanjutan)**

**a. PT Pertamina Gas (“Perusahaan”) (lanjutan)**

**ii. Wilayah kerja dan kegiatan usaha (lanjutan)**

Kegiatan operasi Perusahaan dibagi menjadi delapan area operasi sebagai berikut:

1. Area Operasi Sumatera Bagian Utara, yang meliputi area distribusi Aceh dan Sumatera Utara.
2. Area Operasi Sumatera Bagian Selatan, yang meliputi area distribusi Sumatera Selatan dan Jambi.
3. Area Operasi Sumatera Bagian Tengah, yang meliputi area distribusi Tempino dan Plaju.
4. Area Operasi Jawa Bagian Barat, yang meliputi area distribusi Jakarta, Jawa Barat dan Banten.
5. Area Operasi Jawa Bagian Timur, yang meliputi area distribusi Jawa Timur.
6. Area Operasi Kalimantan, yang meliputi area distribusi Kalimantan Timur.
7. Area Operasi Dumai, yang meliputi area distribusi gas Sumatera Bagian Tengah
8. Area Operasi Rokan, yang meliputi area distribusi minyak Sumatera Bagian Tengah.

Sejak bulan Januari 2012, perniagaan gas bumi ditangani oleh PT Pertagas Niaga, entitas anak Perusahaan. Perubahan ini dilakukan untuk mematuhi Peraturan Menteri Energi dan Sumber Daya Mineral (“ESDM”) No. 19/2009 tentang Kegiatan Usaha Gas Bumi melalui Pipa.

**iii. Dewan komisaris, direksi, dan karyawan**

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2021 adalah sebagai berikut:

**Dewan Komisaris**

Komisaris Utama  
Komisaris  
Komisaris  
Komisaris  
Komisaris

Gigih Prakoso  
Wahyu Setyawan  
Martinus Sembiring  
Twedy Noviadly Ginting  
Diaz F. M. Hendropriyono

**Direksi**

Direktur Utama  
Direktur Strategi dan Pengembangan Bisnis  
Direktur Komersial  
Direktur Keuangan dan Dukungan Bisnis  
Direktur Teknik dan Operasi

Wiko Migantoro  
Indra Setyawati  
-  
Rigo Supratman  
Rosa Permata Sari

**1. GENERAL (continued)**

**a. PT Pertamina Gas (the “Company”) (continued)**

**ii. Working areas and business activities (continued)**

The Company’s business activities are divided into eight operational areas:

1. Northern Sumatera Operation Area, which covers Aceh and North Sumatera distribution areas.
2. Southern Sumatera Operation Area, which covers South Sumatera and Jambi distribution areas.
3. Central Sumatera Operation Area, which covers Tempino and Plaju distribution areas.
4. Western Java Operation Area, which covers Jakarta, West Java and Banten distribution areas.
5. Eastern Java Operation Area, which covers East Java distribution areas.
6. Kalimantan Operation Area, which covers East Kalimantan distribution areas.
7. Dumai Operation Area, which covers Central Sumatera distribution areas.
8. Rokan Operation Area, which covers Central Sumatera oil distribution areas.

Since January 2012, the trading of natural gas has been handled by PT Pertagas Niaga, a subsidiary of the Company. This change was made to comply with the Ministry of Energy and Mineral Resources (“EMR”) Regulation No. 19/2009 related to Natural Gas Business through Pipelines.

**iii. Boards of commissioners, directors, and employees**

The composition of the Company’s Boards of Commissioners and Directors as at 31 December 2021 was as follows:

**Board of Commissioners**

President Commissioner  
Commissioner  
Commissioner  
Commissioner  
Commissioner

**Directors**

President Director  
Strategy and Business Development Director  
Commercial Director  
Finance and Business Support Director  
Technical and Operation Director





**PT PERTAMINA GAS  
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**1. UMUM (lanjutan)**

**1. GENERAL (continued)**

**a. PT Pertamina Gas (“Perusahaan”) (lanjutan)**

**a. PT Pertamina Gas (the “Company”)  
(continued)**

**iii. Dewan komisaris, direksi dan karyawan  
(lanjutan)**

**iii. Boards of commissioners and  
directors and employees (continued)**

Susunan Dewan Komisaris dan Direksi  
Perusahaan pada tanggal 31 Desember  
2020 adalah sebagai berikut:

The composition of the Company’s  
Boards of Commissioners and Directors  
as at 31 December 2020 was as follows:

**Dewan Komisaris**

**Board of Commissioners**

Komisaris Utama	Gigih Prakoso
Komisaris	Surat Indrijarso
Komisaris	Wahyu Setyawan
Komisaris	Martinus Sembiring

President Commissioner
Commissioner
Commissioner
Commissioner

**Direksi**

**Directors**

Direktur Utama	Wiko Migantoro
Direktur Strategi dan Pengembangan Bisnis	Indra Setyawati
Direktur Komersial	Achmad Herry Syarifuddin
Direktur Keuangan dan Dukungan Bisnis	Rigo Supratman
Direktur Teknik dan Operasi	Rosa Permata Sari

President Director
Strategy and Business Development Director
Commercial Director
Finance and Business Support Director
Technical and Operation Director

Pada tanggal 31 Desember 2021 dan 2020,  
jumlah karyawan tetap Grup masing-  
masing adalah 844 orang dan 671 orang  
(tidak diaudit).

As at 31 December 2021 and 2020, the  
Group has a total of 844 employees and  
671 employees (unaudited), respectively.

**b. Penyelesaian laporan keuangan  
konsolidasian**

**b. Completion of the consolidated financial  
statements**

Laporan keuangan konsolidasian Grup telah  
disusun dan disetujui oleh Direksi Perusahaan  
pada tanggal 7 Maret 2022.

The Group’s consolidated financial  
statements were prepared and authorised for  
issuance by the Company’s Directors on 7  
March 2022.

**c. Entitas anak**

**c. Subsidiaries**

Entitas anak yang termasuk dalam laporan  
keuangan konsolidasian:

Subsidiaries included in the consolidated  
financial statements are as follows:

Nama entitas anak/ Name of subsidiaries	Tanggal pendirian/ Date of establishment	Kegiatan usaha/ Nature of business	Persentase kepemilikan/ Percentage of ownership		Jumlah aset/Total assets	
			2021	2020	2021	2020
PT Pertagas Niaga (“PTGN”)	23 Maret/ March 2010	Perniagaan gas bumi/Trading of natural gas	99.00%	99.00%	125,363	135,382
PT Perta Arun Gas (“PAG”)	18 Maret/ March 2013	Pengolahan Liquefied Natural Gas (“LNG”)/ Liquefied Natural Gas (“LNG”) processing	99.95%	99.95%	206,641	204,691

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**1. UMUM (lanjutan)**

**d. Entitas pengaturan bersama**

Perusahaan memiliki kepemilikan langsung di entitas pengaturan bersama sebagai berikut:

Entitas/Entity	Tanggal pendirian/ Date of establishment
PT Perta-Samtan Gas ("PSG")	7 Mei/ May 2008
PT Perta Daya Gas ("PDG")	26 April/ April 2012

Perusahaan mengakui keberadaan hak keikutsertaan yang substantif dari pemegang saham lain PSG dan PDG yang menyebabkan pemegang saham tersebut memiliki hak yang setara dengan Perusahaan dalam menentukan kebijakan keuangan dan operasional yang penting. Dengan pertimbangan hak yang dimiliki pemegang saham lainnya, Perusahaan hanya memiliki pengaturan bersama atas kebijakan keuangan dan operasional yang penting di PSG dan PDG meskipun Perusahaan memiliki kepemilikan saham lebih dari 50%.

Dalam laporan keuangan konsolidasian ini, Perusahaan dan entitas anak serta entitas pengaturan bersama, bersama-sama disebut "Grup".

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**

**a. Dasar penyusunan laporan keuangan konsolidasian**

Laporan keuangan konsolidasian ini telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK").

**1. GENERAL (continued)**

**d. Jointly controlled entities**

The Company has direct ownership in the following jointly controlled entities:

Kegiatan usaha/ Nature of business	Persentase kepemilikan/ Percentage of ownership
Pengolahan Liquefied Petroleum Gas ("LPG")/ Liquefied Petroleum Gas ("LPG") processing	66%
Pengolahan LNG dan Compressed Natural Gas ("CNG")/ LNG and Compressed Natural Gas ("CNG") processing	65%

The Company considered the existence of substantive participating rights held by the other shareholders of PSG and PDG which provide such shareholders with the same rights as the Company over the significant financial and operating policies. Considering the other shareholders' rights, the Company only has joint control over the financial and operating policies of PSG and PDG even though the Company has more than 50% share ownership.

In these consolidated financial statements, the Company, its subsidiaries and its jointly controlled entities are together referred as the "Group".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**a. Basis of preparation of consolidated financial statements**

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, including Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS").



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)**

Laporan keuangan konsolidasian ini disusun berdasarkan konsep harga perolehan, yang dimodifikasi oleh revaluasi aset keuangan tersedia untuk dijual, dan aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, serta menggunakan dasar akrual kecuali untuk laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun menggunakan metode langsung dan arus kas dikelompokkan atas dasar aktivitas operasi, investasi dan pendanaan. Untuk tujuan laporan arus kas konsolidasian, kas dan setara kas mencakup kas kecil, kas pada bank dan deposito berjangka.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

Kecuali dinyatakan di bawah ini, kebijakan akuntansi telah diterapkan secara konsisten dengan laporan keuangan konsolidasian pada 31 Desember 2021 yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**Perubahan pada PSAK dan ISAK**

Standar berikut telah diterbitkan dan efektif pada tahun buku 2021, namun dampaknya tidak signifikan terhadap laporan keuangan konsolidasian:

Efektif 1 Januari 2021

- Amendemen PSAK 22 "Kombinasi Bisnis" tentang definisi bisnis
- Amendemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran" tentang reformasi acuan suku bunga tahap 2

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**a. Basis of preparation of consolidated  
financial statements (continued)**

*These consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities at fair value through profit or loss and using the accrual basis except for the consolidated statement of cash flows.*

*The consolidated statement of cash flows has been prepared based on the direct method, by classifying cash flows on the basis of operating, investing and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash on hand, cash in banks and time deposits.*

*The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.*

*Except as described below, the accounting policies applied are consistent with the consolidated financial statements as at 31 December 2021, which conform to Indonesian Financial Accounting Standards.*

**Changes to the SFAS and IFAS**

*The following standards were issued and effective in 2021, but did not result in a significant effect on the consolidated financial statements:*

Effective 1 January 2021

- *The amendments to SFAS 22 "Business Combinations" about definition of a business*
- *The amendments to SFAS 55 "Financial Instruments: Recognition and Measurement" about interest rate benchmark reform batch 2*

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)

Perubahan pada PSAK dan ISAK (lanjutan)

Efektif 1 Januari 2021 (lanjutan)

- Amendemen PSAK 60 "Instrumen Keuangan: Pengungkapan" tentang reformasi acuan suku bunga tahap 2
- Amendemen PSAK 62 "Kontrak Asuransi" tentang reformasi acuan suku bunga tahap 2
- Amendemen PSAK 71 "Instrumen Keuangan" tentang reformasi acuan suku bunga tahap 2
- Amendemen PSAK 73 "Sewa" tentang reformasi acuan suku bunga tahap 2
- Amendemen PSAK 73 "Sewa" tentang jasa konsesi sewa terkait Covid-19
- Penyesuaian tahunan 2021 atas PSAK 1 "Penyajian Laporan Keuangan",
- Penyesuaian tahunan 2021 atas PSAK 13 "Properti Investasi"
- Penyesuaian tahunan 2021 atas PSAK 48 "Penurunan Nilai Aset"
- Penyesuaian tahunan 2021 atas PSAK 66 "Pengaturan Bersama"
- Penyesuaian tahunan 2021 atas ISAK 16 "Pengaturan Jasa Konsesi"

Standar baru, amendemen dan interpretasi yang telah diterbitkan, namun belum berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2022 adalah sebagai berikut:

- Amendemen PSAK 22 "Bisnis Kombinasi" tentang acuan kerangka konseptual pelaporan keuangan
- Amendemen PSAK 57 "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi" tentang kontrak memberatkan - biaya memenuhi kontrak
- Penyesuaian tahunan atas PSAK 71 "Instrumen Keuangan"
- Penyesuaian tahunan atas PSAK 73 "Sewa"

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

a. Basis of preparation of consolidated  
financial statements (continued)

Changes to the SFAS and IFAS (continued)

Effective 1 January 2021 (continued)

- The amendments to SFAS 60 "Financial Instruments: Disclosure" about interest rate benchmark reform batch 2
- The amendments to SFAS 62 "Insurance Contracts" about interest rate benchmark reform batch 2
- The amendments to SFAS 71 "Financial Instruments" about interest rate benchmark reform batch 2
- The amendments to SFAS 73 "Leases" about interest rate benchmark reform batch 2
- The amendments to SFAS 73 "Leases" about Covid-19 related rent concession
- 2021 Annual improvements on SFAS 1 "Presentation of Financial Statements"
- 2021 Annual improvements on SFAS 13 "Investment Property"
- 2021 Annual improvements on SFAS 48 "Impairment of Assets"
- 2021 Annual improvements on SFAS 66 "Joint Arrangements"
- 2021 Annual improvements on IFAS 16 "Service Concession Arrangements"

New standards, amendments and interpretations issued but only effective for financial years beginning on or after 1 January 2022 are as follows:

- The amendments to SFAS 22 "Business Combinations" about references to the conceptual framework of financial reporting
- The amendments to SFAS 57 "Provisions, Contingent Liabilities and Contingent Assets" about onerous contracts - cost of fulfilling the contracts
- Annual improvements on SFAS 71 "Financial Instruments"
- Annual improvements on SFAS 73 "Leases"



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)**

**Perubahan pada PSAK dan ISAK (lanjutan)**

Standar baru, amendemen dan interpretasi yang telah diterbitkan, namun belum berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2023 adalah sebagai berikut:

- Amendemen PSAK 1 "Penyajian Laporan Keuangan" tentang kewajiban diklasifikasikan antara lancar dan tidak lancar
- Amendemen PSAK 1 "Penyajian Laporan Keuangan" tentang pengungkapan kebijakan akuntansi
- Amendemen PSAK 16 "Aset Tetap" tentang hasil sebelum penggunaan yang diintensikan
- Amendemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi dan Kesalahan" tentang definisi estimasi akuntansi
- Amendemen PSAK 46 "Pajak Penghasilan" tentang pajak tangguhan terkait aset dan liabilitas yang timbul dari transaksi tunggal

Standar baru, amendemen dan interpretasi yang telah diterbitkan, namun belum berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2025 adalah sebagai berikut:

- PSAK 74 "Kontrak Asuransi"
- Amendemen PSAK 74 "Kontrak Asuransi" tentang penerapan awal PSAK 74 dan PSAK 71 – informasi komparatif.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**a. Basis of preparation of consolidated  
financial statements (continued)**

**Changes to the SFAS and IFAS (continued)**

New standards, amendments and interpretations issued but only effective for financial years beginning on or after 1 January 2023 are as follows:

- The amendments to SFAS 1 "Presentation of Financial Statements" about the classification of liabilities between current and non-current
- The amendments to SFAS 1 "Presentation of Financial Statements" about disclosure of accounting policies
- The amendments to SFAS 16 "Fixed Assets" regarding output before intended use
- The amendments to SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors" about definition of accounting estimates
- The amendments to SFAS 46 "Income Tax" about deferred tax related to assets and liabilities arising from a single transaction

New standards, amendments and interpretations issued but only effective for financial years beginning on or after 1 January 2025 are as follows:

- SFAS 74 "Insurance Contracts"
- The amendments to SFAS 74 "Insurance Contract" about initial application of SFAS 74 and SFAS 71 - comparative information.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

b. Prinsip-prinsip konsolidasi

b. Principles of consolidation

i. Entitas anak

i. Subsidiaries

Entitas anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal dimana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian.

*Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on which that control ceases.*

Grup menerapkan metode akuisisi untuk mencatat kombinasi bisnis. Imbalan yang dialihkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang dialihkan, liabilitas yang diakui terhadap pemilik pihak yang diakuisisi sebelumnya dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi. Aset teridentifikasi yang diperoleh dan liabilitas serta liabilitas kontinjensi yang diambil alih dalam suatu kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

*The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.*

Grup mengakui kepentingan nonpengendali pada pihak yang diakuisisi baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan nonpengendali atas aset neto pihak yang diakuisisi. Kepentingan nonpengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas diatribusikan kepada pemilik entitas induk.

*The Group recognises non-controlling interest in the acquiree on acquisition, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statements of financial position, separate from the equity attributable to the owners of the parent entity.*

Biaya yang terkait dengan akuisisi dibebankan pada saat terjadinya.

*Acquisition-related costs are expensed as incurred.*

Jika kombinasi bisnis diperoleh secara bertahap, nilai wajar pada tanggal akuisisi dari kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi diukur kembali ke nilai wajar tanggal akuisisi melalui laba rugi.

*If the business combination is achieved in stages, at 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 through profit or loss.*





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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**i. Entitas anak (lanjutan)**

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat sesuai dengan PSAK No. 71: Instrumen Keuangan, dalam laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

Selisih lebih imbalan yang dialihkan, jumlah setiap kepentingan nonpengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi atas nilai wajar aset bersih teridentifikasi yang diperoleh dicatat sebagai *goodwill*. Jika jumlah imbalan yang dialihkan, kepentingan nonpengendali yang diakui, dan kepentingan yang sebelumnya dimiliki pengakuisisi lebih rendah dari nilai wajar aset bersih entitas anak yang diakuisisi dalam kasus pembelian dengan diskon, selisihnya diakui dalam laba rugi.

Transaksi, saldo dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

**ii. Pelepasan entitas anak**

Ketika Grup tidak lagi memiliki pengendalian atau, kepentingan yang masih tersisa atas entitas diukur kembali berdasarkan nilai wajarnya, dan perubahan nilai tercatat diakui dalam laba rugi. Nilai tercatat awal adalah sebesar nilai wajar untuk kepentingan pengukuran kembali kepentingan yang tersisa sebagai entitas asosiasi, ventura bersama atau aset keuangan. Di samping itu, jumlah yang sebelumnya diakui pada pendapatan komprehensif lain sehubungan dengan entitas tersebut dicatat seolah-olah Grup telah melepas aset atau liabilitas terkait. Hal ini dapat berarti bahwa jumlah yang sebelumnya diakui pada penghasilan komprehensif lain direklasifikasi ke laba rugi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**b. Principles of consolidation (continued)**

**i. Subsidiaries (continued)**

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that are deemed to be assets or liabilities are recognised in accordance with SFAS No. 71: Financial Instruments, in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previously held interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of the consideration transferred, the non-controlling interest recognised and the previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

**ii. Disposal of subsidiaries**

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when the control is lost, with the change in carrying amount recognised in profit or loss. The initial carrying amount is the fair value for the remeasurement purposes of the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This means amounts previously recognised in other comprehensive income might be reclassified to profit or loss.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

b. Prinsip-prinsip konsolidasi (lanjutan)

iii. Pengaturan bersama

Menurut PSAK No. 66, pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama bergantung pada hak dan kewajiban kontraktual para investor. Pada tanggal pelaporan, Grup hanya memiliki ventura bersama.

(1) Operasi bersama

Operasi bersama adalah salah satu jenis pengaturan bersama dimana para pihak yang memiliki pengendalian bersama dalam sebuah pengaturan memiliki hak atas aset, kewajiban atas liabilitas terkait dengan pengaturan tersebut.

Grup memiliki kepemilikan dalam operasi bersama dimana Grup termasuk salah satu pihak yang memiliki pengendalian bersama (operator bersama), atau pihak yang berpartisipasi tidak memiliki pengendalian bersama atas operasi bersama tersebut.

Sehubungan dengan kepentingan dalam operasi bersama bagian kepemilikan dalam operasi bersama, Grup mengakui:

- 1) Aset, mencakup bagiannya atas setiap aset yang dimiliki bersama;
- 2) Liabilitas, mencakup bagiannya atas liabilitas yang terjadi bersama;
- 3) Pendapatan dari penjualan bagiannya atas output yang dihasilkan dari operasi bersama;
- 4) Bagiannya atas pendapatan dari penjualan output oleh operasi bersama; dan
- 5) Beban, mencakup bagiannya atas setiap beban yang terjadi secara bersama-sama.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

b. Principles of consolidation (continued)

iii. Joint arrangements

Under SFAS No. 66 investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. At the reporting date, the Group only has joint ventures.

(1) Joint operations

A joint operation is a type of joint arrangement whereby the parties who own joint control of the arrangement have the rights to the assets and obligations for the liabilities relating to the arrangement.

The Group has interests in several joint operations in which the Group is included as a party which has joint control of a joint operation (joint operator), or as a party that participates in, but does not have joint control of, a joint operation.

In relation to its interests in joint operations, the Group recognises its:

- 1) Assets, including its share of any assets held jointly;
- 2) Liabilities, including its share of any liabilities incurred jointly;
- 3) Revenue from the sale of its share of the output arising from the joint operation;
- 4) Share of the revenue from the sale of the output by the joint operation; and
- 5) Expenses, including its share of any expenses incurred jointly.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**iii. Pengaturan bersama (lanjutan)**

**(1) Operasi bersama (lanjutan)**

Ketika Grup melakukan transaksi dengan operasi bersama, dimana Grup merupakan salah satu operator bersama, maka Grup mengakui keuntungan dan kerugian yang dihasilkan dari transaksi tersebut hanya sebatas kepentingan para pihak lain dalam operasi bersama tersebut.

**(2) Ventura bersama**

Ventura bersama dicatat menggunakan metode ekuitas. Dalam metode ekuitas, kepentingan dalam ventura bersama diakui pada biaya perolehan dan disesuaikan selanjutnya untuk mengakui bagian Grup atas laba rugi dan penghasilan komprehensif lain pasca perolehan. Ketika bagian grup atas rugi dalam ventura bersama sama dengan atau melebihi kepentingannya dalam ventura bersama (dimana termasuk kepentingan jangka panjang, dalam substansinya membentuk bagian dari investasi bersih Grup dalam ventura bersama), Grup tidak mengakui kerugian selanjutnya, kecuali telah menjadi kewajiban atau telah melakukan pembayaran atas nama ventura bersama.

Keuntungan yang belum terealisasi atas transaksi antara Grup dan ventura bersama dieliminasi sebesar kepentingan Grup dalam ventura bersama. Kerugian yang belum terealisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti adanya penurunan nilai aset yang dialihkan. Kebijakan akuntansi ventura bersama telah diubah jika diperlukan untuk memastikan konsistensi dari kebijakan yang diterapkan oleh Grup.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**b. Principles of consolidation (continued)**

**iii. Joint arrangements (continued)**

**(1) Joint operations (continued)**

*When the Group enters into a transaction with a joint operation in which it is a joint operator, the Group shall recognise gains and losses resulting from such a transaction only for the portion of the other parties' interests in the joint operation.*

**(2) Joint ventures**

*Joint ventures are accounted for using the equity method. Under the equity method, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.*

*Unrealised gains on transactions between the Group and its joint ventures are eliminated for the portion of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.*

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DAN ENTITAS ANAK/AND SUBSIDIARIES

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

c. Transaksi dan saldo dalam mata uang asing

Masing-masing entitas dalam Grup mempertimbangkan indikator utama dan indikator lainnya dalam menentukan mata uang fungsionalnya. Perusahaan menentukan mata uang fungsionalnya adalah Dolar AS dan memutuskan mata uang penyajian laporan keuangan konsolidasian menggunakan Dolar AS.

Transaksi dalam mata uang asing dicatat dalam mata uang fungsional berdasarkan nilai tukar yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut dan laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada laba rugi periode berjalan, kecuali untuk selisih kurs yang dapat diatribusikan ke aset tertentu dikapitalisasi ke aset dalam pelaksanaan.

Nilai tukar yang digunakan adalah sebagai berikut:

	<u>31 Desember/ December 2021</u>
1 Dolar AS/Rupiah	14,269

d. Aset keuangan

Klasifikasi dan pengukuran aset keuangan ditentukan berdasarkan jenis aset. Untuk aset keuangan berupa instrumen utang, pengklasifikasiannya harus didasarkan pada model bisnis dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga.

Secara umum, aset keuangan diklasifikasikan dalam dua kategori sebagai berikut:

1. Aset keuangan yang diukur dengan biaya diamortisasi; dan
2. Aset keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

Grup menentukan klasifikasi aset keuangan tersebut pada pengakuan awal.

Untuk investasi pada instrumen ekuitas yang bukan termasuk dimiliki untuk diperdagangkan, tergantung apakah Grup telah melakukan pemilihan yang tidak dapat dibatalkan pada saat pengakuan awal untuk instrumen ekuitas yang diukur dengan nilai wajar melalui penghasilan komprehensif lain.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

c. Foreign currency transactions and balances

Each entity within the Group considers the primary indicators and other indicators in determining its functional currency. The Company determined that its functional currency was the US Dollar and decided that the presentation currency for these consolidated financial statements was the US Dollar.

Transactions involving foreign currencies are recorded in the functional currency at the rates of exchange prevailing at the time the transactions are made. At the consolidated statements of financial position date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date and the resulting gains or losses are credited or charged to current period profit or loss, except for foreign exchange differentials that can be attributed to qualifying assets which are capitalised to construction in-progress.

The rates of exchange used were as follows:

	<u>31 Desember/ December 2021</u>	<u>31 Desember/ December 2020</u>	
1 Dolar AS/Rupiah	14,269	14,105	1 US Dollar/Rupiah

d. Financial assets

Classification and measurement of financial assets are determined based on the type of assets. For financial assets in the form of debt instruments, classification is determined based on business model and contractual cash flows - whether solely from payment of principal and interest.

In general, financial assets are classified in the following two categories:

1. Financial assets at amortised cost; and
2. Financial assets at fair value through profit or loss ("FVTPL") or other comprehensive income ("FVOCI").

The Group determines the classification of its financial assets at initial recognition.

For investments in equity instruments that are not held for trading, this will depend on whether the group has made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI.



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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

d. Aset keuangan (lanjutan)

Grup melakukan reklasifikasi instrumen utang jika dan hanya jika terdapat perubahan model bisnis atas aset keuangan tersebut.

Pengakuan dan pengukuran

Pembelian dan penjualan aset keuangan yang lazim (reguler) diakui pada tanggal perdagangan - tanggal dimana Grup berkomitmen untuk membeli atau menjual aset. Investasi pada awalnya diakui sebesar nilai wajarnya ditambah biaya transaksi untuk seluruh aset keuangan yang tidak diukur pada nilai wajar melalui laporan laba rugi. Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi pada awalnya dicatat sebesar nilai wajar dan biaya transaksinya dibebankan pada laporan laba rugi.

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

Aset keuangan tersedia untuk dijual dan aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi selanjutnya dicatat sebesar nilai wajar.

Pinjaman yang diberikan dan piutang dicatat sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Instrumen utang

Pengukuran selanjutnya atas instrumen utang bergantung kepada model bisnis Grup dalam mengelola aset dan karakteristik dari arus kas. Terdapat tiga kategori pengukuran dalam mengklasifikasi instrumen utang:

- Biaya perolehan diamortisasi: Aset yang dimiliki untuk pengumpulan arus kas kontraktual, dimana arus kas tersebut merupakan pembayaran pokok dan bunga, diukur dengan biaya perolehan diamortisasi. Penghasilan bunga dari aset keuangan ini termasuk dalam penghasilan keuangan menggunakan metode suku bunga efektif. Laba atau rugi yang timbul dari penghentian pengakuan diakui secara langsung dalam laporan laba rugi dan disajikan dalam keuntungan/(kerugian) lainnya bersama dengan keuntungan dan kerugian selisih kurs. Penurunan nilai aset keuangan disajikan terpisah dalam laporan laba rugi.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

d. Financial assets (continued)

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date - the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus the transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in profit or loss.

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value.

Loans and receivables are carried at amortised cost using the effective interest method.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line items in the statement of profit or loss.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

d. Aset keuangan (lanjutan)

d. Financial assets (continued)

Instrumen utang (lanjutan)

Debt instruments (continued)

- Nilai wajar melalui penghasilan komprehensif lain: Aset yang dimiliki untuk pengumpulan arus kas kontraktual dan untuk penjualan keuangan aset, dimana arus kas aset merupakan pembayaran pokok dan bunga diukur pada nilai wajar melalui penghasilan komprehensif lain. Mutasi dalam jumlah tercatat dilakukan melalui penghasilan komprehensif lain, kecuali untuk pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga dan keuntungan dan kerugian selisih kurs, yang diakui dalam laporan laba rugi. Ketika aset keuangan dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laporan laba rugi pada pendapatan lain-lain, bersih. Pendapatan bunga dari aset keuangan ini termasuk dalam penghasilan keuangan menggunakan metode suku bunga efektif. Keuntungan dan kerugian selisih kurs disajikan pada pendapatan lain-lain, bersih, dan penurunan nilai disajikan pada bagian terpisah dalam laporan laba rugi.
- Nilai wajar melalui laba rugi: Aset yang tidak memenuhi kriteria untuk biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajar melalui laporan laba rugi. Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada nilai wajar melalui laporan laba rugi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laporan laba rugi dan disajikan bersih dalam laporan laba rugi di dalam pendapatan lain-lain, bersih dalam periode kemunculannya.

- *FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other income, net. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other income, net, and impairment expenses are presented as separate line items in the statement of profit or loss.*
- *Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit or loss within other income, net in the period in which it arises.*





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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**d. Aset keuangan (lanjutan)**

Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Dimana manajemen Grup telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar dari investasi ekuitas pada penghasilan komprehensif lain. Tidak ada reklasifikasi selanjutnya atas keuntungan dan kerugian dari nilai wajar ke laba rugi setelah penghentian pengakuan investasi. Dividen dari investasi tersebut terus diakui dalam laporan laba rugi sebagai penghasilan lainnya ketika hak Grup untuk menerima pembayaran ditetapkan. Kerugian penurunan nilai (dan pembalikan kerugian penurunan nilai) pada investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak dilaporkan secara terpisah dari perubahan nilai wajarnya.

**e. Liabilitas keuangan**

Klasifikasi

Grup mengklasifikasikan liabilitas keuangannya sebagai kategori (i) liabilitas keuangan pada nilai wajar melalui laba rugi dan (ii) liabilitas keuangan yang diukur pada biaya perolehan diamortisasi. Pada tanggal 31 Desember 2021 dan 2020, Grup hanya memiliki liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup mempunyai hak tanpa syarat untuk menunda pembayaran untuk paling tidak 12 bulan setelah tanggal pelaporan.

Pengakuan dan pengukuran

Liabilitas keuangan pada awalnya diukur pada nilai wajar, setelah dikurangi biaya transaksi, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dengan beban bunga diakui berdasarkan metode suku bunga efektif.

Selisih antara hasil emisi (setelah dikurangi biaya transaksi) dan penyelesaian atau pelunasan pinjaman diakui selama jangka waktu pinjaman menggunakan metode suku bunga efektif.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Financial assets (continued)**

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from changes in fair value.

**e. Financial liabilities**

Classification

The Group classifies its financial liabilities into the categories of (i) financial liabilities at fair value through profit or loss and (ii) financial liabilities measured at amortised cost. As at 31 December 2021 and 2020, the Group only has financial liabilities measured at amortised cost.

Financial liabilities are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Recognition and measurement

Financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method, with interest expense recognised on an effective yield basis.

Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings using the effective interest rate method.

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SIGNIFIKAN (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

f. Instrumen keuangan saling hapus

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan konsolidasian ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

f. Offsetting financial instruments

*Financial assets and liabilities are offset, and the net amount is reported in the consolidated statements of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.*

g. Penurunan nilai aset keuangan

Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian. Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

g. Impairment of financial assets

*The Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition*

Grup menerapkan metode sederhana untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha, piutang lain-lain, dan piutang pinjaman.

*The Group applied a simplified approach to measure such expected credit losses for trade receivables, other receivables, and loan receivables.*

Grup menilai kerugian kredit ekspektasian terhadap instrumen utang yang diukur dengan nilai wajar melalui penghasilan komprehensif lain berdasarkan basis *forward-looking*. Metode penurunan nilai dilakukan dengan mempertimbangkan apakah risiko kredit telah meningkat secara signifikan.

*The Group assesses expected credit losses associated with its debt instruments carried at FVOCI on a forward-looking basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk.*

h. Kas dan setara kas

Kas dan setara kas mencakup kas kecil, kas pada bank, deposito berjangka dan investasi jangka pendek lainnya dengan jatuh tempo dalam waktu tiga bulan atau kurang.

h. Cash and cash equivalents

*Cash and cash equivalents include cash on hand, cash in bank, time deposits and other short-term highly liquid investments with original maturities of three months or less.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**i. Piutang usaha dan piutang lain-lain**

Piutang usaha adalah jumlah tagihan dari pelanggan untuk barang atau jasa yang dijual atau diberikan dalam transaksi bisnis pada umumnya. Jika pembayaran piutang diharapkan selesai dalam satu tahun atau kurang, piutang tersebut dikelompokkan sebagai aset lancar. Jika tidak, piutang tersebut disajikan sebagai aset tidak lancar.

Piutang non-usaha dari pihak berelasi merupakan saldo piutang terkait dengan pinjaman yang diberikan kepada pihak berelasi Grup.

Piutang usaha dan piutang non-usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif. Apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

Kolektibilitas piutang usaha dan piutang lain-lain ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung mengurangi nilai tercatatnya. Akun penyisihan piutang digunakan untuk mencatat dampak kerugian kredit ekspektasian, menggunakan pertimbangan dalam mendefinisikan hal apa yang dianggap sebagai kenaikan risiko kredit yang signifikan dan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi. Arus kas terkait dengan piutang jangka pendek tidak didiskontokan apabila efek diskonto tidak material.

Jumlah kerugian penurunan nilai dibebankan pada laba rugi dan disajikan sebagai "Penurunan nilai piutang". Ketika piutang usaha dan piutang lain-lain, yang rugi penurunan nilainya telah diakui, tidak dapat ditagih pada periode selanjutnya, maka piutang tersebut dihapusbukkan dengan mengurangi akun penyisihan. Jumlah yang selanjutnya dapat ditagih kembali atas piutang yang sebelumnya telah dihapusbukkan, diakui pada "Pendapatan lain-lain, bersih" pada laba rugi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**i. Trade and other receivables**

Trade receivables are amounts due from customers for goods and services sold or provided in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Non-trade receivables from related parties are the receivables balance reflecting loans given to related parties of the Group.

Trade and non-trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method. If the impact of discounting is significant, less any provision for impairment.

Collectibility of trade and other receivables is reviewed on an ongoing basis. Receivables which are known to be uncollectible are written-off by reducing the carrying amount directly. An allowance account is used to record impact from expected credit losses, using exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Cash flow relating to short-term receivables is not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is charged to profit or loss as "Impairment of receivables". When a trade and other receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written-off against the allowance account. Subsequent recoveries of amounts previously written-off are recognised on "Other income, net" in profit or loss.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

j. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan dan nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata bergerak. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha biasa, dikurangi estimasi beban penjualan variabel.

Penyisihan penurunan nilai persediaan usang, tidak terpakai dan lambat pergerakannya dilakukan berdasarkan analisis manajemen terhadap kondisi persediaan pada akhir tahun.

k. Aset tetap

Aset tetap, kecuali tanah, dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan. Selanjutnya, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah nilai tercatat aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba rugi pada saat terjadinya.

Aset tetap, kecuali tanah, disusutkan dengan menggunakan metode garis lurus.

Umur manfaat aset tetap yang diestimasi adalah sebagai berikut:

	<u>Tahun/Years</u>
Pipa	20 - 30
Peralatan	2 - 30
Harta benda bergerak	5 - 30
Bangunan dan prasarana	2 - 30
Kilang LPG	13

Hak atas tanah diakui sebesar harga perolehan.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat kejadian atau transaksi ekonomi yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 73, "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 16 "Aset tetap".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

j. Inventories

Inventories are stated at the lower of cost or net realisable value. Cost is determined using the moving-average method. Net realisable value is the estimated selling price in the ordinary course of business, less estimated variable selling expenses.

An allowance for obsolete, unuseable and slow-moving inventories is provided based on management's analysis of the condition of such inventories at the end of the year.

k. Fixed assets

Fixed assets, except land, are stated at cost less accumulated depreciation and impairment losses. If the recognition criteria are met, the acquisition cost will include the cost of replacing part of the fixed assets when that cost is incurred. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are recognised in profit or loss as incurred.

Depreciation of fixed assets, except for land, is computed using the straight-line method.

The estimated useful lives of the assets are as follows:

20 - 30	Pipelines
2 - 30	Equipment
5 - 30	Movable equipments
2 - 30	Buildings and improvements
13	LPG Plant

Land rights are recognised at cost.

The Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 73, "Leases". If land rights are substantially similar to land purchases, the Group applies SFAS 16 "Fixed assets".



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**k. Aset tetap (lanjutan)**

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) dimasukkan dalam laba rugi pada tahun aset tersebut dihentikan pengakuannya.

Pada setiap akhir tahun buku, nilai residu, umur manfaat dan metode penyusutan direviu, dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

Aset dalam penyelesaian disajikan dalam "Aset Tetap" dan dinyatakan sebesar biaya perolehan. Akumulasi biaya perolehan untuk aset dalam penyelesaian akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat aset tersebut selesai dikerjakan dan siap digunakan sesuai dengan tujuannya.

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya, dan pengeluaran untuk aset kualifikasian dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya telah selesai secara substansial.

**l. Penurunan nilai aset nonkeuangan**

Aset yang memiliki masa manfaat yang tidak terbatas - misalnya *goodwill* atau aset tak berwujud yang belum siap untuk digunakan - tidak diamortisasi namun diuji penurunan nilainya setiap tahun, atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai. Aset yang diamortisasi diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**k. Fixed assets (continued)**

*A fixed asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.*

*The residual values, useful lives and methods of depreciation are reviewed and adjusted prospectively if appropriate, at each financial year end.*

*Constructions in progress are presented under "Fixed Assets" and are stated at cost. The accumulated cost of the asset constructed is transferred to the appropriate fixed assets account when the construction is completed, and the asset is ready for its intended use.*

*Capitalisation of borrowing costs commences when the activities to prepare the qualifying asset for its intended use are in progress and the expenditure for the qualifying asset and the borrowing costs has been incurred. Capitalisation of borrowing costs ceases when all the activities necessary to prepare the qualifying assets for their intended use are substantially completed.*

**l. Impairment of non-financial assets**

*Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortisation but are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.*

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

i. Penurunan nilai aset nonkeuangan (lanjutan)

i. Impairment of non-financial assets  
(continued)

Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah di mana terdapat arus kas yang dapat diidentifikasi (unit penghasil kas). Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flow (cash-generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Pemulihan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasi sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dapat dibalik kembali.

Reversal of impairment losses on assets other than goodwill is recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal of impairment losses will be immediately recognised in profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill are not reversed.

m. Utang usaha dan utang lain-lain

m. Trade and other payables

Utang usaha adalah kewajiban untuk membayar atas pembelian barang dan jasa yang telah diperoleh dari pemasok. Utang lain-lain adalah kewajiban terkait bunga pinjaman. Utang usaha dan utang lain-lain diklasifikasikan sebagai liabilitas jangka pendek apabila pembayaran jatuh tempo dalam waktu satu tahun atau kurang. Jika tidak, utang usaha dan utang lain-lain tersebut disajikan sebagai liabilitas jangka panjang.

Trade payables are obligations to pay for goods and services purchased from suppliers. Other payables are obligations related to interest loan. Trade and other payables are classified as short-term liabilities if payment is due within one year or less. If not, they are presented as long-term liabilities.

Utang usaha dan utang lain-lain pada awalnya diakui pada nilai wajar dan kemudian diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

n. Pinjaman

n. Borrowings

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.





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SIGNIFIKAN (lanjutan)**

**n. Pinjaman (lanjutan)**

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka dan diamortisasi selama periode fasilitas yang terkait.

Biaya pinjaman yang terjadi untuk konstruksi aset kualifikasian, dikapitalisasi selama periode waktu yang dibutuhkan untuk menyelesaikan konstruksi aset dan mempersiapkannya sampai dapat digunakan sesuai tujuan yang dimaksudkan atau untuk dijual. Biaya pinjaman lainnya dibebankan pada laba rugi.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

**o. Sewa**

Pada tanggal permulaan kontrak, Grup 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.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup mempertimbangkan apakah:

- Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang penentuan bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
  1. Grup memiliki hak untuk mengoperasikan aset; atau
  2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

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**n. Borrowings (continued)**

*Fees paid to obtain loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment and amortised over the period of the facility to which it relates.*

*Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed in profit or loss.*

*Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.*

**o. 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.*

*To assess whether a contract conveys the right to control the use of an identified asset, the Group considers whether:*

- *The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and*
- *The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing the determination of how and for what purpose the asset is used and:*
  1. *The Group has the right to operate the asset; or*
  2. *The Group has designed the asset in a way that predetermines how and for what purpose it will be used.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**o. Sewa (lanjutan)**

Pada tanggal insepasi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**o. Leases (continued)**

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**o. Sewa (lanjutan)**

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa pembiayaan". Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Grup menyajikan aset hak-guna dan liabilitas sewa di dalam laporan posisi keuangan.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Sewa jangka-pendek

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**o. Leases (continued)**

*Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in "finance lease liabilities". The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.*

*The Group presents right-of-use assets and lease liabilities in the statement of financial position.*

*If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.*

Short-term leases

*The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.*

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

o. Sewa (lanjutan)

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- mengukur kembali dan mengalokasikan imbalan kontrak modifikasian;
- menentukan masa sewa dari sewa modifikasian;
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revision menggunakan tingkat diskonto revision berdasarkan sisa umur sewa dan sisa pembayaran sewa dengan melakukan penyesuaian terhadap aset hak-guna. Tingkat diskonto revisian ditentukan sebagai suku bunga pinjaman inkremental Grup pada tanggal efektif modifikasi;
- menurunkan jumlah tercatat aset hak-guna untuk merefleksikan penghentian sebagian atau sepenuhnya sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Grup mengakui dalam laba rugi setiap laba rugi yang terkait dengan penghentian sebagian atau sepenuhnya sewa tersebut; dan
- membuat penyesuaian terkait dengan aset hak-guna untuk seluruh modifikasi sewa lainnya.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

o. Leases (continued)

Lease modification

The Group accounts for a lease modification as a separate lease if both:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification, the Group:

- remeasures and allocates the consideration in the modified contract;
- determines the lease term of the modified lease;
- remeasures the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of-use assets. The revised discount rate is determined as the Group's incremental borrowing rate at the effective date of the modification;
- decreases the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognises in profit or loss any gain or loss relating to the partial or full termination of the lease; and
- makes a corresponding adjustment to the right-of-use asset for all other lease modifications.



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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

p. Imbalan kerja

i. Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

ii. Imbalan pensiun dan imbalan pascakerja lainnya

Skema pensiun dapat diklasifikasikan sebagai program iuran pasti atau program imbalan pasti, tergantung pada substansi ekonomis syarat dan kondisi utama program tersebut. Program iuran pasti adalah program imbalan pasca kerja yang mewajibkan Grup membayar sejumlah iuran tertentu kepada entitas terpisah. Grup tidak memiliki kewajiban hukum dan konstruktif untuk membayar iuran lebih lanjut jika entitas tersebut tidak memiliki aset yang cukup untuk membayar seluruh imbalan pasca kerja sebagai imbalan atas jasa yang diberikan pekerja pada periode berjalan dan periode lalu.

Program imbalan pasti adalah program pensiun yang bukan merupakan program iuran pasti. Program imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pasca kerja yang akan diterima seorang karyawan pada saat pensiun, biasanya berdasarkan pada satu atau lebih faktor seperti usia, masa kerja, dan kompensasi.

Grup harus menyediakan jumlah minimal imbalan pensiun sesuai dengan undang-undang ketenagakerjaan yang berlaku atau 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 imbalan pasti.

2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

p. Employee benefits

i. Short-term employee benefits

Short-term employee benefits are recognised when they accrue to the employees.

ii. Pension benefits and other post-employment benefits

Pension schemes are classified as either defined contribution plans or defined benefit plans, depending on the economic substance of the plan as derived from its principal terms and conditions. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The Group is required to provide a minimum amount of pension benefits in accordance with prevailing labour laws or the Company's Collective Labour Agreement (the "CLA"), whichever is higher. Since the Labour Law or the CLA sets the formula for determining the minimum amount of pension benefits, in substance pension plans under the Labour Law or the CLA represent defined benefit plans.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

p. Imbalan kerja (lanjutan)

ii. Imbalan pensiun dan imbalan  
pascakerja lainnya (lanjutan)

Kewajiban program pensiun imbalan pasti yang diakui dalam laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal laporan keuangan dikurangi nilai wajar aset program. Besarnya kewajiban imbalan pasti ditentukan berdasarkan perhitungan aktuaris independen yang dilakukan secara tahunan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskonto estimasi arus kas keluar masa depan menggunakan tingkat suku bunga obligasi perusahaan berkualitas tinggi dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo imbalan yang bersangkutan. Jika tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan tingkat suku bunga obligasi pemerintah.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial dibebankan atau dikreditkan ke ekuitas pada pos pendapatan komprehensif lain pada tahun terjadinya.

Perubahan nilai kini atas kewajiban imbalan pasti yang timbul dari amendemen rencana atau pembatasan langsung diakui dalam laporan laba rugi sebagai biaya jasa lalu.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

p. Employee benefits (continued)

ii. Pension benefits and other post-  
employment benefits (continued)

The liability recognised in the consolidated statement of financial position in respect of the defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. If there is no deep market for such bonds, the market rates on government bonds are used.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the year in which they arise.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.





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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**q. Provisi**

Provisi diakui jika Perusahaan memiliki kewajiban kini, baik bersifat hukum maupun bersifat konstruktif yang dapat diukur secara andal, dan kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi. Jika dampak nilai waktu uang cukup material, maka provisi dinyatakan pada estimasi nilai kini dari jumlah kewajiban yang harus diselesaikan.

Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan.

Provisi diukur sebesar nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diharapkan diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto bebas risiko sebelum pajak. Peningkatan provisi karena berlalunya waktu diakui sebagai beban bunga.

**r. Modal saham**

Biaya tambahan yang secara langsung dapat diatribusikan kepada penerbitan saham biasa atau opsi disajikan pada ekuitas sebagai pengurang penerimaan, setelah dikurangi pajak.

**s. Pendapatan dan beban**

Pendapatan terdiri dari nilai wajar imbalan yang diterima dari penjualan gas bumi, LPG dan kondensat, jasa transmisi minyak dan gas bumi dan jasa pemasaran. Pendapatan dinyatakan neto setelah dikurangi potongan penjualan dan Pajak Pertambahan Nilai ("PPN"), dan setelah mengeliminasi penjualan dalam Grup.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**q. Provisions**

*Provisions are recognised when the Company has a legal or constructive present obligation which is reliably measurable, and most likely the settlement of obligations results in an outflow of resources with an economic benefit contained. If the impact of time value of money is material, the provision is stated at the estimated present value of the total obligation that should be settled.*

*If there are several similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.*

*Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a risk free pre-tax rate. The increase in provisions due to the passage of time is recognised as interest expense.*

**r. Share capital**

*Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.*

**s. Revenue and expenses**

*Revenue comprises the fair value of the consideration received or receivable for the sale of natural gas, LPG and condensate, oil and gas transmission services, and marketing fees. Revenue is shown net of Value Added Tax ("VAT") and after eliminating sales within the Group.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**s. Pendapatan dan beban (lanjutan)**

Pendapatan dari penjualan LPG diakui pada saat Grup telah memindahkan risiko secara signifikan dan manfaat kepemilikan LPG kepada pembeli.

Pendapatan dari jasa transportasi minyak dan gas bumi diakui pada saat minyak dan gas bumi dikirimkan ke pelanggan berdasarkan angka meteran.

Pendapatan yang ditangguhkan merupakan jumlah yang ditagihkan dan diterima sehubungan dengan pengaturan *Take-or-Pay* dalam kontrak penjualan gas bumi. Pendapatan yang ditangguhkan akan diakui sebagai pendapatan ketika gas bumi tersebut telah dikirimkan ke pelanggan atau pada saat perjanjian tersebut berakhir.

Beban yang ditangguhkan merupakan jumlah yang ditagihkan dan dibayarkan sehubungan dengan pengaturan *Take-or-Pay* dalam kontrak penjualan gas bumi. Beban yang ditangguhkan akan diakui sebagai beban ketika gas bumi tersebut telah dikirimkan dari pemasok atau pada saat perjanjian tersebut berakhir.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**s. Revenue and expenses (continued)**

*Revenue from sales of LPG is recognised when the Group has transferred to the buyer the significant risks and rewards of ownership of the LPG.*

*Revenue from oil and gas transportation services is recognised when the oil and gas is transmitted to customers based on the metre readings.*

*Deferred revenue represents amounts billed and collected in relation to the Take-or-Pay arrangements in the gas sales agreements. Deferred revenue will be recognised as revenue when the gas is delivered to customers or when the contract expires.*

*Deferred charges represent amounts billed and paid in relation to the Take-or-Pay arrangements in the gas sales agreements. Deferred charges will be recognised as expense when the gas is delivered from suppliers or when the contract expires.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**s. Pendapatan dan beban (lanjutan)**

Pengakuan pendapatan Grup dilakukan berdasarkan lima langkah analisa 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. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan yang akan dibayarkan selama periode 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 relative 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).

Kewajiban pelaksanaan dapat dipenuhi:

- a. Pada suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- b. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke (pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Beban diakui pada saat terjadinya dengan menggunakan metode akrual.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**s. Revenue and expenses (continued)**

The Group's revenue recognition follows the following five steps of assessment:

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. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer which will be paid during the contract period;
4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct good or service promised in the contract. Where these are not directly observable, the relative stand-alone selling prices are estimated based on expected cost-plus margin;
5. Recognise revenue when the performance obligation is satisfied by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service).

A performance obligation may be satisfied:

- a. At a point in time (typically for promises to transfer goods to a customer); or
- b. Over the time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.

Expenses are recognised as incurred on an accrual basis.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)

t. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di pendapatan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku pada tanggal pelaporan keuangan, di negara di mana Perusahaan dan entitas anak beroperasi dan menghasilkan pendapatan kena pajak. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi di mana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Pajak penghasilan tangguhan diakui dengan menggunakan metode *balance sheet liability* untuk semua perbedaan temporer antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya pada laporan posisi keuangan konsolidasian. Namun, liabilitas pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal *goodwill* atau pada saat pengakuan awal aset dan liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi dan laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)

t. Taxation

The tax expense comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted at the reporting date in the countries where the Company and its subsidiaries operate and generate taxable income. The management periodically evaluates positions taken in annual tax returns with respect to situations in which applicable tax regulations are subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised using the balance sheet liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated statements of financial position. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill and deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as at the reporting period and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG  
SIGNIFIKAN (lanjutan)**

**t. Perpajakan (lanjutan)**

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

Kekurangan/kelebihan pembayaran pajak penghasilan disajikan sebagai bagian dari "Beban pajak penghasilan - Kini" dalam laba rugi. Grup juga menyajikan bunga/denda, jika ada, sebagai bagian dari "Beban pajak penghasilan - Kini".

**u. Dividen**

Pembagian dividen kepada pemegang saham Grup diakui sebagai liabilitas dalam laporan posisi keuangan di periode dimana pembagian dividen diumumkan.

**v. Transaksi dengan pihak berelasi**

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7 (Revisi 2015).

Saldo dan transaksi yang material antara Grup dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Grup memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**t. Taxation (continued)**

*Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.*

*Deferred income tax assets and liabilities are offset when there are legally enforceable rights to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entities where there is an intention to settle the balances on a net basis.*

*The underpayment/overpayment of income tax is presented as part of "Income tax expense - Current" in profit or loss. The Group also presents interest/penalties, if any, as part of "Income tax expense - Current".*

**u. Dividends**

*Dividends distributed to the Group's shareholders are recognised as a liability in the Group's statement of financial position in the period in which the dividends are declared.*

**v. Transactions with related parties**

*The Group has transactions with related parties as defined in SFAS No. 7 (Revised 2015).*

*Significant transactions and balances of the Group with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the consolidated financial statements. The Group elected to disclose the transactions with Government-related entities, using the exemption from general related party disclosure requirements.*

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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN**

Estimasi dan pertimbangan terus dievaluasi berdasarkan pengalaman historis dan faktor-faktor lain, termasuk ekspektasi peristiwa masa depan yang diyakini wajar berdasarkan kondisi yang ada.

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun-tahun mendatang dipaparkan di bawah ini.

**a. Pengaturan bersama**

Pertimbangan diperlukan untuk menentukan kapan Grup memiliki pengendalian bersama terhadap sebuah pengaturan, yang memerlukan penilaian dari aktivitas yang relevan dan apabila keputusan sehubungan dengan aktivitas tersebut mengharuskan persetujuan dengan suara bulat.

Grup menetapkan bahwa aktivitas relevan bagi Grup untuk pengaturan bersama adalah aktivitas yang berhubungan dengan keputusan keuangan, operasional dan modal dari pengaturan tersebut.

Pertimbangan juga diperlukan untuk menentukan klasifikasi suatu pengaturan bersama. Pengklasifikasian tersebut mengharuskan Grup menilai hak dan kewajibannya yang timbul dari pengaturan bersama. Secara khusus, Grup mempertimbangkan:

- (1) Apakah pengaturan bersama dibentuk melalui entitas terpisah; dan
- (2) Ketika pengaturan bersama dibentuk melalui entitas terpisah, Grup juga mempertimbangkan hak dan kewajiban para pihak yang timbul dari:
  - Bentuk hukum dari entitas terpisah
  - Persyaratan pengaturan kontraktual; atau
  - Fakta dan keadaan lainnya, jika relevan.

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**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS**

*Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.*

*The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that carry a significant risk of causing a material adjustment to the consolidated financial results or financial position of the Group reported in future years are addressed below.*

**a. Joint arrangements**

*Judgement is required to determine when the Group has joint control over an arrangement, which requires an assessment of the relevant activities and when the decisions in relation to those activities require unanimous consent.*

*The Group has determined that the relevant activities for its joint arrangements are those relating to the financial, operational and capital decisions of the arrangement.*

*Judgement is also required to classify a joint arrangement. Classifying the arrangement requires the Group to assess its rights and obligations arising from the arrangement. Specifically, the Group considers:*

- (1) *Whether the joint arrangement is structured through a separate entity; and*
- (2) *When the arrangement is structured through a separate entity, the Group also considers the rights and obligations arising from:*
  - *The legal form of the separate entity;*
  - *The terms of the contractual arrangement; or*
  - *Other relevant facts and circumstances.*





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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**a. Pengaturan bersama (lanjutan)**

Penilaian tersebut sering memerlukan pertimbangan yang signifikan. Kesimpulan yang berbeda baik atas kesimpulan mengenai pengendalian bersama dan apakah suatu pengaturan adalah sebuah operasi bersama atau ventura bersama, dapat secara material mempengaruhi perlakuan akuntansinya.

**b. Sewa**

Grup mengadakan perjanjian sewa di mana Grup bertindak sebagai *lessee* atau *lessor*. Grup mengevaluasi pihak yang memiliki hak untuk mengendalikan aset sewaan berdasarkan PSAK No. 73, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari hak untuk mengendalikan aset sewaan.

Grup mempunyai beberapa perjanjian sewa dimana Grup bertindak sebagai penyewa untuk beberapa aset tertentu. Grup mengevaluasi apakah Grup memiliki hak untuk mengendalikan aset sewaan berdasarkan PSAK No. 73: Sewa, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari hak untuk mengendalikan aset sewaan.

Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir. Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu saat sewa terjadi, dan mata uang di mana pembayaran sewa ditentukan.

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**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**a. Joint arrangements (continued)**

*This assessment often requires significant judgement. A different conclusion about both joint control and whether the arrangement is a joint operation or a joint venture, may materially impact the accounting treatment.*

**b. Leases**

*The Group has entered into lease arrangements in which the Group is a lessee or lessor. The Group evaluates which parties have the right to control the use of a leased asset based on SFAS No. 73, which requires the Group to make judgements and estimates of right to control the leased asset.*

*The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group evaluates whether the Group has the right to control the use of leased assets based on SFAS No. 73: Lease, which requires the Group to make judgements and estimates of the right to control the leased asset.*

*Since the Group could not readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are several factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates. In determining an incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.*

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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Sewa (lanjutan)**

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, opsi pembelian atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Penilaian tersebut ditinjau jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang memengaruhi penilaian ini dan berada dalam kendali Grup. Untuk periode dua belas bulan yang berakhir pada tanggal 31 Desember 2021, tidak ada revisi persyaratan sewa untuk mencerminkan efek dari melaksanakan opsi perpanjangan dan opsi penghentian.

**c. Ketidakpastian eksposur perpajakan**

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat pada akun taksiran tagihan pajak dapat dipulihkan dan direstitusi oleh Kantor Pajak. Lebih lanjut, manajemen mempertimbangkan liabilitas yang mungkin timbul dari hasil pemeriksaan pajak yang masih diajukan keberatannya di Kantor Pajak dan dalam proses banding di Pengadilan Pajak.

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan maupun pajak lainnya atas transaksi tertentu. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan. Grup membuat analisis untuk semua posisi pajak terkait dengan pajak penghasilan untuk menentukan jika liabilitas pajak untuk pajak yang belum diakui harus diakui.

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**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**b. Leases (continued)**

*In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, purchase option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group. For the twelve-month period ended 31 December 2021, there is no revision of lease terms to reflect the effect of exercising extension and termination options.*

**c. Uncertain tax exposures**

*Based on the tax regulations currently enacted, management assessed whether the amounts recorded as estimated claims for tax refund are recoverable and refundable by the Tax Office. Furthermore, the management also assessed the possible liabilities that may arise from the tax assessments under objection with the Tax Office and appeal process in the Tax Court.*

*Significant judgement is involved in determining the provision for corporate income tax and other taxes on certain transactions. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. The Group makes an analysis of all tax positions related to income taxes to determine if a tax liability for unrecognised tax should be recognised.*



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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**d. Estimasi masa manfaat aset tetap**

Grup mengestimasi masa manfaat ekonomis aset tetap antara 3 sampai dengan 30 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Grup 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.

Grup mengestimasi masa manfaat ekonomis aset tetap berdasarkan utilisasi dari aset yang diharapkan dan didukung dengan rencana dan strategi usaha dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Grup terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang sejenis. Estimasi masa manfaat ditelaah minimal setiap akhir periode 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.

**e. Imbalan kerja**

Nilai kini kewajiban pensiun dan imbalan jangka panjang lainnya tergantung pada sejumlah faktor yang ditentukan berdasarkan basis dari aktuarial dengan menggunakan sejumlah asumsi. Asumsi tersebut termasuk tingkat diskonto, kenaikan gaji di masa depan, perubahan remunerasi masa depan, tingkat pengurangan karyawan, tingkat harapan hidup dan periode sisa yang diharapkan dari masa aktif karyawan. Setiap perubahan dalam asumsi-asumsi ini akan berdampak pada nilai tercatat atas kewajiban pensiun dan imbalan jangka panjang lainnya.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**d. Estimating useful lives of fixed assets**

The Group estimates the useful lives of its fixed assets to be within three to 30 years. These are common life expectancies applied in the industries in which the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

The Group estimates the useful lives of its fixed assets based on expected asset utilisation as supported by business plans and strategies that also consider expected market behaviour. The estimation of the useful lives of fixed assets is based on the Group's assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each financial period-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 caused by changes in the factors mentioned above.

**e. Employee benefits**

The present value of the pension and other long-term benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Those assumptions include discount rate, future salary increase, future remuneration changes, employee attrition rates, life expectancy and expected remaining periods of employee service. Any changes in these assumptions will have an impact on the carrying amount of the pension and other long-term benefit obligations.

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3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)

e. Imbalan kerja (lanjutan)

Grup menentukan tingkat diskonto yang sesuai pada setiap akhir periode pelaporan. Tingkat suku bunga inilah yang digunakan untuk menentukan nilai kini dari estimasi arus kas keluar masa depan yang akan dibutuhkan untuk memenuhi kewajiban pensiun dan imbalan jangka panjang lainnya. Dalam menentukan tingkat diskonto yang sesuai, Grup menggunakan tingkat suku bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan memiliki waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo kewajiban pensiun dan imbalan jangka panjang lainnya yang bersangkutan.

Untuk kenaikan gaji masa depan, Grup mengumpulkan data historis mengenai perubahan gaji dasar pekerja dan menyesuaikannya dengan perencanaan bisnis masa depan.

Asumsi kunci lainnya untuk kewajiban pensiun dan imbalan jangka panjang lainnya didasarkan pada kondisi pasar saat ini.

f. Pajak penghasilan

Aset pajak tangguhan, termasuk yang timbul dari rugi fiskal, provisi, dan perbedaan temporer lainnya, diakui hanya apabila dianggap lebih mungkin daripada tidak bahwa mereka dapat dipulihkan nilainya, dimana hal ini tergantung pada kecukupan laba kena pajak di masa depan. Asumsi pembentukan laba kena pajak di masa depan bergantung pada estimasi manajemen atas arus kas di masa depan. Hal ini bergantung pada estimasi penjualan barang atau jasa, harga, biaya operasi, belanja modal dan transaksi lainnya di masa depan.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)

e. Employee benefits (continued)

The Group determines the appropriate discount rate at the end of each reporting period. This interest rate should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension and other long-term benefit obligations. In determining the appropriate discount rate, the Group considers the interest rates of government bonds (considering there is no deep market for high quality corporate bonds) that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension and other long-term benefit obligations.

For the rate of future salary increases, the Group collects all historical data relating to changes in base salaries and adjusts it with future business plans.

Other key assumptions for pension obligation and other long-term benefits are based on current market conditions.

f. Income taxes

Deferred tax assets, including those arising from tax losses, provisions and other temporary differences, are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the generation of sufficient future taxable profits. Assumptions about the generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future sales of goods and services, prices, operating costs, capital expenditure and other future transactions.



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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**g. Penurunan nilai aset keuangan**

Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan cadangan kerugian kredit ekspektasian seumur hidup untuk seluruh piutang usaha. Dalam penentuan kerugian kredit ekspektasian, manajemen diharuskan untuk menggunakan pertimbangan dalam mendefinisikan hal apa yang dianggap sebagai kenaikan risiko kredit yang signifikan dan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi. Pertimbangan diaplikasikan dalam menentukan periode seumur hidup dan titik pengakuan awal piutang.

Tingkat provisi yang spesifik dievaluasi oleh manajemen dengan dasar faktor-faktor yang memengaruhi tingkat tertagihnya piutang tersebut. Dalam kasus ini, Grup menggunakan pertimbangan berdasarkan fakta dan kondisi terbaik yang tersedia meliputi tetapi tidak terbatas pada jangka waktu hubungan Grup dengan pelanggan dan status kredit pelanggan berdasarkan laporan dari pihak ketiga dan faktor-faktor pasar yang telah diketahui, untuk mencatat pencadangan spesifik untuk pelanggan terhadap jumlah jatuh tempo untuk mengurangi piutang Grup menjadi jumlah yang diharapkan tertagih.

Pencadangan secara spesifik ini dievaluasi kembali dan disesuaikan jika terdapat informasi tambahan yang diterima yang memengaruhi jumlah yang diestimasi. Selain provisi khusus terhadap piutang yang signifikan secara individual, Grup juga mengakui provisi penurunan nilai secara kolektif terhadap risiko kredit debitur, yang dikelompokkan berdasarkan karakteristik kredit yang sama, dan meskipun tidak secara spesifik diidentifikasi membutuhkan provisi khusus, memiliki risiko gagal bayar lebih tinggi daripada ketika piutang pada awalnya diberikan kepada debitur.

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**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**g. Impairment of financial assets**

*The Group applies a simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables. In determining expected credit losses, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables.*

*The level of a specific provision is evaluated by management on the basis of factors that affect the collectibility of the accounts. In these cases, the Group uses judgement based on the best available facts and circumstances, including but not limited to, the length of the Group's relationship with the customers and customers' credit status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in order to reduce the Group's receivables to amounts that it expects to collect.*

*These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated. In addition to specific provision against individually significant receivables, the Group also recognises a collective impairment provision against credit exposure of its debtors, which are grouped based on common credit characteristics, and although not specifically identified as requiring a specific provision, have a greater risk of default than when the receivables were originally granted to the debtors.*

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4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

	<u>2021</u>	<u>2020</u>	
Kas	51	62	Cash on hand
Kas di bank - pihak berelasi (Catatan 17b)	171,799	101,876	Cash in banks - related parties (Note 17b)
Deposito berjangka - pihak berelasi (Catatan 17b)	63,074	95,177	Time deposits - related parties (Note 17b)
<b>Jumlah</b>	<b><u>234,924</u></b>	<b><u>197,115</u></b>	<b>Total</b>

Deposito berjangka memperoleh bunga dengan rata-rata tingkat bunga sebesar 2,85% – 3,75% per tahun untuk tahun yang berakhir 31 Desember 2021 (2020: 0,5% – 5,5%).

Time deposits earned interest at an average rate of 2.85% – 3.75% per annum for the year ended 31 December 2021 (2020: 0.5% – 5.5%).

5. PIUTANG USAHA

5. TRADE RECEIVABLES

	<u>2021</u>	<u>2020</u>	
Pihak berelasi (Catatan 17c)	135,959	191,787	Related parties (Note 17c)
Provisi penurunan nilai	(99)	(605)	Provision for impairment
Jumlah piutang usaha pihak berelasi	135,860	191,182	Total trade receivables related parties
Pihak ketiga	57,420	54,006	Third parties
Provisi penurunan nilai	(11,026)	(7,987)	Provision for impairment
Jumlah piutang usaha pihak ketiga	46,394	46,019	Total trade receivables third parties
<b>Jumlah</b>	<b><u>182,254</u></b>	<b><u>237,201</u></b>	<b>Total</b>
Dikurangi:			Deducted by:
Bagian tidak lancar			Non-current portion
Pihak ketiga	12,196	12,196	Third party
Provisi penurunan nilai	(3,121)	(2,043)	Provision for impairment
	9,075	10,153	
Piutang usaha bagian lancar			Trade receivables current portion
Pihak berelasi (Catatan 17c)	135,860	191,182	Related parties (Note 17c)
Pihak ketiga	37,319	35,866	Third parties
	<b><u>173,179</u></b>	<b><u>227,048</u></b>	

Analisa umur piutang adalah sebagai berikut:

The aging analysis of receivables is as follows:

	<u>2021</u>	<u>2020</u>	
- Belum jatuh tempo	121,859	132,451	Not due -
- 0 - 3 bulan	7,652	37,675	0 - 3 months -
- 3 - 6 bulan	8,811	25,515	3 - 6 months -
- 6 - 12 bulan	20,196	32,556	6 - 12 months -
- > 12 bulan	34,861	17,596	> 12 months -
<b>Jumlah</b>	<b><u>193,379</u></b>	<b><u>245,793</u></b>	<b>Total</b>





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**5. PIUTANG USAHA (lanjutan)**

Mutasi saldo provisi penurunan nilai piutang usaha adalah sebagai berikut:

	<u>2021</u>	<u>2020</u>
Saldo awal	8,592	7,279
Penambahan tahun berjalan	2,844	1,316
Pemulihan tahun berjalan	<u>(311)</u>	<u>(3)</u>
Saldo akhir	<u>11,125</u>	<u>8,592</u>

Eksposur maksimum risiko kredit pada tanggal pelaporan sebesar nilai tercatat dari piutang di atas.

Manajemen berkeyakinan bahwa provisi penurunan nilai cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha tersebut. Manajemen juga berkeyakinan bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang usaha.

**5. TRADE RECEIVABLES (continued)**

The movements in the provision for impairment of trade receivables are as follows:

	<u>2021</u>	<u>2020</u>	
Saldo awal	8,592	7,279	Beginning balance
Penambahan tahun berjalan	2,844	1,316	Addition during the year
Pemulihan tahun berjalan	<u>(311)</u>	<u>(3)</u>	Reversal during the year
Saldo akhir	<u>11,125</u>	<u>8,592</u>	Ending balance

The maximum exposure to credit risk at the reporting date is the carrying value of the receivables mentioned above.

Management believes that the provision for impairment is adequate to cover possible losses on uncollectible trade receivables. Management also believes that there are no significant concentrations of credit risk in trade receivables.

**6. PIUTANG LAIN-LAIN**

	<u>2021</u>	<u>2020</u>
Piutang pinjaman - bagian lancar (Catatan 17d)	4,223	6,335
Piutang bunga (Catatan 17e)	1,595	2,293
Lain-lain	<u>6,132</u>	<u>8,462</u>
<b>Jumlah</b>	<b><u>11,950</u></b>	<b><u>17,090</u></b>

Piutang pinjaman bagian lancar dan piutang bunga merupakan piutang atas pemberian pinjaman oleh Perusahaan kepada PDG. Jumlah pinjaman adalah sebesar USD33.784, dengan tingkat bunga pinjaman tetap sebesar 6,5% per tahun hingga selesainya akhir jangka waktu pinjaman yaitu 1 Desember 2024 berdasarkan Amendemen IV atas Perjanjian Pinjaman Dana pada tanggal 30 September 2020.

Manajemen Grup berpendapat bahwa seluruh piutang lain-lain dapat tertagih. Oleh karena itu, penyisihan untuk penurunan nilai piutang lain-lain tidak diperlukan.

**6. OTHER RECEIVABLES**

	<u>2021</u>	<u>2020</u>	
Piutang pinjaman - bagian lancar (Catatan 17d)	4,223	6,335	Loan receivable - current portion (Note 17d)
Piutang bunga (Catatan 17e)	1,595	2,293	Interest receivables (Note 17e)
Lain-lain	<u>6,132</u>	<u>8,462</u>	Others
<b>Jumlah</b>	<b><u>11,950</u></b>	<b><u>17,090</u></b>	<b>Total</b>

Loan receivable and interest receivables represent the receivables from the loan given by the Company to PDG. The loan amount is USD33,784, with a fixed interest rate of 6.5% per year until the end of the loan term on 1 December 2024, based on the Amendment IV Agreement Loan Receivables signed on 30 September 2020.

Management of the Group believes that all other receivables are collectible. Therefore, provision for impairment of other receivables is not considered necessary.

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7. INVESTASI

Perusahaan memiliki investasi jangka panjang  
sebagai berikut:

	<u>2021</u>	<u>2020</u>	
PSG	74,359	73,245	PSG
PDG	<u>7,138</u>	<u>5,415</u>	PDG
	<u><b>81,497</b></u>	<u><b>78,660</b></u>	

7. INVESTMENTS

The Company's long-term investments are as  
follows:

i. Investasi pada ventura bersama

	<u>2021</u>	<u>2020</u>	
Saldo awal	78,660	89,465	Beginning balance
Bagian laba	32,537	12,295	Share of profit
Dividen	<u>(29,700)</u>	<u>(23,100)</u>	Dividends
Saldo akhir	<u><b>81,497</b></u>	<u><b>78,660</b></u>	Ending balance

i. Investments in joint ventures

ii. Kegiatan usaha ventura bersama

Nama perusahaan/ Name of entity	% penyertaan/ % ownership interest	Kegiatan usaha/ Nature of business	Metode pengukuran/ Measurement method
PSG	66%	Pengolahan LPG/ LPG processing	Metode ekuitas/Equity method
PDG	65%	Pengolahan LNG dan CNG/ LNG and CNG processing	Metode ekuitas/Equity method

ii. Nature of business of joint ventures

Grup tidak memiliki liabilitas kontinjen terkait  
investasinya di ventura bersama.

There are no contingent liabilities relating to  
the Group's interests in joint ventures.

ii. a. Ringkasan laporan posisi keuangan

	<u>31 Desember/December 2021</u>		
	<u>PDG</u>	<u>PSG</u>	
<b>Lancar</b>			<b>Current</b>
Kas dan setara kas	1,605	64,681	Cash and cash equivalents
Aset lancar lainnya	<u>6,098</u>	<u>20,688</u>	Other current assets
Total aset lancar	7,703	85,369	Total current assets
Liabilitas keuangan	<u>(3,263)</u>	<u>(12,110)</u>	Financial liabilities
Total liabilitas lancar	(3,263)	(12,110)	Total current liabilities
<b>Tidak lancar</b>			<b>Non-current</b>
Aset tetap	28,862	61,754	Fixed assets
Liabilitas keuangan	(21,974)	(12,252)	Financial liabilities
Liabilitas lainnya	<u>(345)</u>	<u>(10,096)</u>	Other liabilities
Total liabilitas tidak lancar	<u>(22,319)</u>	<u>(22,348)</u>	Total non-current liabilities
<b>Aset bersih</b>	<u><b>10,983</b></u>	<u><b>112,665</b></u>	<b>Net assets</b>

ii. a. Summary of statement of financial  
position



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**7. INVESTASI (lanjutan)**

**7. INVESTMENTS (continued)**

**ii. Kegiatan usaha ventura bersama (lanjutan)**

**ii. Nature of business of joint ventures  
(continued)**

**ii. a. Ringkasan laporan posisi keuangan  
(lanjutan)**

**ii. a. Summary of financial  
position (continued)**

	<u>31 Desember/December 2020</u>		
	<u>PDG</u>	<u>PSG</u>	
<b>Lancar</b>			<b>Current</b>
Kas dan setara kas	6,495	42,551	Cash and cash equivalents
Aset lancar lainnya	10,542	23,632	Other current assets
Total aset lancar	17,037	66,183	Total current assets
Liabilitas keuangan	(14,076)	(9,678)	Financial liabilities
Total liabilitas lancar	(14,076)	(9,678)	Total current liabilities
<b>Tidak lancar</b>			<b>Non-current</b>
Aset tetap	27,685	74,561	Fixed assets
Liabilitas keuangan	(22,165)	(11,141)	Financial liabilities
Liabilitas lainnya	(150)	(8,947)	Other liabilities
Total liabilitas tidak lancar	(22,315)	(20,088)	Total non-current liabilities
<b>Aset neto</b>	<b>8,331</b>	<b>110,978</b>	<b>Net assets</b>

**ii. b. Ringkasan laporan laba rugi dan  
penghasilan komprehensif lain**

**ii. b. Summary statement of profit or loss  
and other comprehensive income**

	<u>31 Desember/December 2021</u>		
	<u>PDG</u>	<u>PSG</u>	
Pendapatan	13,578	140,627	Revenue
Beban pokok pendapatan	(4,406)	(79,759)	Cost of revenue
Beban umum dan administrasi	(3,306)	(119)	General and administrative expenses
Pendapatan keuangan	577	528	Finance income
Beban keuangan	(1,592)	(378)	Finance cost
Beban lain-lain, bersih	(132)	(29)	Other expenses, net
Laba sebelum pajak penghasilan	4,719	60,870	Profit before income tax
Beban pajak penghasilan	(2,067)	(14,183)	Income tax expense
<b>Laba tahun berjalan</b>	<b>2,652</b>	<b>46,687</b>	<b>Profit for the year</b>
<b>Dividen dari ventura bersama</b>	<b>-</b>	<b>(45,000)</b>	<b>Dividend received from joint ventures</b>

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**7. INVESTASI (lanjutan)**

**7. INVESTMENTS (continued)**

**ii. Kegiatan usaha ventura bersama (lanjutan)**

**ii. Nature of business of joint ventures  
(continued)**

**ii. b. Ringkasan laporan laba rugi dan  
penghasilan komprehensif lain (lanjutan)**

**ii. b. Summary statement of profit or loss  
and other comprehensive income  
(continued)**

**31 Desember/December 2020**

	<u>PDG</u>	<u>PSG</u>	
Pendapatan	6,828	85,753	Revenue
Beban pokok pendapatan	(3,347)	(62,126)	Cost of revenue
Beban umum dan administrasi	(3,153)	(108)	General and administrative expenses
Pendapatan keuangan	144	939	Finance income
Beban keuangan	(1,942)	(540)	Finance cost
Pendapatan/(beban) lain-lain, bersih	<u>190</u>	<u>(650)</u>	Other income/(expenses), net
(Rugi)/laba sebelum pajak penghasilan	(1,280)	23,268	(Loss)/profit before income tax
Beban pajak penghasilan	<u>(128)</u>	<u>(3,250)</u>	Income tax expense
<b>(Rugi)/laba tahun berjalan</b>	<b><u>(1,408)</u></b>	<b><u>20,018</u></b>	<b>(Loss)/profit for the year</b>
<b>Dividen dari ventura bersama</b>	<b><u>=</u></b>	<b><u>(35,000)</u></b>	<b>Dividend received from joint ventures</b>

**ii. c. Mutasi investasi ventura bersama**

**ii. c. Movement of investment in joint  
ventures**

**2021**

	<u>PDG</u>	<u>PSG</u>	
Saldo awal	8,331	110,978	Beginning balance
Laba tahun berjalan	2,652	46,687	Profit for the year
Dividen	<u>-</u>	<u>(45,000)</u>	Dividend
Saldo akhir	<u>10,983</u>	<u>112,665</u>	Ending balance
Investasi pada ventura bersama	<u><u>7,138</u></u>	<u><u>74,359</u></u>	Investment in joint venture

**2020**

	<u>PDG</u>	<u>PSG</u>	
Saldo awal	9,739	125,960	Beginning balance
(Rugi)/laba tahun berjalan	(1,408)	20,018	(Loss)/profit for the year
Dividen	<u>-</u>	<u>(35,000)</u>	Dividend
Saldo akhir	<u>8,331</u>	<u>110,978</u>	Ending balance
Investasi pada ventura bersama	<u><u>5,415</u></u>	<u><u>73,245</u></u>	Investment in joint venture



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**8. ASET TETAP**

**8. FIXED ASSETS**

Mutasi aset tetap adalah sebagai berikut:

Movements of fixed assets are as follows:

		2021				
	Saldo awal/ Beginning balance	Penambahan/ Additions	Transfer/ Transfer	Saldo akhir/ Ending balance		
Biaya perolehan:					Acquisition cost:	
Tanah	22,874	-	1,058	23,932	Land	
Bangunan dan prasarana	29,723	1,933	199	31,855	Buildings and improvements	
Pipa dan peralatan	1,346,430	2,421	29,459	1,378,310	Pipelines and equipment	
Harta benda bergerak	8,997	-	148	9,145	Movable equipments	
	1,408,024	4,354	30,864	1,443,242		
Aset dalam penyelesaian	405,538	94,976	(30,864)	469,650	Assets under construction	
Jumlah nilai perolehan	1,813,562	99,330	-	1,912,892	Total acquisition cost	
Akumulasi penyusutan:					Accumulated depreciation:	
Bangunan dan prasarana	(9,101)	(1,927)	-	(11,028)	Buildings and improvements	
Pipa dan peralatan	(459,070)	(60,881)	-	(519,951)	Pipelines and equipment	
Harta benda bergerak	(6,343)	(438)	-	(6,781)	Movable equipments	
Jumlah akumulasi penyusutan	(474,514)	(63,246)	-	(537,760)	Total accumulated depreciation	
<b>Nilai buku bersih</b>	<b>1,339,048</b>			<b>1,375,132</b>	<b>Net book value</b>	
		2020				
	Saldo awal/ Beginning balance	Penambahan/ Additions	Transfer/ Transfer	Reklasifikasi/ Reclass- ifications	Saldo akhir/ Ending balance	
Biaya perolehan:						Acquisition cost:
Tanah	21,702	-	1,663	(491)	22,874	Land
Bangunan dan prasarana	18,303	-	11,420	-	29,723	Buildings and improvements
Pipa dan peralatan	1,315,475	-	30,955	-	1,346,430	Pipelines and equipment
Harta benda bergerak	8,193	-	804	-	8,997	Movable equipments
	1,363,673	-	44,842	(491)	1,408,024	
Aset dalam penyelesaian	309,455	140,925	(44,842)	-	405,538	Assets under construction
Jumlah nilai perolehan	1,673,128	140,925	-	(491)	1,813,562	Total acquisition cost
Akumulasi penyusutan:						Accumulated depreciation:
Bangunan dan prasarana	(6,791)	(2,310)	-	-	(9,101)	Buildings and improvements
Pipa dan peralatan	(386,675)	(72,395)	-	-	(459,070)	Pipelines and equipment
Harta benda bergerak	(5,821)	(522)	-	-	(6,343)	Movable equipments
Jumlah akumulasi penyusutan	(399,287)	(75,227)	-	-	(474,514)	Total accumulated depreciation
<b>Nilai buku bersih</b>	<b>1,273,841</b>				<b>1,339,048</b>	<b>Net book value</b>

Grup memiliki beberapa bidang tanah yang terletak di berbagai lokasi di Indonesia dengan Hak Guna Bangunan ("HGB") berkisar antara 20 hingga 30 tahun. Manajemen berpendapat bahwa sertifikat HGB tersebut dapat diperpanjang pada saat jatuh tempo.

The Group owns parcels of land at various locations in Indonesia with Building Right Titles ("HGB") ranging from 20 to 30 years. Management believes that the HGB certificates can be extended upon their expiration.

Aset dalam penyelesaian merupakan proyek yang masih belum selesai pada tanggal laporan keuangan konsolidasian. Rincian aset dalam penyelesaian signifikan adalah sebagai berikut:

Construction in progress represents projects that have not been completed at the date of these consolidated financial statements. The list of significant construction in progress is as follows:

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**8. ASET TETAP (lanjutan)**

**8. FIXED ASSETS (continued)**

31 Desember/December 2021			
Aset dalam penyelesaian/ <i>Assets under construction</i>	Persentase penyelesaian/ <i>Percentage of completion</i>	Akumulasi biaya/ <i>Accumulated costs</i>	Estimasi tanggal penyelesaian/ <i>Estimated completion date</i>
Pekerjaan pembangunan pipa transmisi gas dari Gresik – Semarang/ <i>Construction project of gas pipeline transmission from Gresik - Semarang</i>	99.95%	275,376	Desember/December 2022
Pekerjaan pembangunan pipa minyak Rokan/ <i>Construction project of oil pipeline Rokan</i>	98.60%	176,390	September 2022
Pekerjaan pembangunan PLTMG2/ <i>Construction project of PLTMG2</i>	95.00%	3,701	Maret/March 2022
Pekerjaan pembangunan cargo dock/ <i>Construction project of cargo dock</i>	94.12%	4,870	Februari/February 2022
Pekerjaan pembangunan pipa distribusi gas area Jawa/ <i>Construction project of gas pipeline distribution in Java</i>	86.58%	2,887	Juni/June 2022
Pekerjaan pembangunan lain-lain/ <i>Other construction projects</i>	1.23% - 98.41%	6,426	Februari/February 2022 - Juli/July 2023

Per tanggal 31 Desember 2021, aset tetap yang dimiliki Grup telah diasuransikan terhadap risiko kerusakan properti di lepas pantai dan di darat dengan nilai pertanggungan senilai USD2.652.306. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungjawabkan.

As at 31 December 2021, fixed assets owned by the Group have been insured against offshore and onshore risk property damage for coverage amounting to USD2,652,306. Management believes that the amounts insured are adequate to cover the possibility of loss arising from the insured assets.

Selama tahun berjalan, Grup telah mengkapitalisasi biaya pinjaman sebesar USD2.106 (2020: USD2.635) atas aset kualifikasian.

During the year, the Group has capitalised borrowing costs amounting to USD2,106 (2020: USD2,635) on qualified assets.

Beban penyusutan dialokasikan sebagai berikut:

The allocation of depreciation expense is as follows:

	2021	2020	
Beban pokok pendapatan (Catatan 24)	63,246	75,227	Cost of revenue (Note 24)

**9. ASET TIDAK LANCAR LAINNYA**

**9. OTHER NON-CURRENT ASSETS**

	2021	2020	
Sewa dibayar dimuka	43,923	45,399	Prepaid rent
Piutang pinjaman - bagian jangka panjang (Catatan 17d)	8,446	12,400	Loan receivable - non-current portion (Note 17d)
Lainnya	3,795	5,713	Other
<b>Jumlah</b>	<b>56,164</b>	<b>63,512</b>	<b>Total</b>

Sewa dibayar di muka merupakan sewa tanah (*right-of-way*) untuk fasilitas pipa distribusi Arun-Belawan, Muara Karang-Muara Tawar, dan Gresik-Semarang, serta sewa aset negara oleh PAG. Sewa ini diluar lingkup PSAK 73 karena pemilik tanah memiliki hak substitusi yang bersifat substantif.

Prepaid rent consists of the Company's land rental (*right-of-way*) for the Arun-Belawan, Muara Karang-Muara Tawar, and Gresik-Semarang distribution pipelines, and a rental of state-owned assets by PAG. These rents are outside the scope of SFAS 73 because the land owners' substitution rights are substantive.





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**9. ASET TIDAK LANCAR LAINNYA (lanjutan)**

Piutang pinjaman jangka panjang merupakan piutang atas pemberian pinjaman oleh Perusahaan kepada PDG (Catatan 6).

Sewa dibayar di muka merupakan sewa tanah untuk fasilitas pipa distribusi Arun-Belawan, Muara Karang-Muara Tawar, Gresik-Semarang, serta sewa aset negara oleh PAG.

**9. OTHER NON-CURRENT ASSETS (continued)**

Long-term loan receivables mainly consist of receivables from loan given by the Company to PDG (Note 6).

Prepaid rent consists of the Company's land rental for the Arun-Belawan, Muara Karang-Muara Tawar, Gresik-Semarang, and a rental of state-owned assets by PAG.

**10. UTANG USAHA**

	<u>2021</u>
Pihak berelasi (Catatan 17f)	86,199
Pihak ketiga	<u>20,859</u>
<b>Jumlah</b>	<b><u>107,058</u></b>

Utang usaha sebagian besar merupakan utang kepada pemasok terkait jasa perancangan, pengadaan, dan konstruksi pembangunan pipa transmisi gas, pembelian gas dan operasional dan pemeliharaan fasilitas pemrosesan gas.

**10. TRADE PAYABLES**

	<u>2020</u>
Related parties (Note 17f)	51,710
Third parties	<u>11,407</u>
<b>Total</b>	<b><u>63,117</u></b>

Trade payables mostly represent the amounts due to vendors related to the service of designing, procuring, and constructing gas transmission pipeline, purchasing natural gas and operating and maintaining a gas processing facility.

**11. BEBAN YANG MASIH HARUS DIBAYAR**

	<u>2021</u>
Kontrak dan material	
- Pihak berelasi (Catatan 17h)	29,366
- Pihak ketiga	7,243
Jasa kontraktor	16,215
Gaji dan upah	9,851
Lain-lain	<u>313</u>
<b>Jumlah</b>	<b><u>62,988</u></b>

**12. PENDAPATAN DITANGGUHKAN**

	<u>2021</u>
Bagian lancar	32,785
Bagian tidak lancar	<u>16,998</u>
<b>Jumlah</b>	<b><u>49,783</u></b>

Pendapatan yang ditangguhkan timbul dari transaksi penjualan gas bumi dan transportasi gas bumi oleh Grup dimana Perjanjian Jual Beli Gas ("PJBG") memiliki skema *Take-or-Pay* dan Perjanjian Pengangkutan Gas ("PPG") memiliki skema *Ship-or-Pay*.

Dalam skema *Take-or-Pay* dan *Ship-or-Pay*, pembeli harus membayar jumlah minimum jika kuantitas gas aktual yang diambil (*Take-or-Pay*) atau dialirkan (*Ship-or-Pay*) kurang dari kuantitas minimum yang telah disepakati.

Pembeli memiliki hak untuk mengambil (*Take-or-Pay*) atau menyalurkan (*Ship-or-Pay*) gas yang telah dibayar dari periode 6 - 12 bulan dari diakuinya *Take-or-Pay* atau *Ship-or-Pay*.

Bagian lancar atas pendapatan ditangguhkan adalah estimasi penjualan gas kepada pembeli dalam 12 bulan kedepan.

**11. ACCRUED EXPENSES**

	<u>2020</u>
Contracts and materials	47,763
Related parties (Note 17h) -	
Third parties -	53,771
Contractor fees	16,952
Salaries and wages	10,956
Other	<u>260</u>
<b>Total</b>	<b><u>129,702</u></b>

**12. DEFERRED REVENUE**

	<u>2020</u>
Current portion	34,150
Non-current portion	<u>2,287</u>
<b>Total</b>	<b><u>36,437</u></b>

Deferred revenue arose from natural gas sales transactions by the Group for which the Gas Sales and Purchase Agreements ("GSPA") contain a *Take-or-Pay* scheme and Gas Transportation Agreement ("GTA") contains a *Ship-or-Pay* scheme.

In a *Take-or-Pay* and *Ship-or-Pay* scheme, the buyers have to pay a minimum amount if the actual gas taken (*Take-or-Pay*) or transported (*Ship-or-Pay*) is less than the agreed minimum quantities.

The buyers are entitled to take (*Take-or-Pay*) or transport (*Ship-or-Pay*) gas that has been paid for from the period of 6 - 12 months following the recognition of *Take-or-Pay* or *Ship-or-Pay*.

The current portion of deferred revenue represents the estimated gas sales portion for the next 12 months.

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13. UTANG LAIN-LAIN

	2021	2020
Uang muka dari pelanggan		
- Pihak berelasi (Catatan 17g)	10,656	121
- Pihak ketiga	4,887	1,935
Utang bunga pinjaman dari pihak berelasi (Catatan 17g)	9,033	13,994
Lain-lain	939	164
<b>Jumlah</b>	<b>25,515</b>	<b>16,214</b>

13. OTHER PAYABLES

Advances from customer
Related parties (Note 17g) -
Third parties -
Interest loan payable
from related parties (Note 17g)
Other
<b>Total</b>

14. SEWA

a. Aset hak-guna

Pergerakan aset hak-guna dimana Grup adalah  
lessee disajikan sebagai berikut:

14. LEASES

a. Right-of-use assets

Movement of right-of-use assets of which the  
Group is a lessee is presented as follows:

	2021			
	Saldo awal/ Beginning balance	Penambahan/ Additions	Saldo akhir/ Ending balance	
<b>Nilai tercatat</b>				<b>Carrying value</b>
<i>Tugboat</i>	67,151	-	67,151	<i>Tugboat</i>
Bangunan dan prasarana	5,142	-	5,142	Buildings and improvements
Kendaraan	2,318	-	2,318	Vehicles
Pipa dan peralatan	50,836	-	50,836	Pipelines and equipment
Peralatan lainnya	151	-	151	Other equipment
Total nilai tercatat	125,598	-	125,598	Total carrying value
<b>Akumulasi penyusutan</b>				<b>Accumulated depreciation</b>
<i>Tugboat</i>	(5,607)	(5,595)	(11,202)	<i>Tugboat</i>
Bangunan dan prasarana	(413)	(320)	(733)	Buildings and improvements
Kendaraan	(1,202)	(1,042)	(2,244)	Vehicles
Pipa dan peralatan	(8,180)	(2,832)	(11,012)	Pipelines and equipment
Peralatan lainnya	(36)	(53)	(89)	Other equipment
Total akumulasi penyusutan	(15,438)	(9,842)	(25,280)	Total accumulated depreciation
<b>Nilai buku bersih</b>	<b>110,160</b>		<b>100,318</b>	<b>Net book value</b>
	2020			
	Saldo awal/ Beginning balance	Penambahan/ Additions	Saldo akhir/ Ending balance	
<b>Nilai tercatat</b>				<b>Carrying value</b>
<i>Tugboat</i>	67,151	-	67,151	<i>Tugboat</i>
Bangunan dan prasarana	5,142	-	5,142	Buildings and improvements
Kendaraan	2,145	173	2,318	Vehicles
Pipa dan peralatan	50,836	-	50,836	Pipelines and equipment
Peralatan lainnya	129	22	151	Other equipment
Total nilai tercatat	125,403	195	125,598	Total carrying value
<b>Akumulasi penyusutan</b>				<b>Accumulated depreciation</b>
<i>Tugboat</i>	-	(5,607)	(5,607)	<i>Tugboat</i>
Bangunan dan prasarana	-	(413)	(413)	Buildings and improvements
Kendaraan	-	(1,202)	(1,202)	Vehicles
Pipa dan peralatan	(4,646)	(3,534)	(8,180)	Pipelines and equipment
Peralatan lainnya	-	(36)	(36)	Other equipment
Total akumulasi penyusutan	(4,646)	(10,792)	(15,438)	Total accumulated depreciation
<b>Nilai buku bersih</b>	<b>120,757</b>		<b>110,160</b>	<b>Net book value</b>



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**14. SEWA (lanjutan)**

**14. LEASES (continued)**

**b. Liabilitas sewa**

**b. Lease liabilities**

	2021	2020	
Saldo awal	109,758	31,924	<i>Beginning balance</i>
Penambahan	-	86,569	<i>Additions</i>
Beban bunga (Catatan 26)	4,806	5,590	<i>Interest expense (Note 26)</i>
Pembayaran	(12,122)	(14,325)	<i>Payments</i>
Saldo akhir	102,442	109,758	<i>Ending balance</i>
Bagian jangka pendek	4,012	8,387	<i>Current portion</i>
Bagian jangka panjang	98,430	101,371	<i>Non-current portion</i>

Pada tahun 2021, Perusahaan mengakui beban bunga atas liabilitas sewa, beban terkait sewa jangka pendek dan beban terkait sewa atas aset bernilai rendah di laporan laba rugi masing-masing sebesar USD4.806, USD1.168 dan USD2.643.

*In 2021, the Company recognised interest expense of lease liabilities, expenses relating to short-term leases and expenses relating to low-value assets in the statement of profit or loss amounting to USD4,806, USD1,168 and USD2,643, respectively.*

Laporan arus kas konsolidasian menyajikan saldo berikut berkaitan dengan sewa:

*The consolidated statements of cash flows include the following amounts related to leases:*

	2021	2020	
<b>Arus kas dari aktivitas operasi</b>			<b>Cash flows from operating activities</b>
Pembayaran kepada pemasok	(3,811)	(3,823)	<i>Payments to suppliers</i>
Pembayaran beban keuangan	(4,806)	(5,590)	<i>Payments of finance costs</i>
<b>Arus kas dari aktivitas pendanaan</b>			<b>Cash flows from financing activities</b>
Pembayaran liabilitas sewa	(7,316)	(8,735)	<i>Repayments of lease liabilities</i>

Grup menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan sewa *tugboat*, bangunan dan prasarana, pipa dan peralatan, kendaraan dan peralatan lainnya. Perjanjian sewa biasanya memiliki periode tetap dari 1 sampai dengan 5 tahun, tetapi dapat memiliki opsi perpanjangan seperti yang dijelaskan pada Catatan 3. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset yang disewakan tidak dapat digunakan sebagai jaminan atas pinjaman.

*The Group entered into several lease agreements which are mainly related to rental of tugboats, buildings and improvements, pipelines and equipment, vehicles and other equipment. Rental agreements are typically made for fixed periods of 1 to 5 years but may have extension options as described in Note 3. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as collateral for borrowing purposes.*

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15. PERPAJAKAN

15. TAXATION

a. Pajak dibayar dimuka

a. Prepaid taxes

	2021	2020	
Pajak penghasilan Perusahaan			Income tax The Company
Pasal 28a	785	1,094	Article 28a
Restitusi pajak penghasilan badan:			Corporate income tax restitution:
- 2014	3,208	3,208	2014 -
- 2015	283	283	2015 -
Entitas anak			Subsidiaries
Pasal 28a	2,083	2,609	Article 28a
Restitusi pajak penghasilan badan:			Corporate income tax restitution:
- 2016	-	133	2016 -
- 2019	-	3,984	2019 -
- 2020	2,983	-	2020 -
<b>Jumlah</b>	<b>9,342</b>	<b>11,311</b>	<b>Total</b>
Pajak lainnya Perusahaan			Other taxes The Company
PPN masukan	38,861	24,340	VAT in
Entitas anak			Subsidiaries
PPN masukan	13,114	12,272	VAT in
<b>Jumlah</b>	<b>51,975</b>	<b>36,612</b>	<b>Total</b>
Bagian lancar	(29,382)	(26,651)	Current portion
Bagian tidak lancar	22,593	9,961	Non-current portion

b. Utang pajak

b. Taxes payable

	2021	2020	
Pajak penghasilan Perusahaan			Income taxes The Company
Pasal 25	551	689	Article 25
Entitas anak			Subsidiaries
Pasal 29	1,358	-	Article 29
Pasal 25	510	378	Article 25
	2,419	1,067	
Pajak lainnya Perusahaan			Other taxes The Company
Pasal 21	999	285	Article 21
Pasal 23	245	410	Article 23
Pasal 4(2)	283	86	Article 25
Entitas anak			Subsidiaries
Pasal 21	314	161	Article 21
Pasal 23	289	129	Article 23
Pasal 4(2)	287	13	Article 4(2)
	2,417	1,084	
<b>Jumlah</b>	<b>4,836</b>	<b>2,151</b>	<b>Total</b>



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**15. PERPAJAKAN (lanjutan)**

**15. TAXATION (continued)**

**c. Beban pajak penghasilan**

**c. Income tax expense**

	<u>2021</u>	<u>2020</u>	
Kini			<i>Current</i>
Perusahaan	16,171	16,785	<i>The Company</i>
Entitas anak	8,930	8,622	<i>Subsidiaries</i>
Penyesuaian tahun sebelumnya	<u>1,661</u>	<u>(442)</u>	<i>Prior year adjustment</i>
	<u>26,762</u>	<u>24,965</u>	
Tangguhan			<i>Deferred</i>
Perusahaan	1,387	4,929	<i>The Company</i>
Entitas anak	<u>(534)</u>	<u>566</u>	<i>Subsidiaries</i>
	<u>853</u>	<u>5,495</u>	
<b>Jumlah</b>	<b><u>27,615</u></b>	<b><u>30,460</u></b>	<b>Total</b>

Rekonsiliasi antara laba sebelum pajak dengan penghasilan kena pajak Perusahaan dan beban pajak kini Perusahaan adalah sebagai berikut:

*The reconciliation between profit before income tax and the Company's taxable income and its current income tax expense is as follows:*

	<u>2021</u>	<u>2020</u>	
Laba konsolidasian sebelum pajak penghasilan	154,789	137,093	<i>Consolidated income before income tax</i>
Laba sebelum pajak - entitas anak	(32,077)	(31,323)	<i>Profit before income tax - subsidiaries</i>
Disesuaikan dengan jurnal eliminasi konsolidasi	11,089	27,970	<i>Adjusted with consolidation elimination journal</i>
Dikurangi dengan laba dari ventura bersama	<u>(32,537)</u>	<u>(12,295)</u>	<i>Deducted by profit from joint venture</i>
Laba sebelum pajak penghasilan - Perusahaan	101,264	121,445	<i>Income before income tax - the Company</i>
<b>Koreksi fiskal:</b>			<b><i>Fiscal corrections:</i></b>
Imbalan pascakerja dan jangka panjang lainnya	1,323	1,938	<i>Post-employment and other long-term benefits</i>
Penyisihan penurunan nilai piutang	608	794	<i>Provision for impairment of receivables</i>
Aset tetap	(18,353)	(16,819)	<i>Fixed assets</i>
Penghasilan yang dikenakan pajak final	(8,573)	(10,217)	<i>Income subject to final tax</i>
Dividen dari entitas anak	(11,084)	(27,957)	<i>Dividends from subsidiaries</i>
Denda pajak	2,067	1,419	<i>Tax penalty</i>
Kesejahteraan karyawan	2,896	2,426	<i>Other employees' benefits</i>
Beban yang tidak dapat dikurangkan	<u>3,357</u>	<u>3,267</u>	<i>Non-deductible expenses</i>
Laba kena pajak - Perusahaan	<u>73,505</u>	<u>76,296</u>	<i>Taxable income - the Company</i>
Beban pajak penghasilan kini dengan tarif pajak yang berlaku	16,171	16,785	<i>Current income tax expense at applicable tax rate</i>
Dikurangi pembayaran pajak dimuka - Perusahaan			<i>Less prepaid taxes - Company</i>
Pasal 22	(561)	(243)	<i>Article 22</i>
Pasal 23	(7,399)	(5,315)	<i>Article 23</i>
Pasal 25	<u>(8,996)</u>	<u>(12,321)</u>	<i>Article 25</i>
Lebih bayar pajak penghasilan badan - Perusahaan	(785)	(1,094)	<i>Overpayment of corporate income tax - the Company</i>
Lebih bayar pajak penghasilan badan - Entitas anak	<u>(2,083)</u>	<u>(2,609)</u>	<i>Overpayment of corporate income tax - Subsidiaries</i>
Lebih bayar pajak penghasilan - Konsolidasian	<u>(2,868)</u>	<u>(3,703)</u>	<i>Overpayment of corporate income tax - Consolidated</i>

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15. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Pajak atas laba sebelum pajak Grup berbeda dari nilai teoritis yang mungkin muncul apabila menggunakan rata-rata tertimbang tarif pajak terhadap laba pada entitas konsolidasian dalam jumlah sebagai berikut:

	2021	2020	
Laba konsolidasian sebelum pajak penghasilan	154,789	137,093	Consolidated income before income tax
Pajak dihitung dengan tarif pajak yang berlaku sebesar 22%	34,054	30,160	Income tax at prevailing rates of 22%
Dampak pajak penghasilan pada:			Tax effects of:
- Laba dari ventura bersama	(7,158)	(2,705)	Profit from joint venture -
- Penghasilan tidak kena pajak	(1,886)	(2,248)	Income not subject to tax -
- Dividen dari entitas anak	(2,438)	(6,150)	Dividends from subsidiaries -
- Beban yang tidak dapat dikurangkan	6,869	9,153	Non-deductible - expenses
- Penyesuaian terkait perubahan tarif pajak penghasilan	(3,487)	2,692	Adjustment related to changes in - income tax rate
Penyesuaian beban pajak penghasilan tahun sebelumnya	1,661	(442)	Adjustment in respect of prior years
<b>Beban pajak penghasilan konsolidasian</b>	<b>27,615</b>	<b>30,460</b>	<b>Consolidated income tax expense</b>

d. Pajak tangguhan

Mutasi aset pajak tangguhan adalah sebagai berikut:

	2021					
	Saldo awal/ Beginning balance	(Dibebankan)/ Dikreditkan ke laba rugi/ (Charged)/ credited to profit or loss	Perubahan tarif pajak/ Changes in tax rate	Dibebankan pada penghasilan komprehensif lain/ Charged to other comprehensive income	Saldo akhir/ Ending balance	
<b>Perusahaan</b>						<b>The Company</b>
Aset tetap	23,385	(4,038)	1,927	-	21,274	Fixed assets
Liabilitas imbalan pascakerja	2,511	291	135	(26)	2,911	Post-employment benefit obligation
Penyisihan piutang tak tertagih	1,174	134	164	-	1,472	Provision for impairment of receivables
Aset pajak tangguhan	27,070	(3,613)	2,226	(26)	25,657	Deferred tax assets
<b>Entitas anak</b>						<b>Subsidiaries</b>
Aset tetap	382	(472)	591	-	501	Fixed assets
Liabilitas imbalan pascakerja	237	(29)	79	(14)	273	Provision for employee benefit obligation
Penyisihan piutang tak tertagih	2,831	(256)	380	-	2,955	Provision for impairment of receivables
Sewa	658	30	211	-	899	Lease
Aset pajak tangguhan	4,108	(727)	1,261	(14)	4,628	Deferred tax assets
<b>Jumlah</b>	<b>31,178</b>	<b>(4,340)</b>	<b>3,487</b>	<b>(40)</b>	<b>30,285</b>	<b>Total</b>

15. TAXATION (continued)

c. Income tax expense (continued)

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits on the consolidated entities as follows:

d. Deferred tax

Movement of deferred tax assets is as follows:





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**15. PERPAJAKAN (lanjutan)**

**15. TAXATION (continued)**

**d. Pajak tangguhan (lanjutan)**

**d. Deferred tax (continued)**

	2020					
	Saldo awal/ <i>Beginning balance</i>	(Dibebankan)/ dikreditkan ke laba rugi/ <i>(Charged)/ credited to profit or loss</i>	Perubahan tarif pajak/ <i>Changes in tax rate</i>	Dibebankan pada penghasilan komprehensif lain/ <i>Charged to other comprehensive income</i>	Saldo akhir/ <i>Ending balance</i>	
<b>Perusahaan</b>						<b>The Company</b>
Aset tetap	29,154	(3,700)	(2,069)	-	23,385	<i>Fixed assets</i>
Liabilitas imbalan pascakerja	1,730	425	513	(157)	2,511	<i>Post-employment benefit obligation</i>
Penyisihan piutang tak tertagih	1,272	175	(273)	-	1,174	<i>Provision for impairment of receivables</i>
Aset pajak tangguhan	32,156	(3,100)	(1,829)	(157)	27,070	<i>Deferred tax assets</i>
<b>Entitas anak</b>						<b>Subsidiaries</b>
Aset tetap	704	(340)	18	-	382	<i>Fixed assets</i>
Liabilitas imbalan pascakerja	144	(23)	120	(4)	237	<i>Provision for employee benefit obligation</i>
Penyisihan piutang tak tertagih	3,383	449	(1,001)	-	2,831	<i>Provision for impairment of receivables</i>
Sewa	447	211	-	-	658	<i>Lease</i>
Aset pajak tangguhan	4,678	298	(863)	(4)	4,108	<i>Deferred tax assets</i>
<b>Jumlah</b>	<b>36,834</b>	<b>(2,803)</b>	<b>(2,692)</b>	<b>(161)</b>	<b>31,178</b>	<b>Total</b>

**e. Surat Ketetapan Pajak ("SKP")**

**e. Tax Assessment Letters ("SKP")**

**Perusahaan**

**The Company**

Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") sebagai berikut:

The Company received Tax Underpayment Decision Letter ("SKPKB") as follows:

Beban pajak terkait/ <i>Related tax expense</i>	Tahun pajak/ <i>Fiscal year</i>	Surat yang diterima /Letter received	Periode surat diterima/ Period letter received	Jumlah kurang bayar termasuk sanksi (dalam jutaan Rupiah)/ <i>Amount of underpayment including penalty (in millions of Rupiah)</i>	Jumlah kurang bayar termasuk sanksi (dalam Dolar AS)/ <i>Amount of underpayment including penalty (in thousands of USD)</i>	Status/Status
PPh Pasal 29/ <i>Income tax article 29</i>	2014	SKPKB	Februari/ <i>February 2019</i>	45,779	3,208	Bandung/Appeal
PPN atas penjualan gas bumi/VAT <i>for gas sales</i>	2017	SKPKB	April 2019	32,823	2,300	Bandung/Appeal
PPN atas penjualan gas bumi/VAT <i>for gas sales</i>	2015	SKPKB	Desember/ <i>December 2019</i>	70,397	4,933	Bandung/Appeal
PPh Pasal 29/ <i>Income tax article 29</i>	2015	SKPKB	Desember/ <i>December 2019</i>	8,461	593	Bandung/Appeal
PPN atas penjualan gas bumi/VAT <i>for gas sales</i>	2016	SKPKB	Desember/ <i>December 2020</i>	24,703	1,731	Keberatan/Objection

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15. PERPAJAKAN (lanjutan)

e. Surat Ketetapan Pajak ("SKP") (lanjutan)

Perusahaan (lanjutan)

Manajemen berkeyakinan bahwa hasil akhir dari SKPKB diatas tidak akan memberikan dampak merugikan yang signifikan terhadap posisi keuangan dan arus kas Grup.

f. Administrasi

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, perusahaan-perusahaan di dalam Grup yang berdomisili di Indonesia menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak ("DJP") dapat menetapkan dan mengubah kewajiban pajak tersebut dalam batas waktu lima tahun saat terutangnya pajak.

g. Tarif pajak

Pada tanggal 31 Maret 2020, Pemerintahan menerbitkan Peraturan Pemerintah No. 1/2020, yang telah disahkan oleh Dewan Perwakilan Rakyat ("DPR") untuk menjadi UU No. 2 tahun 2020, terkait kebijakan keuangan negara dan stabilitas sistem keuangan untuk penanganan pandemi penyakit *Coronavirus* 2019 ("COVID-19") yang di antara lain, merubah tarif pajak penghasilan badan dari 25% menjadi 22% untuk tahun fiskal 2020-2021 dan 20% untuk tahun fiskal 2022 dan seterusnya.

Pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang Republik Indonesia No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan. Aturan tersebut menetapkan tarif pajak penghasilan wajib pajak dalam negeri dan bentuk usaha tetap sebesar 22% yang mulai berlaku pada tahun pajak 2022 dan seterusnya. Dengan demikian, penetapan tarif pajak sebelumnya 20% menjadi tidak berlaku setelah Undang-Undang ini disahkan.

15. TAXATION (continued)

e. Tax Assessment Letters ("SKP")  
(continued)

The Company (continued)

Management is of the opinion that the outcome of SKPKBs will not have a material adverse effect on the Group's operations and cash flow.

f. Administration

Under the Taxation Laws of Indonesia, the companies within the Group which are domiciled in Indonesia calculate and pay tax on the basis of self assessment. The Directorate General of Tax ("DGT") may assess or amend taxes within five years of the time the tax becomes due.

g. Tax rates

On 31 March 2020, the Government issued Government Regulation No. 1/2020 - which has been approved by the Indonesian Parliament ("DPR") as Law No. 2 year 2020, relating to state financial policies and financial system stability in response to the *Coronavirus* Disease 2019 ("COVID-19") pandemic - which, among other things, changes the corporate income tax rate from 25% to 22% for fiscal years 2020-2021 and to 20% for fiscal year 2022 onwards.

On 29 October 2021, the Government issued Law of the Republic of Indonesia No. 7 year 2021 concerning Harmonisation of Tax Regulations. The regulation has stipulated the income tax rate for domestic taxpayers and business establishments of 22% which will be effective from Fiscal Year 2022 onwards. Hence, the previous tax rate determination of 20% will not be applicable after the ratification of this Law.



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**16. IMBALAN KERJA**

Liabilitas imbalan pascakerja Perusahaan dan entitas anak, pada tanggal 31 Desember 2021 dan 2020 dihitung oleh Kantor Konsultan Aktuaria Steven & Mourits, aktuaris independen melalui laporannya tertanggal 8 Februari 2022 dan 19 Februari 2021.

Saldo kewajiban imbalan kerja yang diakui pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	2021	2020	
Imbalan pascakerja	12,391	11,906	<i>Post-employment benefit</i>
Imbalan kerja jangka panjang lainnya	2,082	1,827	<i>Other long-term employment benefit</i>
	14,473	13,733	

Beban imbalan kerja yang diakui pada laporan laba rugi adalah sebagai berikut:

	2021	2020	
Imbalan pascakerja	2,222	2,037	<i>Post-employment benefit</i>
Imbalan kerja jangka panjang lainnya	255	462	<i>Other long-term employment benefits</i>
	2,477	2,499	

Pengukuran kembali kewajiban imbalan kerja yang diakui sebagai penghasilan komprehensif lainnya (sebelum pajak) adalah sebagai berikut:

	2021	2020	
Imbalan pascakerja	(182)	(734)	<i>Post-employment benefit</i>

**16. EMPLOYEE BENEFITS**

*The post-employment benefits obligation of the Company and its subsidiaries, at 31 December 2021 and 2020 were calculated by Kantor Konsultan Aktuaria Steven & Mourits, an independent actuary, as set out in their reports dated 8 February 2022 and 19 February 2021.*

*The balance of employee benefits obligations recognised in the consolidated statements of financial position is as follows:*

*Employee benefit expenses recognised in profit or loss are as follows:*

*Remeasurement of employee benefit obligation recognised as other comprehensive income (before tax) is as follows:*

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16. IMBALAN KERJA (lanjutan)

16. EMPLOYEE BENEFITS (continued)

Pergerakan kewajiban imbalan kerja selama tahun  
berjalan adalah sebagai berikut:

The movement in the provision of employee  
benefits over the year is as follows:

	Imbalan pascakerja/ Post-employment benefit	Imbalan kerja jangka panjang lainnya/ Other long-term employment benefit	Jumlah/ Total	
<b>Per 1 Januari 2020</b>	<b>6,749</b>	<b>1,023</b>	<b>7,772</b>	<b>As at 1 January 2020</b>
Diakui pada laba rugi:				Recognised in profit or loss:
- Biaya jasa kini	1,195	177	1,372	Current service cost -
- Rugi selisih kurs	363	185	548	Foreign exchange loss -
- Biaya bunga	479	100	579	Interest expense -
	<u>2,037</u>	<u>462</u>	<u>2,499</u>	
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya, akibat:				Remeasurement recognised as other comprehensive income due to:
- Perubahan asumsi demografis	7	-	7	Change in - demographic assumptions
- Perubahan asumsi keuangan	(379)	-	(379)	Change in - financial assumptions
- Penyesuaian pengalaman	(362)	-	(362)	Experience - adjustment
	<u>(734)</u>	<u>-</u>	<u>(734)</u>	
Pembayaran manfaat oleh Grup Reklasifikasi porsi untuk pegawai perbantuan Pertamina	(42)	-	(42)	Benefit paid by the Group Reclassification portion of Pertamina seconded employee
	<u>3,896</u>	<u>342</u>	<u>4,238</u>	
<b>Per 31 Desember 2020</b>	<b><u>11,906</u></b>	<b><u>1,827</u></b>	<b><u>13,733</u></b>	<b>As at 31 December 2020</b>
Diakui pada laba rugi:				Recognised in profit or loss:
- Biaya jasa kini	1,372	(49)	1,323	Current service cost -
- Rugi selisih kurs	275	167	442	Foreign exchange loss -
- Biaya bunga	575	137	712	Interest expense -
	<u>2,222</u>	<u>255</u>	<u>2,477</u>	
Pengukuran kembali diakui sebagai pendapatan komprehensif lainnya, akibat:				Remeasurement recognised as other comprehensive income due to:
- Perubahan asumsi keuangan	48	-	48	Change in - financial assumptions
- Penyesuaian pengalaman	(230)	-	(230)	Experience - adjustment
	<u>(182)</u>	<u>-</u>	<u>(182)</u>	
Pembayaran manfaat oleh Grup	(1,555)	-	(1,555)	Benefit paid by the Group
<b>Per 31 Desember 2021</b>	<b><u>12,391</u></b>	<b><u>2,082</u></b>	<b><u>14,473</u></b>	<b>As at 31 December 2021</b>



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**16. IMBALAN KERJA** (lanjutan)

Berikut asumsi utama aktuarial yang digunakan:

	<u>2021</u>
Tingkat diskonto aktuarial:	
Penghargaan Atas Pengabdian	7.5% per tahun/ per annum
Repatriasi	7.6% per tahun/ per annum
Ulang Tahun Dinas	7.2% per tahun/ per annum
Masa Persiapan Purna Karya	7.6% per tahun/ per annum
Tingkat kematian (mortalitas)	TMI 4 2019
Kenaikan gaji dan upah	8.15%
Umur pensiun	56 tahun/years
Tingkat cacat	10% dari tingkat kematian/ mortality rate

Sensitivitas liabilitas pensiun secara keseluruhan terhadap perubahan asumsi tingkat diskonto dan tingkat pertumbuhan gaji adalah sebagai berikut:

	<u>Perubahan asumsi/ Change in assumptions</u>
<b><u>31 Desember 2021</u></b>	
Tingkat diskonto	kenaikan/increase by 1% penurunan/decrease by 1%
Tingkat pertumbuhan gaji	kenaikan/increase by 1% penurunan/decrease by 1%
<b><u>31 Desember 2020</u></b>	
Tingkat diskonto	kenaikan/increase by 1% penurunan/decrease by 1%
Tingkat pertumbuhan gaji	kenaikan/increase by 1% penurunan/decrease by 1%

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pascakerja atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pascakerja) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan konsolidasian.

**16. EMPLOYEE BENEFITS** (continued)

Below are the key actuarial assumptions used:

	<u>2020</u>	
	7.5% per tahun/ per annum	Actuarial discount rate:
	7.7% per tahun/ per annum	Dedication Award
	7.05% per tahun/ per annum	Repatriation
	7.7% per tahun/ per annum	Long Service Award
	TMI 3 2011	Pre-retirement
	8.15%	Mortality rate
	56 tahun/years	Wages and salaries increase
	10% dari tingkat kematian/ mortality rate	Retirement age
		Disability rate

Sensitivity analysis of the overall pension liability to changes in the discount rate and salary increase rate assumptions is as follows:

	<u>Dampak terhadap liabilitas/ Impact on liability</u>
<b><u>31 Desember 2021</u></b>	
Tingkat diskonto	turun/decrease by USD2 juta/million naik/increase by USD2 juta/million
Tingkat pertumbuhan gaji	naik/increase by USD2 juta/million turun/decrease by USD2 juta/million
<b><u>31 Desember 2020</u></b>	
Tingkat diskonto	turun/decrease by USD3 juta/million naik/increase by USD0.3 juta/million
Tingkat pertumbuhan gaji	naik/increase by USD0.3 juta/million turun/decrease by USD3 juta/million

The sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the post-employment benefit obligation to significant actuarial assumptions, the same method (present value of the post-employment benefit obligation) has been applied as when calculating the pension liability recognised within the consolidated statements of financial position.

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16. IMBALAN KERJA (lanjutan)

Analisis jatuh tempo yang diharapkan dari imbalan pascakerja dan imbalan jangka panjang lainnya yang tidak terdiskonto adalah sebagai berikut:

	Kurang dari 1 tahun/ Less than one year	1 sampai 5 tahun/ Between 1 - 5 years	Lebih dari 5 tahun/ More than 5 years	
Imbalan pascakerja	497	1,298	10,573	Post-employment benefit
Imbalan kerja jangka panjang lainnya	-	60	9,071	Other long-term employment benefit
Jumlah	497	1,358	19,644	

16. EMPLOYEE BENEFITS (continued)

Expected maturity analysis of undiscounted post-employment benefit and other long-term benefits, is as follows:

17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

a. Sifat hubungan dengan pihak berelasi

17. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

a. The nature of relationship with related parties

Pihak berelasi/ Related parties	Hubungan dengan pihak berelasi/ Relationship with the related parties	Transaksi/ Transaction
Pertamina	Pemegang saham/ Shareholder	Pinjaman jangka panjang, pendapatan usaha, alokasi biaya bunga, pembayaran dividen, pembelian bahan bakar minyak/Long-term loan, revenue, allocation of finance costs, dividends payment, purchases of fuel
PT Pertamina Pedeve Indonesia ("PPI")	Pemegang saham/ Shareholder	Pembayaran dividen/Dividend payment
PGN	Pemegang saham/ Shareholder	Pembayaran dividen, pendapatan usaha, pendapatan lain-lain, beban yang masih harus dibayar/Dividends payment, revenue, other income, accrued expenses
PT Bank Mandiri (Persero) Tbk. ("Bank Mandiri")	Entitas berelasi dengan Pemerintah/Government-related entity	Penempatan giro, penempatan deposito berjangka/Placement of current accounts, placement of time deposits
PT Bank Rakyat Indonesia (Persero) Tbk. ("BRI")	Entitas berelasi dengan Pemerintah/Government-related entity	Penempatan giro, penempatan deposito berjangka/Placement of current accounts, placement of time deposits
PT Bank Raya Indonesia Tbk. ("BRI AGRO")	Entitas berelasi dengan Pemerintah/Government-related entity	Penempatan deposito berjangka/Placement of time deposits
PT Bank Negara Indonesia (Persero) Tbk. ("BNI")	Entitas berelasi dengan Pemerintah/Government-related entity	Penempatan giro, penempatan deposito berjangka/Placement of current accounts, placement of time deposits





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**17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK  
BERELASI** (lanjutan)

**17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES** (continued)

**a. Sifat hubungan dengan pihak berelasi**  
(lanjutan)

**a. The nature of relationship with related  
parties** (continued)

<b>Pihak berelasi/ Related parties</b>	<b>Hubungan dengan pihak berelasi/ Relationship with the related parties</b>	<b>Transaksi/ Transaction</b>
PT Bank Tabungan Negara (Persero) Tbk. ("BTN")	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan giro, penempatan deposito berjangka/ <i>Placement of current accounts, placement of time deposits</i>
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung ("Bank Sumsel dan Babel")	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan giro/ <i>Placement of current accounts</i>
Bank Syariah Indonesia ("BSI")	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Pembangunan Daerah Jambi ("Bank Jambi")	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Pertamina EP ("PEP")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan, pendapatan lain- lain, pembelian gas bumi/ <i>Revenue, other income, purchases of natural gas</i>
PT Pertamina Hulu Energi ("PHE")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan, pembelian gas bumi/ <i>Revenue, purchases of natural gas</i>
PT Kilang Pertamina Internasional ("KPI")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan/ <i>Revenue</i>
PT Gagasan Energi Indonesia ("GEI")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan/ <i>Revenue</i>
PDG	Entitas ventura bersama/ <i>Jointly controlled entity</i>	Pinjaman dana operasional/ <i>Operational advances</i>
PSG	Entitas ventura bersama/ <i>Jointly controlled entity</i>	Pendapatan manajemen/ <i>Management fee</i>
PT Pertamina Trans Kontinental ("PTK")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan lain-lain, jasa pengaturan lalu lintas kapal/ <i>Other income, ship traffic management services</i>
PT Pertamina Drilling Services Indonesia ("PDSI")	Entitas sepengendali/ <i>Entity under common control</i>	Jasa konstruksi/ <i>Construction services</i>
PT Rekayasa Industri ("Rekind")	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa konstruksi/ <i>Construction services</i>

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17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK  
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17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES (continued)

a. Sifat hubungan dengan pihak berelasi  
(lanjutan)

a. The nature of relationship with related  
parties (continued)

Pihak berelasi/ Related parties	Hubungan dengan pihak berelasi/ Relationship with the related parties	Transaksi/ Transaction
PT Elnusa Tbk. ("Elnusa")	Entitas sepengendali/Entity under common control	Jasa konstruksi/Construction services
PT PGAS Solution ("PGASSOL")	Entitas sepengendali/Entity under common control	Jasa konstruksi/Construction services
PT Pertamina Patra Drilling Contractor ("PDC")	Entitas sepengendali/Entity under common control	Jasa konstruksi/Construction services
PT Pertamina Training & Consulting ("PTC")	Entitas sepengendali/Entity under common control	Jasa pelatihan dan konsultasi/Training and consulting services
PT Pertamina Patra Niaga ("Patra Niaga")	Entitas sepengendali/Entity under common control	Pendapatan, pembelian bahan bakar/Revenue, purchases of fuel
PT Pertamina Bina Medika IHC ("PBC")	Entitas sepengendali/Entity under common control	Jasa kesehatan/Health services
PT Pupuk Kalimantan Timur ("PKT")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Pupuk Sriwidjaja Palembang ("PUSRI")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Perusahaan Listrik Negara (Persero) ("PLN")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Pupuk Iskandar Muda ("PIM")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Petrokimia Gresik ("PKG")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Pupuk Kujang Cikampek ("PKJ")	Entitas berelasi dengan Pemerintah/Government-related entity	Pendapatan/Revenue
PT Pertamina Lubricants ("Pertamina Lubricants")	Entitas sepengendali/Entity under common control	Pendapatan/Revenue
PT Bina Bangun Wibawa Mukti (Perseroda) ("BBWM")	Entitas berelasi dengan Pemerintah/Government-related entity	Kerjasama pembangunan & pengelolaan kilang LPG/Cooperation to build & operate LPG refinery



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**17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK  
BERELASI (lanjutan)**

**17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES (continued)**

**b. Kas dan setara kas**

**b. Cash and cash equivalents**

	<u>2021</u>	<u>2020</u>
Kas pada bank:		
Bank Mandiri	122,870	57,639
BRI	27,688	12,136
BNI	18,684	31,209
BSI	1,515	572
Bank Sumsel dan Babel	602	205
BTN	420	104
Bank Jambi	20	11
	<u>171,799</u>	<u>101,876</u>
<b>Jumlah</b>		
Deposito berjangka:		
BRI	24,529	24,814
BNI	21,025	17,724
BTN	7,008	35,459
Bank Mandiri	7,008	10,635
BSI	3,504	6,545
	<u>63,074</u>	<u>95,177</u>
<b>Jumlah</b>		

Cash in bank:  
Bank Mandiri  
BRI  
BNI  
BSI  
Bank Sumsel dan Babel  
BTN  
Bank Jambi

Time deposits:  
BRI  
BNI  
BTN  
Bank Mandiri  
BSI

**Total**

**Total**

**c. Piutang usaha**

**c. Trade receivables**

	<u>2021</u>	<u>2020</u>
<b>Pihak berelasi:</b>		
PLN	37,396	52,725
Pertamina	29,296	45,739
PEP	19,149	39,776
PIM	12,687	21,848
PSG	11,801	2,420
Patra Niaga	5,199	4,382
PHE	4,951	870
KPI	4,254	-
PGN	3,969	2,983
PUSRI	2,173	10,431
PKG	1,916	7,420
PTK	1,239	20
PKT	864	1,060
Lain-lain (dibawah USD1.000)	1,065	2,113
	<u>135,959</u>	<u>191,787</u>
Provisi penurunan nilai	(99)	(605)
	<u>135,860</u>	<u>191,182</u>
<b>Jumlah</b>		

Related parties:  
PLN  
Pertamina  
PEP  
PIM  
PSG  
Patra Niaga  
PHE  
KPI  
PGN  
PUSRI  
PKG  
PTK  
PKT  
Others (below USD1,000)

Provision for impairment

**Total**

**d. Piutang pinjaman**

**d. Loan receivable**

	<u>2021</u>	<u>2020</u>
PDG - Bagian jangka pendek	4,223	6,335
PDG - Bagian jangka panjang	8,446	12,400
	<u>12,669</u>	<u>18,735</u>
<b>Jumlah</b>		

PDG - Current portion  
PDG - Non-current portion

**Total**

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17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES (continued)

e. Piutang bunga

e. Interest receivables

	<u>2021</u>	<u>2020</u>	
PDG	1,595	2,293	PDG
<b>Jumlah</b>	<b><u>1,595</u></b>	<b><u>2,293</u></b>	<b>Total</b>

f. Utang usaha

f. Trade payables

	<u>2021</u>	<u>2020</u>	
Pertamina	24,517	6,786	Pertamina
PGN	17,483	7,045	PGN
PGASSOL	14,595	-	PGASSOL
PEP	8,227	8,980	PEP
PDSI	7,699	15,497	PDSI
PTC	2,098	2,788	PTC
Patra Niaga	2,002	327	Patra Niaga
PTK	1,703	3,608	PTK
PHE	1,640	2,217	PHE
PBM	1,108	361	PBM
Elnusa	741	3,202	Elnusa
Lain-lain (di bawah USD1.000)	4,386	899	Other (below USD1,000)
<b>Jumlah</b>	<b><u>86,199</u></b>	<b><u>51,710</u></b>	<b>Total</b>

g. Utang lain-lain

g. Other payables

	<u>2021</u>	<u>2020</u>	
PSG – uang muka dari pelanggan	10,656	121	PSG – advances from customer
Pertamina – utang bunga pinjaman	9,033	13,994	Pertamina – interest loan payable
<b>Jumlah</b>	<b><u>19,689</u></b>	<b><u>14,115</u></b>	<b>Total</b>

h. Beban yang masih harus dibayar

h. Accrued expenses

	<u>2021</u>	<u>2020</u>	
PLN	10,509	10,509	PLN
PHE	9,463	1,798	PHE
PGN	2,052	4,429	PGN
PTC	1,679	2,140	PTC
Elnusa	1,653	-	Elnusa
PT Badak NGL	1,194	-	PT Badak NGL
PT Permata Karya Jasa	1,127	-	PT Permata Karya Jasa
Rekind	1,105	3,953	Rekind
Pertamina	73	12,679	Pertamina
PDSI	-	11,167	PDSI
Lain-lain (di bawah USD1.000)	511	1,088	Other (below USD1,000)
<b>Jumlah</b>	<b><u>29,366</u></b>	<b><u>47,763</u></b>	<b>Total</b>



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**17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK  
BERELASI (lanjutan)**

**17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES (continued)**

**i. Pinjaman jangka panjang**

**i. Long-term loan**

	<u>2021</u>	<u>2020</u>	
Bagian jangka pendek	-	71,261	<i>Current portion</i>
Bagian jangka panjang	50,000	139,316	<i>Non-current portion</i>
<b>Jumlah</b>	<b><u>50,000</u></b>	<b><u>210,577</u></b>	<b>Total</b>

Pada tanggal 28 September 2012, Perusahaan dan Pertamina menandatangani perjanjian pinjaman untuk pendanaan belanja modal Perusahaan. Perjanjian pinjaman tersebut berlaku efektif sejak 1 Januari 2012 hingga 30 Juni 2028. Penambahan pinjaman dilakukan melalui mekanisme *dropping* dana.

*On 28 September 2012, the Company and Pertamina entered into a loan agreement for the financing of the Company's capital expenditure. The loan agreement was effective starting 1 January 2012 until 30 June 2028. Additional drawdowns of the loan are performed through the cash call mechanism.*

Pembebanan bunga kepada Perusahaan oleh Pertamina dihitung setiap bulan. Tingkat bunga per tahun atas pinjaman jangka panjang selama tahun 2021 dan 2020 adalah sebagai berikut:

*Interest charged to the Company by Pertamina is calculated on a monthly basis. Annual interest rates for this long-term loan during 2021 and 2020 are as follows:*

<u>2021</u>	<u>2020</u>
1.63% - 5.41%	1.39% - 5.23%

**j. Pendapatan usaha**

**j. Revenue**

	<u>2021</u>	<u>2020</u>	
Pendapatan niaga gas bumi			<i>Sales of natural gas</i>
PIM	91,191	72,073	<i>PIM</i>
PLN	27,062	34,094	<i>PLN</i>
Pertamina	17,203	13,892	<i>Pertamina</i>
KPI	6,289	-	<i>KPI</i>
GEI	1,439	-	<i>GEI</i>
Pertamina Lubricants	1,150	887	<i>Pertamina Lubricants</i>
PEP	-	1,260	<i>PEP</i>
Lain-lain (di bawah USD1.000)	544	2,157	<i>Other (below USD1,000)</i>
	<b><u>144,878</u></b>	<b><u>124,363</u></b>	
Pendapatan transportasi gas			<i>Natural gas transportation revenue</i>
PEP	57,575	61,268	<i>PEP</i>
PLN	53,280	59,559	<i>PLN</i>
PGN	24,160	10,328	<i>PGN</i>
PUSRI	22,463	20,716	<i>PUSRI</i>
PKG	19,711	19,402	<i>PKG</i>
PKT	12,057	8,166	<i>PKT</i>
KPI	3,807	-	<i>KPI</i>
Pertamina	2,653	8,939	<i>Pertamina</i>
PKJ	1,002	1,161	<i>PKJ</i>
Lain-lain (di bawah USD1.000)	21	315	<i>Other (below USD1,000)</i>
	<b><u>196,729</u></b>	<b><u>189,854</u></b>	

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17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK  
BERELASI (lanjutan)

17. BALANCES AND TRANSACTIONS WITH  
RELATED PARTIES (continued)

j. Pendapatan usaha (lanjutan)

j. Revenue (continued)

	2021	2020	
Pendapatan usaha gas terproses			Sales of gas processing
PLN	47,079	46,037	PLN
Pertamina	13,971	20,371	Pertamina
PHE	9,401	9,311	PHE
Patra Niaga	6,547	-	Patra Niaga
PIM	2,593	1,453	PIM
	<u>79,591</u>	<u>77,172</u>	

Pendapatan jasa transportasi minyak PEP	12,907	9,986	Oil transportation revenue PEP
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Pendapatan jasa pemasaran Pertamina	-	3,906	Marketing service revenue Pertamina
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**Jumlah** 434,105 405,281 **Total**

Pendapatan Lain-lain

Other Income

	2021	2020	
PTK	1,880	935	PTK
PGN	1,813	6	PGN
PEP	1,784	2,340	PEP
<b>Jumlah</b>	<u>5,477</u>	<u>3,281</u>	<b>Total</b>

Pendapatan usaha dari pihak berelasi terdiri dari penjualan gas bumi dan jasa transportasi gas bumi. Harga penjualan gas bumi diatur oleh Kepmen ESDM dan tarif jasa transportasi gas bumi (tolling fee) diatur oleh BPH Migas.

Revenue from related parties consists of sales of natural gas and natural gas transportation fees. Natural gas sales prices are regulated by the Minister of EMR Decree and natural gas transportation fees (tolling fee) are regulated by BPH Migas.

Pendapatan usaha untuk jasa pemasaran diatur oleh Kementerian ESDM.

The revenue for marketing services is regulated by the Ministry of EMR.

Pendapatan dari usaha gas terproses dan jasa transportasi minyak bumi mengacu pada harga kontrak yang disepakati.

Revenue from gas processing and crude oil transportation fees are based on contractual prices.

k. Pembelian gas bumi dan bahan bakar minyak

k. Natural gas and fuel purchases

	2021	2020	
PHE	56,164	44,082	PHE
PEP	28,586	47,704	PEP
PGN	6,143	-	PGN
Patra Niaga	734	364	Patra Niaga
Lain-lain (di bawah USD1.000)	1,248	104	Other (below USD1,000)
<b>Jumlah</b>	<u>92,875</u>	<u>92,254</u>	<b>Total</b>

Beban pembelian gas bumi mengacu pada harga kontrak yang disepakati.

The price for natural gas purchases is based on the contractual prices.





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**17. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)**

**17. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)**

**I. Kompensasi manajemen kunci**

Kompensasi dan imbalan lain kepada Dewan Komisaris dan Direksi adalah sebagai berikut:

**I. Key management compensation**

Compensation and other benefits provided to the Board of Commissioners and Directors is as follows:

	<u>2021</u>	<u>2020</u>	
Imbalan jangka pendek	2,470	1,884	Short-term benefits
Imbalan pasca kerja	693	-	Post-employment benefits
Imbalan jangka panjang lainnya	<u>235</u>	<u>286</u>	Other long-term benefit
<b>Jumlah</b>	<b><u>3,398</u></b>	<b><u>2,170</u></b>	<b>Total</b>

**18. PINJAMAN**

**18. Borrowings**

**a. Pinjaman bank**

**a. Bank loans**

	<u>2021</u>	<u>2020</u>	
Pihak berelasi (Catatan 17i)	50,000	210,577	Related parties (Note 17i)
Pihak ketiga			Third parties
- PT Bank DBS Indonesia	51,500	-	PT Bank DBS Indonesia -
- PT Bank BTPN Tbk.	<u>51,500</u>	<u>-</u>	PT Bank BTPN Tbk. -
<b>Jumlah</b>	<b>153,000</b>	<b>210,577</b>	<b>Total</b>
Bagian tidak lancar			Non-current portion
Pihak berelasi (Catatan 17i)	(50,000)	(139,316)	Related party (Note 17i)
Pihak ketiga	<u>(103,000)</u>	<u>-</u>	Third parties
Bagian lancar			Current portion
Pihak berelasi (Catatan 17i)	<u>-</u>	<u>71,261</u>	Related parties (Note 17i)

Pada tanggal 30 November 2021, Perusahaan menandatangani perjanjian fasilitas pinjaman *club deal* dengan PT Bank BTPN Tbk dan PT Bank DBS Indonesia. Pinjaman ini untuk pendanaan belanja modal Perusahaan dengan nilai sebesar USD135.000.

On 30 November 2021, the Company and Pertamina entered into a club deal facility loan agreement with PT Bank BTPN Tbk and PT Bank DBS Indonesia. This loan will be used for financing of the Company's capital expenditure amounting to USD135,000.

Penambahan pinjaman dilakukan melalui mekanisme dropping dana dengan *dropping* dana pertama dilakukan pada tanggal 10 Desember 2021, senilai USD103.000. Jangka waktu pinjaman 60 bulan sejak tanggal penarikan pertama dilakukan, yaitu jatuh tempo di bulan Desember 2026.

Additional drawdowns of the loan are performed through a cash call mechanism with the first drawdown on 10 December 2021 amounting to USD103,000. The loan terms are 60 months after the first drawdown date, that is the loan due in December 2026.

Berdasarkan perjanjian pinjaman ini, Perusahaan diwajibkan memenuhi batasan-batasan tertentu seperti batasan rasio keuangan, batasan melakukan perubahan bisnis yang substansial dan tidak menerima pinjaman lain dari bank atau lembaga keuangan lainnya.

As specified by the loan agreement, the Company is required to comply with certain covenants, such as financial ratio covenants, making no substantial change in the general business and not receiving any loan from another bank or financial services firm.

Perusahaan mendapat masa tenggang selama 12 bulan untuk pembayaran kembali jumlah pokok dan bunga, yaitu sampai dengan Desember 2022.

The Company obtained 12 months grace period for the repayment of principal and interest, that is until December 2022.

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18. PINJAMAN

a. Pinjaman bank (lanjutan)

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi semua persyaratan terkait sebagaimana diharuskan dalam perjanjian.

b. Fasilitas yang belum digunakan

Berikut ini adalah fasilitas yang belum digunakan pada tanggal 31 Desember 2021:

18. Borrowings

a. Bank loans (continued)

As at 31 December 2021, the Company has complied with the required relevant covenants stated in the agreement.

b. Unused facility

Below are unused facilities as at 31 December 2021:

Bank	Jenis fasilitas/Types of facilities	Akhir periode/ End of period	Pembatasan/ Covenants	Jumlah fasilitas/ Total facilities	Sisa fasilitas/ Remaining facilities
Pihak ketiga/ Third party:					
PT Bank DBS Indonesia	Revolving Joint Credit Facility	31 Juli/ July 2022	Tidak ada/None	70,082	70,082

PGN, PT PGAS Telekomunikasi Nusantara, dan Perusahaan membuat perjanjian dengan Bank DBS Indonesia pada 10 Oktober 2019 atas fasilitas pinjaman gabungan yang dapat digunakan bersama-sama dengan nilai pinjaman maksimal sebesar IDR1.000.000.000, atau setara dalam Dolar AS dan Euro untuk kebutuhan belanja modal, operasional secara umum, dan membiayai arus kas defisit.

Fasilitas pinjaman ini terakhir diamendemen pada 30 November 2021 dan akan berakhir pada 31 Juli 2022 yang dapat diperpanjang kembali serta dikenakan tingkat bunga sebesar JIBOR atau LIBOR ditambah Marjin per tahun. Bunga pinjaman harus dibayar setiap 3 (tiga) bulan sejak tanggal penarikan dan Pokok Pinjaman dibayarkan pada tanggal berakhirnya pinjaman beserta bunga yang belum tertagih.

Pada tanggal yang berakhir 31 Desember 2021, fasilitas pinjaman yang belum ditarik senilai Rp1,000,000,000 (setara dengan USD70,082).

PGN, PT PGAS Telekomunikasi and the Company signed an agreement with Bank Mandiri on 10 October 2019, for joint facility borrowing which can be utilised together with loan proceeds not exceeding IDR1,000,000,000, or equivalent in US Dollar and Euro for capital expenditure, operational general purposes and deficit cash flow.

The revolving joint facility has been amended on 30 November 2021 and will expire on 31 July 2022 and is subject to the interest rate of JIBOR or LIBOR plus Margin per annum. The loan interest is due every 3 (three) months since the first withdrawal date and the principal will be due at the end of loan period along with accrued interest.

As of 31 December 2021, the facility that has not been withdrawn amounted to Rp1,000,000,000 (equivalent to USD70,082).



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**19. TRANSAKSI NON-KAS**

Aktivitas investasi dan pendanaan Grup yang tidak memiliki pengaruh arus kas adalah sebagai berikut:

	<u>2021</u>	<u>2020</u>
Perolehan aset tetap melalui kapitalisasi biaya pinjaman	2,106	2,635
Perolehan aset tetap melalui beban yang masih harus dibayar	(36,373)	-
Pembayaran bunga pinjaman jangka panjang melalui saling hapus dengan piutang usaha	(9,265)	(15,470)
Pembayaran pinjaman jangka panjang melalui saling hapus dengan piutang usaha	(9,765)	-
Penambahan aset sewa guna usaha melalui penerapan PSAK No. 73	-	90,813

**19. NON-CASH TRANSACTIONS**

Investment and financing activities of the Group which do not affect cash flows are as follows:

Acquisition of fixed assets through capitalisation of finance costs
Acquisition of fixed assets through capitalisation of accrued expenses
Payment of interest long-term loan by offsetting against trade receivables
Payment of long-term loan by offsetting against trade receivables
Addition of right-of-use assets through PSAK No. 73 implementation

**20. MODAL SAHAM**

Modal saham Perusahaan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	Jumlah saham ditempatkan dan disetor/ <i>Total issued and paid-up shares</i>	Persentase kepemilikan/ <i>Percentage of ownership</i>	Modal ditempatkan dan disetor/ <i>Issued and paid-up capital</i>
PGN	2,591,099	51%	289,092
Pertamina	2,488,986	48.99%	277,698
PPI	500	0.01%	57
<b>Jumlah</b>	<b><u>5,080,585</u></b>	<b><u>100%</u></b>	<b><u>566,847</u></b>

**20. SHARE CAPITAL**

The Company's share capital as at 31 December 2021 and 2020 was as follows:

PGN  
Pertamina  
PPI

**Total**

Berdasarkan Keputusan Pemegang Saham Perusahaan tentang Penggunaan Laba Bersih Tahun Buku 2020 tanggal 22 September 2021, para pemegang saham Perusahaan menyetujui untuk membagikan dividen untuk tahun 2020 sebesar USD47.974 dan telah dibayarkan pada tanggal 13 Desember 2021.

Based on the Company's Shareholders Circular Resolution on the Utilisation of 2020 Net Income dated 22 September 2021, the Company's shareholders approved the dividend declaration for the 2020 financial year amounting to USD47,974 and has already been paid on 13 December 2021.

Berdasarkan Keputusan Pemegang Saham Perusahaan tentang Penggunaan Laba Bersih Tahun Buku 2019 tanggal 12 Agustus 2020, para pemegang saham Perusahaan menyetujui untuk membagikan dividen untuk tahun 2019 sebesar USD25.000 dan telah dibayarkan pada tanggal 21 Oktober 2020.

Based on the Company's Shareholders Circular Resolution on the Utilisation of 2019 Net Income dated 12 August 2020, the Company's shareholders approved the dividend declaration for the 2019 financial year amounting to USD25,000 and has already been paid on 21 October 2020.

**21. TAMBAHAN MODAL DISETOR**

	<u>2021</u>
Tambahan modal disetor	<b><u>261,515</u></b>

Sesuai dengan ketentuan Peraturan Menteri Keuangan ("PMK") yang berlaku No.43/PMK.03/2008, pengalihan aset harus dilakukan dengan nilai wajar. Sesuai dengan ketentuan tersebut Pertamina telah mengalihkan aset tetap kepada Perusahaan menggunakan nilai wajar sebesar USD559.043 pada tahun 2008 dan sebesar USD2.211 pada tahun 2015.

**21. ADDITIONAL PAID-IN CAPITAL**

	<u>2020</u>
Additional paid-in capital	<b><u>261,515</u></b>

In accordance with the applicable requirements as stipulated in the Ministry of Finance ("MoF")'s Decision Letter No. 43/PMK.03/2008, the transfer of assets is based on fair value. Pursuant to this regulation, Pertamina transferred fixed assets to the Company based on a fair value of USD559,043 in 2008 and of USD2,211 in 2015.

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21. TAMBAHAN MODAL DISETOR (lanjutan)

Perusahaan mengakui penambahan aset tetap sebesar USD208.587 dan sebesar USD2.098 yang merupakan nilai buku aset tetap tersebut pada saat pengalihan dilakukan pada tanggal 28 September 2010 dan 29 Desember 2015. Selisih antara nilai wajar dan nilai buku aset masing-masing sebesar USD350.456 dan USD113 pada 28 September 2010 dan 29 September 2015, dicatat sebagai akun tambahan modal disetor. Nilai ini dikurangi dengan nilai aset pajak tangguhan masing-masing sebesar USD87.614 dan USD28.

22. CADANGAN UMUM

Mengacu kepada Undang-Undang Perseroan Terbatas, perusahaan diharuskan untuk membuat penyisihan cadangan umum sebesar minimum 20% dari jumlah modal yang ditempatkan dan disetor penuh. Tidak ada batas waktu untuk membentuk cadangan umum. Pada tanggal 31 Desember 2021 dan 2020, Perusahaan belum membentuk cadangan umum.

23. PENDAPATAN USAHA

	2021	2020
<b>Pihak berelasi</b>		
Pendapatan transportasi gas	196,729	189,854
Pendapatan niaga gas bumi	144,878	124,363
Pendapatan usaha gas terproses	79,591	77,172
Pendapatan jasa transportasi minyak	12,907	9,986
Pendapatan jasa pemasaran	-	3,906
	<u>434,105</u>	<u>405,281</u>
<b>Pihak ketiga</b>		
Pendapatan niaga gas bumi	87,082	95,804
Pendapatan transportasi gas	8,550	23,539
Pendapatan jasa transportasi minyak	6,440	8,031
Pendapatan usaha gas terproses	5,209	6,379
	<u>107,281</u>	<u>133,753</u>
<b>Jumlah</b>	<u><b>541,386</b></u>	<u><b>539,034</b></u>

Lihat Catatan 17j untuk rincian transaksi pihak berelasi.

Pada 31 Desember 2021, manajemen memperkirakan bahwa 65,86% dari pendapatan yang ditangguhkan yang dialokasikan ke kewajiban pelaksanaan yang tidak dipenuhi akan diakui sebagai pendapatan pada periode selanjutnya (USD32.785). Sisa 34,14% (USD16.998) akan diakui di tahun 2023. Jumlah yang diungkapkan diatas tidak termasuk imbalan variabel yang dibatasi. Selama periode yang berakhir pada 31 Desember 2021, Grup mengakui pendapatan sebesar USD3.616 yang sebelumnya dicatat sebagai pendapatan yang ditangguhkan pada 31 Desember 2020.

21. ADDITIONAL PAID-IN CAPITAL (continued)

The Company recorded additions in its fixed assets balance of USD208,587 and of USD2,098, which represents the book value of these assets as at 28 September 2010 and 29 December 2015, respectively. The difference between the fair value and book value of USD350,456 and USD113 as of 28 September 2010 and 29 September 2015, are recorded as paid in the capital account. These amounts are offset by the related deferred tax assets of USD87,614 and USD28, respectively.

22. GENERAL RESERVE

Under the Indonesian Limited Company Law, companies are required to set up a general reserve at a minimum amount of 20% of the company's issued and paid-up capital. There is no time limit to set up the general reserve. As of 31 December 2021 and 2020, the Company has not yet provided any general reserve.

23. REVENUE

	2021	2020
<b>Related parties</b>		
Natural gas transportation revenue	196,729	189,854
Sales of natural gas	144,878	124,363
Sales of processed gas	79,591	77,172
Oil transportation revenue	12,907	9,986
Marketing service revenue	-	3,906
	<u>434,105</u>	<u>405,281</u>
<b>Third parties</b>		
Sales of natural gas	87,082	95,804
Natural gas transportation revenue	8,550	23,539
Oil transportation revenue	6,440	8,031
Sales of processed gas	5,209	6,379
	<u>107,281</u>	<u>133,753</u>
<b>Total</b>	<u><b>541,386</b></u>	<u><b>539,034</b></u>

Refer to Note 17j for details of related party transactions.

As of 31 December 2021, management expects that 65.86% of deferred revenue allocated to unsatisfied performance obligations will be recognised as revenue during the next reporting period (USD32,785). The remaining 34.14% (USD16,998) will be recognised in 2023. The amount disclosed above does not include variable consideration which is constrained. During the period ended 31 December 2021, the Group recognised revenue of USD3,616 which was included in deferred revenue as of 31 December 2020.



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**23. PENDAPATAN USAHA (lanjutan)**

Pendapatan dari pelanggan yang melebihi 10% dari jumlah pendapatan konsolidasian adalah pendapatan dari PLN dan entitas anaknya (pihak berelasi) masing-masing sebesar USD127,421 atau 23,54% dan USD139,690 atau 25,91% dari jumlah pendapatan konsolidasian untuk periode yang berakhir pada tanggal 31 Desember 2021 dan 2020.

Kepmen ESDM No. 134K/10/MEM/2020 tentang Pengguna dan Harga Gas Bumi tertentu di Bidang Industri dan No. 135K/12/MEM/2020 tentang Harga Gas Bumi di Pembangkit Tenaga Listrik (*Plant Gate*) berlaku efektif pada 30 Juli 2021 dan 2 Agustus 2021. Peraturan ini menetapkan harga jual gas bumi untuk pelanggan tertentu di industri dan *plant gate* sebesar USD6/MMBTU yang terdiri dari harga gas bumi hulu dan tarif penyaluran. Pada 31 Desember 2021, Grup telah melakukan amendemen perjanjian dengan sebagian pelanggan distribusi dan sebagian pemasok agar dapat memenuhi ketentuan dalam Kepmen yang berkaitan dengan pendapatan niaga gas bumi (kegiatan distribusi). Namun, manajemen berpendapat peraturan tersebut tidak berdampak terhadap jasa transmisi gas karena BPH Migas yang memiliki kewenangan dalam penetapan tarif transmisi gas, belum menetapkan tarif penyesuaian hingga laporan keuangan konsolidasian ini diterbitkan.

**23. REVENUE (continued)**

Revenues from customers in excess of 10% of the total consolidated revenues is revenue from PLN and its subsidiaries (related parties) amounting to USD127,421 or 23.54% and USD139,690 or 25.91% from total consolidated revenues for the period ended 31 December 2021 and 2020, respectively.

The Minister of EMR Decree No. 134K/10/MEM/2020 regarding Specific Customer and Price of Natural Gas in the Industry and No. 135K/12/MEM/2020 regarding Price of Natural Gas in Plant Gate were effectively applied on 30 July 2021 and 2 August 2021. These regulations set the natural gas selling price for specific customers in the industry and at plant gate of USD6/MMBTU which consist of upstream gas price and transportation fee. As at 31 December 2021, the Group has amended the agreements with several distribution customers and suppliers in order to comply with the Ministerial Decree related to sales of natural gas (distribution activities). However, management believes these regulations have no impact on the gas transmission services because BPH Migas, which has the authority to set transmission gas tariff, has not set the tariff adjustment until the issuance date of these consolidated financial statements.

**24. BEBAN POKOK PENDAPATAN**

	<u>2021</u>	<u>2020</u>
Pembelian gas bumi	195,264	183,993
Penyusutan (Catatan 8 dan 14)	73,088	86,019
Transportasi	56,557	55,590
Pemrosesan gas	22,162	23,394
Peralatan dan material	14,036	10,696
Gaji karyawan dan imbalan lainnya	12,498	7,592
Jasa umum	9,550	7,813
Pajak dan retribusi	6,995	7,093
Jasa teknis dan spesialis	329	240
<b>Jumlah</b>	<b><u>390,479</u></b>	<b><u>382,430</u></b>

Lihat Catatan 17k untuk rincian transaksi pihak berelasi.

**24. COST OF REVENUE**

Purchase of natural gas	183,993
Depreciation (Note 8 and 14)	86,019
Transportation cost	55,590
Gas processing	23,394
Tools and materials	10,696
Employee salaries and other benefits	7,592
General services	7,813
Tax and retributions	7,093
Technique and specialist services	240
<b>Total</b>	<b><u>382,430</u></b>

Refer to Note 17k for details of related party transactions.

**25. BEBAN UMUM DAN ADMINISTRASI**

	<u>2021</u>	<u>2020</u>
Gaji karyawan dan imbalan lainnya	23,284	28,860
Sewa	3,811	3,823
Jasa umum	3,390	3,525
Peralatan dan material	2,247	296
Pajak dan retribusi	2,215	2,212
Pemasaran	1,420	1,410
Jasa teknis dan spesialis	588	-
Lain-lain	1,903	1,092
<b>Jumlah</b>	<b><u>38,858</u></b>	<b><u>41,218</u></b>

**25. GENERAL AND ADMINISTRATIVE EXPENSES**

Employee salaries and other benefits	28,860
Rent	3,823
General service	3,525
Equipment and material	296
Tax and retribution	2,212
Marketing	1,410
Technical and specialist services	-
Other	1,092
<b>Total</b>	<b><u>41,218</u></b>

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26. PENDAPATAN DAN BEBAN KEUANGAN

26. FINANCE INCOME AND FINANCE COSTS

	<u>2021</u>	<u>2020</u>	
Beban keuangan:			<i>Finance costs:</i>
Bunga pinjaman dari pemegang saham	(6,972)	(11,347)	<i>Interest from shareholder loan</i>
Beban bunga liabilitas sewa (Catatan 14b)	<u>(4,806)</u>	<u>(5,590)</u>	<i>Interest expense on lease liabilities (Note 14b)</i>
Jumlah beban keuangan	<u><u>(11,778)</u></u>	<u><u>(16,937)</u></u>	<i>Total finance costs</i>
Pendapatan keuangan:			<i>Finance income:</i>
Bunga piutang lain-lain jangka panjang	1,032	1,256	<i>Interest from other long-term receivables</i>
Bunga deposito dan jasa giro	<u>3,450</u>	<u>5,925</u>	<i>Interest from time deposits and current accounts</i>
Jumlah pendapatan keuangan	<u><u>4,482</u></u>	<u><u>7,181</u></u>	<i>Total finance income</i>

27. PENDAPATAN LAIN-LAIN, BERSIH

27. OTHER INCOME, NET

	<u>2021</u>	<u>2020</u>	
Pendapatan jasa operasi dan pemeliharaan	12,924	5,557	<i>Operation and maintenance income</i>
Pendapatan sewa	5,456	5,403	<i>Rental income</i>
Keuntungan pelepasan aset lain-lain	-	8,888	<i>Gain on disposal of other assets</i>
Lain-lain	<u>3,766</u>	<u>765</u>	<i>Other</i>
<b>Jumlah</b>	<u><b>22,146</b></u>	<u><b>20,613</b></u>	<b>Total</b>

Lihat Catatan 17j untuk rincian transaksi pihak berelasi.

Refer to Note 17j for details of related party transactions.

28. INSTRUMEN KEUANGAN

28. FINANCIAL INSTRUMENTS

Pada 31 Desember 2021, semua aset keuangan Grup yang terdiri dari kas dan setara kas, piutang usaha, piutang lain-lain, dan piutang pinjaman yang berjumlah USD437.523 (31 Desember 2020: USD463.744) dikategorikan sebagai aset keuangan yang diukur pada biaya perolehan yang diamortisasi. Grup tidak memiliki kategori aset keuangan lain selain aset keuangan yang diukur pada biaya perolehan yang diamortisasi.

As at 31 December 2021, all of the Group's financial assets which comprise cash and cash equivalents, trade receivables, other receivables, and loan receivables totaling USD437,523 (31 December 2020: USD463,744) are categorised as financial assets at amortised cost. The Group does not have any other financial asset category other than financial assets at amortised cost.

Pada 31 Desember 2021, semua liabilitas keuangan Grup yang terdiri dari utang usaha, utang lain-lain, beban yang masih harus dibayar, pinjaman jangka panjang, dan liabilitas sewa berjumlah USD418.306 (31 Desember 2020: USD516.192) dikategorikan sebagai liabilitas keuangan yang diukur pada biaya perolehan diamortisasi. Grup tidak memiliki kategori liabilitas keuangan lain selain liabilitas keuangan lain yang diukur pada biaya perolehan diamortisasi.

As at 31 December 2021, all of the Company's financial liabilities which comprise trade payables, other payables, accrued expenses, long-term borrowing, and lease liabilities totaling USD418,306 (31 December 2020: USD516,192) are categorised as financial liabilities at amortised cost. The Group does not have any other financial liability category other than other financial liabilities at amortised cost.





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**29. RISIKO USAHA**

Dalam menjalankan kegiatan operasinya, Grup selalu menghadapi bahaya dan risiko yang ditimbulkan dari aktivitas produksi seperti kebakaran, bencana alam, ledakan, keretakan, pencemaran lingkungan, kecelakaan kerja, dan kerugian lainnya. Di samping itu, beberapa kegiatan operasional Grup berada di area yang rentan terhadap gangguan cuaca yang berpotensi menyebabkan kerusakan. Untuk mengurangi dampak keuangan dari kemungkinan bahaya operasional ini, Grup memiliki asuransi atas risiko kerugian-kerugian tertentu, namun tidak untuk seluruh risiko kerugian.

**29. BUSINESS RISKS**

*The Group's operations are subject to hazards and risks inherent in their production such as fires, natural disasters, explosions, blowouts, cratering, environmental pollution, personal injury claims, and other damages. Additionally, the Group's operations are located in areas that are subject to tropical weather disturbances. In order to mitigate the financial impact of possible operational hazards, the Group maintains insurance coverage against some, but not all potential losses.*

**30. PERJANJIAN DAN KOMITMEN SIGNIFIKAN**

Grup mengadakan perjanjian-perjanjian penting sebagai berikut:

**a. PJBG**

Grup harus membeli dan membayar jumlah pembelian minimum per tahun/kuartal/bulan untuk setiap PJBG di bawah ini. Perbedaan antara jumlah kuantitas pembelian nyata dan kuantitas pembelian minimum dicatat sebagai "Make-Up Gas", yang dapat direalisasikan setiap saat jika kuantitas minimum atau bagian dari jumlah kontrak tahunan/kuartalan/bulanan (mana yang berlaku sesuai dengan ketentuan dalam masing-masing PJBG) telah diambil pada tahun/kuartal/bulan tertentu selama jangka waktu perjanjian. Saldo "Make-Up Gas" disajikan sebagai bagian dari "Pendapatan yang ditangguhkan" pada laporan posisi keuangan konsolidasian.

**30. SIGNIFICANT AGREEMENTS AND COMMITMENT**

*The Group has the following significant agreements:*

**a. GSPA**

*The Group is required to purchase and pay for the minimum purchase quantity per year/quarter/month for each of the GSPA below. The difference between the purchased quantity and the minimum purchase quantity is recorded as "Make-Up Gas", which can be realised anytime if the minimum quantity or part of the annual/quarterly/monthly contract quantity (which is applicable in accordance with the respective GSPA) has been taken or at a specified year/quarter/month during the period of the agreement. The outstanding balance of the "Make-Up Gas" is presented as part of "Deferred revenue" in the consolidated statements of financial position.*

Pelanggan/ Customers	Perjanjian/ Agreements	Lapangan gas/ Gas field	Volume kontrak/ Contract Volume	Jangka waktu/Term	
				Awal/ Start	Akhir/ End
PT Tata Metal Lestari	PJBG Pondok dan Tambun/ GSPA Pondok and Tambun	Lapangan minyak dan gas bumi PT Pertamina Gas Area Pondok Tengah/ Oil and gas field of PT Pertamina Gas Area Pondok Tengah	300 MSCFD	23 Sept 2019	31 Des/Dec 2023
PT Dgas Alam Semesta	PJBG Pondok dan Tegalgede/ GSPA Pondok and Tegalgede	Lapangan minyak dan gas bumi PT Pertamina Gas Area Pondok Tengah/ Oil and gas field of PT Pertamina Gas Area Pondok Tengah	100 MSCFD	20 Des/Dec 2019	31 Des/Dec 2024
PIM	PJBG/ GSPA	Lapangan minyak dan gas bumi PHE NSO dan NSB/ Oil and gas field of PHE NSO and NSB	50 MMSCFD	4 Okt/Oct 2019	31 Des/Dec 2023

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30. PERJANJIAN DAN KOMITMEN SIGNIFIKAN  
(lanjutan)

30. SIGNIFICANT AGREEMENTS AND  
COMMITMENT (continued)

b. Perjanjian Pengangkutan Gas ("PPG")

Pelanggan diharuskan untuk membayar jumlah pengangkutan minimum per tahun untuk setiap PPG di bawah ini. Perbedaan antara jumlah kuantitas pengangkutan aktual dan kuantitas pengangkutan minimum dicatat sebagai "Make-Up Transport", yang dapat direalisasikan setiap saat jika kuantitas minimum atau bagian dari jumlah kontrak tahunan telah diambil pada tahun tertentu selama jangka waktu perjanjian. Saldo "Make-Up Transport" disajikan sebagai bagian dari "Pendapatan yang ditangguhkan" pada laporan posisi keuangan konsolidasian.

b. Gas Transportation Agreement ("GTA")

Customers are required to pay for the minimum amount of transport per year for each of the GTA below. The difference between the actual transport amount and the minimum transport amount is recorded as "Make-Up Transport", which can be realised anytime if the minimum quantity or part of the annual contract quantity has been taken or at a specified year during the period of the agreement. The outstanding balance of the "Make-Up Transport" is presented as part of "Deferred revenue" in the consolidated statement of financial position.

Pelanggan/ Customer	Nomor perjanjian/ Agreement number	Area	Tanggal perjanjian/ Agreement date	Jangka waktu/Term	
				Awal/ Start	Akhir/ End
PGN (Arun - Belawan)	031/PG0000/2018- S0	Sumatera Bagian Utara/ Northern Sumatra Area	5 Mar 2018	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2023
PLN	011/PG0000/2019- S0	Jawa Bagian Barat/Western Java Area	22 Jan 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2023
PT Sarana Pembangunan Palembang Jaya	021/PG0000/2019- S0	Sumatera Bagian Selatan/ Southern Sumatra Area	31 Jan 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2025
PLN	011/PG0000/2019- S0	Jawa Bagian Barat/Western Java Area	22 Jan 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2023
PT Sarana Pembangunan Palembang Jaya	021/PG0000/2019- S0	Sumatera Bagian Selatan/ Southern Sumatra Area	31 Jan 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2025
PT Kaltim Methanol Industri	068/PG0000/2019- S0	Kalimantan Bagian Timur/Eastern Kalimantan Area	29 Mar 2019	Tanggal pengangkutan pertama/first transport date	30 Sept 2023
Pertamina EP	088/PG0000/2019- S0	Sumatera Bagian Utara/ Northern Sumatra Area	16 Mei/May 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2027
PUSRI	116/PG0000/2019- S0	Sumatera Bagian Selatan/ Southern Sumatra Area	5 Agu/Aug 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2027
PGN	144/PG0000/2019- S0	Duri ke Dumai/Duri to Dumai	24 Okt/Oct 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2037
PUSRI (TEP)	172/PG0000/2022- S0	Sumatera Bagian Selatan/ Southern Sumatra Area	5 Agu/Aug 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2027
PT Mitra Energi Buana	153/PG0000/2019- S0	Kalimantan Bagian Timur/Eastern Kalimantan Area	7 Nov 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2027
Pertamina	188/PG0000/2019- S0	Duri ke Dumai/Duri to Dumai	27 Des/Dec 2019	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2026
PKT	140/PG0000/2020- S0	Kalimantan Bagian Timur/Eastern Kalimantan Area	2 Mar 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2028
Pertamina EP	179/PG0000/2020- S0	Jawa Bagian Barat/Western Java Area	5 Mei/May 2020	Tanggal pengangkutan pertama/first transport date	30 Jun 2027



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**30. PERJANJIAN DAN KOMITMEN SIGNIFIKAN**  
(lanjutan)

**30. SIGNIFICANT AGREEMENTS AND  
COMMITMENT** (continued)

**b. Perjanjian Pengangkutan Gas ("PPG")**  
(lanjutan)

**b. Gas Transportation Agreement ("GTA")**  
(continued)

Pelanggan/ Customer	Nomor perjanjian/ Agreement number	Area	Tanggal perjanjian/ Agreement date	Jangka waktu/Term	
				Awal/ Start	Akhir/ End
Pertamina EP	296/PG0000/2020-S0	Sumatera Bagian Selatan/ Southern Sumatra Area	5 Mei/May 2020	Tanggal pengangkutan pertama/first transport date	30 Juni/June 2027
Pertamina EP	179/PG0000/2020-S0	Jawa Bagian Barat/Western Java Area	5 Mei/May 2020	Tanggal pengangkutan pertama/first transport date	30 Juni/June 2027
PT Inti Alasindo Energy	178/PG0000/2021-S0	Jawa Bagian Timur/Eastern Java Area	3 Juli/July 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2036
PT Petrokimia Gresik	201/PG0000/2021-S0	Jawa Bagian Timur/Eastern Java Area	10 Agu/Aug 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2022
PLN	093/PG0000/2018-S0	Kalimantan Bagian Timur/Eastern Kalimantan Area	20 Agu/Aug 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2028
PT Pertagas Niaga (Arbel)	205/PG0000/2020-S0	Sumatera Bagian Utara/ Northern Sumatra Area	26 Agu/Aug 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2036
PT Pertagas Niaga (Belkimkek)	206/PG0000/2020-S0	Sumatera Bagian Utara/ Northern Sumatra Area	26 Agu/Aug 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2035
PUSRI (Grissik-Pusri)	261/PG0000/2020-S0	Sumatera Bagian Selatan/ Southern Sumatra Area	18 Nov 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2033
PLN	301/PG0000/2020-S0	Jawa Bagian Timur/Eastern Java Area	4 Nov 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2033
PUSRI	261/PG0000/2020-S0	Ruas Grissik-PUSRI/Grissik-PUSRI roads	18 Nov 2020	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2033
PT Kaltim Daya Mandiri	079/PG0000/2021-S0	Kalimantan Bagian Timur/Eastern Kalimantan Area	30 Juni/June 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2031
PT Niaga Pertagas	078/PG0000/2021-S0	Duri ke Dumai/Duri to Dumai	6 Juli/July 2021	Tanggal pengangkutan pertama/first transport date	30 April 2033
PT Persada Agung Energi	080/PG0000/2021-S0	Jawa Bagian Barat/Western Java Area	15 Juli/July 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2022
PUSRI (MEPI WK SSB)	087/PG0000/2021-S0	Sumatera Bagian Selatan/ Southern Sumatra Area	27 Juli/July 2021	Tanggal pengangkutan pertama/first transport date	27 Nov 2033
PT Sarana Cepu Energi	120/PG0000/2021-S0	Jawa Bagian Timur/Eastern Java Area	13 Sept 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2022
PT Surya Energi Parahita (Persero)	136/PG0000/2021-S0	Jawa Bagian Barat/Western Java Area	14 Okt/Oct 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2027
PT Pertagas Niaga	033/PG0000/2021-S-0	Sumatera Bagian Selatan/ Southern Sumatra Area	17 Okt/Oct 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2024
BBG	156/PG0000/2021-S0	Jawa Bagian Timur/Eastern Java Area	3 Des/Dec 2021	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2022
PT Multidaya Prima Elektrindo	012/PG0000/2022-S0	Sumatera Bagian Selatan/ Southern Sumatra Area	28 Jan 2022	Tanggal pengangkutan pertama/first transport date	31 Des/Dec 2024

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30. PERJANJIAN DAN KOMITMEN SIGNIFIKAN  
(lanjutan)

c. **Perubahan Addendum dan Restated Perjanjian Sewa BMN Berupa Kilang Arun antara LMAN dan PAG**

Pada tanggal 28 Desember 2018, PAG telah menandatangani "Perubahan Adendum dan Restated Perjanjian Sewa Barang Milik Negara Berupa Kilang Arun" No. PRJ-119/LMAN/2017 dan 017/PAG0000/2017-S0 LMAN, dengan masa sewa hingga 31 Desember 2032. Perjanjian sewa dapat diperpanjang jika kedua belah pihak setuju dan mengirimkan permohonan tertulis ke DJKN paling lambat 6 bulan sebelum masa perjanjian sewa berakhir.

d. **Kesepakatan Bersama tentang Penyediaan Jasa Regasifikasi LNG untuk Kargo Lanjutan di tahun 2021 antara PAG dengan PLN**

Pada tanggal 29 Januari 2021, Perusahaan menandatangani kesepakatan bersama dengan PLN tentang penyediaan jasa regasifikasi LNG untuk kargo lanjutan di tahun 2020 dengan No. PAG: 001/PAG0000/2021-S0 dan No. PLN: 010.Pj/EPI.01.02/B01050000/2021 ("KB 29").

e. **Perjanjian Jual Beli LNG antara PTGN dan PIM**

Pada tanggal 21 September 2019, PTGN sepakat untuk menandatangani kesepakatan bersama No. 140/PN0000/2019-S0 dengan PIM tentang pengaliran LNG dengan volume sebesar 800.000 MMBTU.

f. **Amendemen Kedua Perjanjian Jual Beli LNG antara PTGN dan PLN**

Pada tanggal 25 September 2019, PTGN menandatangani Amendemen Kedua Perjanjian Jual Beli LNG No. 075/PN0000/2017-S0 dengan PLN terkait pemenuhan kebutuhan kelistrikan di PLTMG Sambera di Kalimantan Timur dan performance test PLTMG di sejumlah wilayah di Indonesia Timur, dengan eksposur volume sebesar 14,26 TBTU.

30. SIGNIFICANT AGREEMENTS AND COMMITMENT (continued)

c. **Amendment of Addendum and Restated Agreement to Lease SOA in the form of Arun Plant between LMAN and PAG**

On 28 December 2018, PAG signed "Amendment of Addendum and Restated Agreement to Lease SOA in the form of Arun Plant" No. PRJ-119/LMAN/2017 and 017/PAG0000/2017-S0 LMAN, with a lease period up to 31 December 2032. The lease arrangement is extendable should both parties agree based on written request to DJKN no later than 6 months before the end of the lease term.

d. **Agreement of LNG Regasification Service for Advance Cargo for the year 2021 between PAG and PLN**

On 29 January 2021, the Company signed a mutual agreement with PLN regarding the provision of LNG regasification for future cargo in 2021 No. PAG: 001/PAG0000/2021-S0 and No. PLN: 010.Pj/EPI.01.02/B01050000/2021 ("KB 29").

e. **LNG Sales and Purchase Agreement between PTGN and PIM**

On 21 September 2019, PTGN signed a mutual agreement No. 140/PN0000/2019-S0 with PIM related to LNG supply in volume of 800,000 MMBTU.

f. **The Second Amendment of LNG Sales Agreement between PTGN and PLN**

On 25 September 2019, PTGN signed the Second Amendment of the LNG Sales and Purchase Agreement No. 075/PN0000/2017-S0 with PLN related to fulfilling the electricity needs in East Kalimantan and performance test in several power plants in Eastern Indonesia, with the volume exposure of 14.26 TBTU.



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**31. KONTINJENSI**

**Gugatan Wanprestasi (Cedera Janji) Atas Perjanjian Penyelesaian Utang Piutang yang Diajukan oleh Perusahaan kepada PT Mutiara Energi ("ME")**

Berdasarkan Perjanjian Penyelesaian Utang Piutang, ME menyatakan secara tegas dan sekaligus mengakui adanya utang kepada Perusahaan. Terjadi kesepakatan antara kedua belah pihak bahwa ME akan menyerahkan sebagian kepemilikan aset milik ME kepada Perusahaan sebagai *offsetting* utang. Para pihak sepakat akan dilakukan serah terima aset kepada Perusahaan setelah dilakukan penilaian oleh Kantor Jasa Penilai Publik ("KJPP") yang independen. Namun hingga tanggal penerbitan laporan keuangan konsolidasian ini, ME belum menyepakati nilai aset yang tercantum dalam laporan KJPP. Perusahaan telah mengajukan gugatan perdata wanprestasi kepada ME di Pengadilan Negeri Jakarta Selatan, dengan Nomor Register Perkara 303/Pdt.G/2020/PN.Jkt.Sel tanggal 13 April 2020.

Pada tanggal 28 Oktober 2021, ME menyampaikan surat permohonan perdamaian yang menyatakan bahwa ME bersedia memberikan hak kepemilikan pipa Pondok Tengah – Tegal Gede sebesar 60% kepada Perusahaan sebagai penyelesaian utang ME. Namun Perusahaan belum menerima penawaran ini dan melanjutkan gugatan perdata di Pengadilan Negeri Jakarta Selatan. Pada tanggal 10 Januari 2022, sidang dilanjutkan dengan tahap pemeriksaan saksi dari pihak Perusahaan.

Manajemen berkeyakinan bahwa penyelesaian kasus hukum ini tidak akan memberikan dampak merugikan yang signifikan terhadap posisi keuangan dan arus kas Grup.

**32. KEBIJAKAN MANAJEMEN RISIKO**

Dengan berbagai kegiatan usaha yang dilakukan, Grup memiliki potensi atas berbagai risiko. Program manajemen risiko yang dimiliki Grup ditujukan untuk meminimalkan dampak yang tidak diharapkan pada kinerja Grup.

Manajemen risiko dijalankan oleh Direksi Grup khususnya untuk melakukan identifikasi, penilaian, mitigasi dan memonitor risiko-risiko Grup.

Risiko keuangan meliputi risiko pasar, kredit dan likuiditas.

**31. CONTINGENCIES**

**Breach of Contract According to Debt-  
Receivable Settlement Agreement Submitted  
by the Company Against PT Mutiara Energi  
("ME")**

Based on Debt-Receivable Settlement Agreement, ME explicitly stated and also recognised its debt to the Company. There has been a mutual agreement between the two parties that ME would handover its assets entitlement partially to the Company in order to offset its debt. Both parties agreed that the assets would be transferred to the Company once the assets are appraised by the independent public appraiser ("KJPP"). However, as of the issuance date of these consolidated financial statements, ME has not agreed to the assets' valuation stated in the KJPP's report. The Company has filed a civil lawsuit against ME on the breach of contract in South Jakarta District Court, with the Case Register Number 303/Pdt.G/2020/PN.Jkt.Sel dated 13 April 2020.

On 28 October 2021, ME submitted a letter of reconciliation which stated that ME was willing to give 60% of ownership rights to the Pondok Tengah – Tegal Gede pipeline to the Company as a settlement of ME's debt. However, the Company has not accepted this offer and is pursuing a civil lawsuit at the South Jakarta District Court. On 10 January 2022, the trial continued with the stage of examining witnesses from the Company.

Management is of the opinion that the resolution of this legal case will not have a material adverse impact on the Group's financial position and cash flows.

**32. RISK MANAGEMENT POLICY**

The Group's activity exposes it to a variety of risks. The Group's overall risk management program focuses on minimising potential adverse effects on the financial performance of the Group.

Risk management is carried out by the Group's Board of Directors, to identify, assess, mitigate and monitor the risks of the Group.

Financial risk includes market, credit and liquidity risks.

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32. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)

a. Risiko pasar

Risiko pasar adalah risiko dimana nilai wajar arus kas di masa yang akan datang dari suatu instrumen keuangan akan berfluktuasi karena adanya perubahan harga pasar.

Faktor-faktor risiko pasar tersebut adalah perubahan nilai tukar mata uang asing, suku bunga, dan harga komoditas.

(i) Risiko nilai tukar mata uang asing

Tidak terdapat eksposur fluktuasi nilai tukar mata uang yang signifikan bagi Grup.

Seluruh pendapatan dan sebagian besar pengeluaran operasi dari Grup dalam mata uang Dolar AS, yang secara tidak langsung merupakan lindung nilai alami (natural hedging) terhadap eksposur fluktuasi nilai tukar mata uang. Untuk pelaporan Grup juga menggunakan mata uang Dolar AS.

(ii) Risiko tingkat suku bunga

32. RISK MANAGEMENT POLICY (continued)

a. Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices.

The market risk factors are foreign exchange rates, interest rates, and commodity prices.

(i) Foreign exchange risk

There is no significant exposure to fluctuation exchange rate in currency for the Group.

The Group's revenue and the majority of its operating expense are in US Dollars, which indirectly represents a natural hedge (natural hedging) of exposure to exchange fluctuations. For financial reporting, the Group also uses US Dollars.

(ii) Interest rate risk

	31 Desember/December 2021			
	Suku bunga mengambang/Floating rate			
	Kurang dari satu tahun/ Less than one year	Lebih dari satu tahun/ More than one year	Tidak berbunga/ Non-interest bearing	Jumlah/ Total
<b>Aset keuangan/Financial assets</b>				
Kas dan setara kas/Cash and cash equivalents	234,873	-	51	234,924
Piutang usaha/Trade receivables	-	-	182,254	182,254
Piutang lain-lain/Other receivables	-	-	11,950	11,950
Aset tidak lancar lainnya - piutang pinjaman/ Other non-current assets - loan receivables	-	-	8,446	8,446
<b>Jumlah aset keuangan/Total financial assets</b>	<b>234,873</b>	<b>-</b>	<b>202,701</b>	<b>437,574</b>
<b>Liabilitas keuangan/Financial liabilities</b>				
Pinjaman jangka panjang/Long-term loan	-	153,000	-	153,000
Beban yang masih harus dibayar/Accrued expenses	-	-	46,773	46,773
Utang usaha/Trade payables	-	-	107,058	107,058
Utang lain-lain/Other payables	-	-	9,033	9,033
Liabilitas sewa/Lease liabilities	4,012	98,430	-	102,442
<b>Jumlah liabilitas keuangan/Total financial liabilities</b>	<b>4,012</b>	<b>251,430</b>	<b>162,864</b>	<b>418,306</b>

	31 Desember/December 2020			
	Suku bunga mengambang/Floating rate			
	Kurang dari satu tahun/ Less than one year	Lebih dari satu tahun/ More than one year	Tidak berbunga/ Non-interest bearing	Jumlah/ Total
<b>Aset keuangan/Financial assets</b>				
Kas dan setara kas/Cash and cash equivalents	197,053	-	62	197,115
Piutang usaha/Trade receivables	-	-	237,201	237,201
Piutang lain-lain/Other receivables	-	-	17,090	17,090
Aset tidak lancar lainnya - Piutang pinjaman/ Other non-current assets - Loan receivables	-	-	12,400	12,400
<b>Jumlah aset keuangan/Total financial assets</b>	<b>197,053</b>	<b>-</b>	<b>266,753</b>	<b>463,806</b>





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**32. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)**

**32. RISK MANAGEMENT POLICY (continued)**

**a. Risiko pasar (lanjutan)**

**a. Market risk (continued)**

**(ii) Risiko tingkat suku bunga (lanjutan)**

**(ii) Interest rate risk (continued)**

31 Desember/December 2020			
Suku bunga mengambang/Floating rate			
Kurang dari satu tahun/ Less than one year	Lebih dari satu tahun/ More than one year	Tidak berbunga/ Non- interest bearing	Jumlah/ Total
<b>Liabilitas keuangan/Financial liabilities</b>			
Pinjaman jangka panjang/Long-term loan	71,261	139,316	210,577
Beban yang masih harus dibayar/Accrued expenses	-	-	118,746
Utang usaha/Trade payables	-	63,117	63,117
Utang lain-lain/Other payables	-	13,994	13,994
Liabilitas sewa/Lease liabilities	8,387	-	109,758
<b>Jumlah liabilitas keuangan/Total financial liabilities</b>	<b>79,648</b>	<b>240,687</b>	<b>195,857</b>

Risiko tingkat bunga Grup timbul dari transaksi kas dan setara kas, pinjaman jangka panjang dan liabilitas sewa. Pinjaman yang diterbitkan dengan suku bunga mengambang mengekspos Grup terhadap risiko suku bunga arus kas. Grup tidak memiliki pinjaman yang diterbitkan dengan tingkat suku bunga tetap.

*The Group's interest rate risk arises from cash and cash equivalents, long-term loan and lease liabilities. The borrowing, which is subject to interest at floating rates, exposes the Group to cash flow interest risk. The Group does not have any borrowings which are subject to interest at fixed rates.*

Grup memonitor suku bunga pasar yang berlaku dari waktu ke waktu dan melakukan negosiasi untuk mendapatkan suku bunga penempatan yang paling menguntungkan sebelum melakukan penempatan dana pada deposito berjangka.

*The Group monitors the prevailing market interest rates continuously and negotiates for the most beneficial interest rates before placing the cash in time deposits.*

Perusahaan terekspos risiko suku bunga sebagaimana tersajikan dibawah ini:

*The Company is exposed to interest risk as follows:*

	Laba atau rugi/ Profit or loss		
	+10 bp meningkat/ increase	-10 bp menurun/ decrease	
Dampak terhadap: 31 Desember 2021			<i>Effect on: 31 December 2021</i>
Pinjaman pihak berelasi	2,212	2,112	<i>Loan from related parties</i>
<b>Sensitivitas arus kas</b>	<b>2,212</b>	<b>2,112</b>	<b>Cash flow sensitivity</b>

**(iii) Risiko harga**

**(iii) Price risk**

Risiko harga terhadap pendapatan Grup dinilai tidak material karena seluruh pendapatan Grup dari transportasi gas, transportasi minyak, penjualan gas, dan regasifikasi dilakukan oleh Grup dengan harga final berdasarkan kontrak yang telah disepakati dengan pelanggan.

*Price risk related to the Group's revenue is considered immaterial since all of the Group's revenue from gas transportation, oil transportation, sales of gas, and regasification is done with a final price based on agreements that have been agreed with the customers.*

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32. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)

b. Risiko kredit (lanjutan)

Risiko kredit adalah risiko kerugian keuangan yang timbul jika pelanggan Grup gagal memenuhi kewajiban kontraktualnya kepada Grup. Risiko kredit terutama berasal dari piutang usaha yang diberikan kepada pelanggan atas penjualan barang dan jasa.

(i) Pengukuran risiko kredit

Grup telah mengembangkan model untuk mendukung kuantifikasi dari risiko kredit. Dalam mengukur risiko kredit untuk kredit yang diberikan, Grup mempertimbangkan "Probability of Default" ("PD") pelanggan atas kewajiban dan kemungkinan rasio pemulihan atas kewajiban yang telah wanprestasi ("Loss Given Default") ("LGD"). Model ini ditelaah secara rutin untuk membandingkan dengan hasil aktualnya.

LGD merupakan ekspektasi Grup atas besarnya kerugian dari suatu piutang pada saat wanprestasi terjadi. Hal ini dinyatakan dalam persentase kerugian per unit dari suatu eksposur. LGD biasanya bervariasi sesuai dengan tipe pelanggan.

(ii) Pengendalian batas risiko dan kebijakan mitigasi

Grup menerapkan berbagai kebijakan dan praktik untuk memitigasi risiko kredit. Kebijakan umum Grup untuk meminimalisasi risiko kredit yang mungkin muncul adalah sebagai berikut:

- Meminta jaminan dalam bentuk kas atau *standby* L/C senilai dua bulan pemakaian gas;
- Memilih pelanggan yang memiliki kondisi keuangan yang kuat dan reputasi yang baik; dan
- Menerima pelanggan baru dan penjualan disetujui oleh pihak yang berwenang sesuai dengan delegasi kekuasaan Grup.

(iii) Cadangan kerugian penurunan nilai yang diakui pada pelaporan keuangan hanyalah kerugian yang telah terjadi pada tanggal laporan posisi keuangan konsolidasian (berdasarkan bukti obyektif atas penurunan nilai).

32. RISK MANAGEMENT POLICY (continued)

b. Credit risk (continued)

Credit risk is the risk of suffering financial loss when the Group's customers fail to fulfill their contractual obligations to the Group. Credit risk arises mainly from trade receivables from the sale of goods and services to customers.

(i) Credit risk measurement

The Group has developed models to support the quantification of credit risk. In measuring credit risk of a receivable, the Group considers the "Probability of Default" ("PD") by the customers on its payment obligations and the likely recovery ratio on the defaulted obligations (the "Loss Given Default") ("LGD"). The models are reviewed regularly to compare to actual results.

LGD represents the Group's expectation of the extent of loss on a receivable should default occur. It is expressed as percentage loss per unit of exposure. LGD typically varies by the type of customers.

(ii) Risk limit control and mitigation policies

The Group implements a range of policies and practices to mitigate the credit risk. The Group's general policies to minimise the potential credit risk which may arise are as follows:

- Taking of deposits in form of cash or *standby* L/C equivalent to two months' gas usage;
- Selecting customers with a strong financial condition and good reputation; and
- Acceptance of new customers and sales being approved by authorised personnel according to the Group's delegation of authority policy.

(iii) Impairment allowances are recognised for financial reporting purposes only for losses that have been incurred at the date of the consolidated statement of financial position (based on objective evidence of impairment).



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**32. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)**

**32. RISK MANAGEMENT POLICY (continued)**

**b. Risiko kredit (lanjutan)**

**b. Credit risk (continued)**

- (iv) Eksposur maksimum risiko kredit tanpa memperhitungkan jaminan

- (iv) *Maximum exposure to credit risk without considering any deposit held*

Eksposur risiko kredit terhadap piutang usaha dan piutang lain-lain pada laporan posisi keuangan adalah sebagai berikut:

*Credit risk exposure relating to trade and other receivables in the statement of financial position is as follows:*

	<b>Eksposur maksimum/ Maximum exposure</b>		
	<b>2021</b>	<b>2020</b>	
Kas dan setara kas	234,873	197,115	<i>Cash and cash equivalents</i>
Piutang usaha	182,254	237,201	<i>Trade receivables</i>
Piutang lain-lain	11,950	17,090	<i>Other receivables</i>
Aset tidak lancar lainnya - Piutang pinjaman	8,446	12,400	<i>Other non-current assets - Loan receivables</i>
	<u>437,523</u>	<u>463,806</u>	

Sehubungan dengan risiko kredit yang timbul dari aset keuangan lainnya yang mencakup kas dan setara kas, risiko kredit yang dihadapi Grup timbul karena wanprestasi dari *counterparties*. Grup memiliki kebijakan untuk tidak menempatkan investasi pada instrumen yang memiliki risiko kredit tinggi dan hanya menempatkan investasinya pada bank-bank dengan peringkat kredit yang tinggi. Nilai maksimal eksposur adalah sebesar nilai tercatat sebagaimana diungkapkan pada Catatan 4, 5, 6 dan 9.

*With respect to credit risk arising from the other financial assets, which comprise cash and cash equivalents, the Group's exposure to credit risk arises from default of the counterparties. The Group has a policy not to place investments in instruments that have a high credit risk and only put the investments in banks with high credit ratings. The maximum exposure is equal to the carrying amount as disclosed in Notes 4, 5, 6 and 9.*

- (v) Kualitas kredit aset keuangan

- (v) *Financial assets credit quality*

Manajemen memantau dengan ketat setiap piutang yang sudah jatuh tempo. Sebagai usaha untuk memastikan konsumen membayar tepat waktu, manajemen menerapkan denda/penalti.

*Management closely monitors the balance of outstanding receivables. As an effort to ensure that the customers pay their amounts due on time, the management applies fines/penalty clauses for late payment of receivables.*

Komposisi kas pada bank dan deposito berjangka pada 31 Desember 2021 dan 2020 dapat ditampilkan sebagai berikut:

*The composition of cash in bank and time deposits as of 31 December 2021 and 2020 was as follows:*

	<b>2021</b>	<b>2020</b>	
Kas dan setara kas			<i>Cash and cash equivalents</i>
Diperingkat oleh PT Pemeringkat Efek Indonesia (PEFINDO)			<i>Rated by PT Pemeringkat Efek Indonesia (PEFINDO)</i>
Peringkat AAA	221,804	154,157	<i>Rating AAA</i>
Peringkat AA	7,428	39,120	<i>Rating AA</i>
Peringkat AA-	20	11	<i>Rating AA-</i>
Peringkat A	5,019	3,560	<i>Rating A</i>
Peringkat BBB	602	205	<i>Rating BBB</i>
	<u>234,873</u>	<u>197,053</u>	

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30. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)

b. Risiko kredit (lanjutan)

(v) Kualitas kredit aset keuangan (lanjutan)

Komposisi piutang usaha pada  
31 Desember 2021 dan 2020 adalah sebagai  
berikut:

	<u>2021</u>	<u>2020</u>
- Grup 1	8,057	-
- Grup 2	162,001	224,018
- Grup 3	<u>12,196</u>	<u>13,183</u>
	<u>182,254</u>	<u>237,201</u>

- Grup 1 - pelanggan baru/pihak-pihak berelasi (kurang dari enam bulan).
- Grup 2 - pelanggan yang sudah ada/pihak-pihak berelasi (lebih dari enam bulan) tanpa adanya kasus gagal bayar di masa terdahulu.
- Grup 3 - pelanggan yang sudah ada/pihak-pihak berelasi (lebih dari enam bulan) dengan beberapa kejadian gagal bayar pada masa terdahulu. Seluruh gagal bayar terpulihkan.

c. Risiko likuiditas

Risiko likuiditas merupakan risiko yang muncul dalam situasi dimana posisi arus kas Grup mengindikasikan bahwa arus kas masuk dari pendapatan jangka pendek tidak cukup untuk memenuhi arus kas keluar untuk pengeluaran jangka pendek. Manajemen Grup secara rutin melakukan monitor atas perkiraan arus kas dan arus kas aktual dan melakukan koordinasi secara rutin atas pendanaan dengan Pertamina.

Indikator utama yang digunakan manajemen untuk memitigasi risiko likuiditas adalah rasio kas. Bila rasio kas kurang dari 10% maka manajemen akan mengambil tindakan untuk mempercepat penerimaan kas termasuk diantaranya menambah pinjaman dana dari Pertamina.

30. RISK MANAGEMENT POLICY (continued)

b. Credit risk (continued)

(v) Financial assets credit quality (continued)

The composition of trade receivables as of  
31 December 2021 and 2020 was as  
follows:

	<u>2021</u>	<u>2020</u>
- Group 1	8,057	-
- Group 2	162,001	224,018
- Group 3	<u>12,196</u>	<u>13,183</u>
	<u>182,254</u>	<u>237,201</u>

- Group 1 - new customers/related parties (less than six months).
- Group 2 - existing customers/related parties (more than six months) with no defaults in the past.
- Group 3 - existing customers/related parties (more than six months) with some defaults in the past. All defaults were fully recovered.

c. Liquidity risk

Liquidity risk is defined as a risk that arises in situations where the Company's cash flow indicates that the cash inflow from short-term revenue is insufficient to cover the cash outflow of short-term expenditure. The Group's management regularly monitors the projected and actual cash flows and regularly coordinates the funding arrangements with Pertamina.

Management uses cash ratio as a primary indicator to mitigate the liquidity risk. If the cash ratio is less than 10%, management will take action to accelerate cash receipts, among others, increasing borrowings from Pertamina.



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**32. KEBIJAKAN MANAJEMEN RISIKO (lanjutan)**

**32. RISK MANAGEMENT POLICY (continued)**

**d. Manajemen modal**

**d. Capital management**

Kebijakan Dewan Direksi Grup adalah untuk mempertahankan basis modal yang kuat untuk menjaga keyakinan pemegang saham, kreditur, dan pasar, dan untuk mempertahankan perkembangan bisnis di masa yang akan datang. Modal terdiri dari modal saham biasa, saldo laba, dan kepentingan non-pengendali. Direksi memonitor tingkat pengembalian modal dan tingkat dividen yang dibagikan.

The Group's Board of Directors' policy is to maintain a strong capital base so as to maintain shareholder, creditor, and market confidence and to sustain the future development of the business. Capital consists of share capital, retained earnings and non-controlling interests of the Group. The Board of Directors monitors the return on capital as well as the level of dividends.

Manajemen memantau modal dengan menggunakan beberapa ukuran leverage keuangan, terutama untuk rasio pinjaman terhadap ekuitas.

Management monitors capital using several financial leverage measurements, primarily debt to equity ratio.

Pada tanggal 31 Desember 2021 dan 2020, perhitungan rasio pinjaman terhadap ekuitas Grup adalah sebagai berikut:

As at 31 December 2021 and 2020, the calculation of the Group's debt to equity ratio was as follows:

	<u>2021</u>	<u>2020</u>	
Bagian lancar atas pinjaman jangka panjang	-	71,261	<i>Current portion of long-term loan</i>
Pinjaman jangka panjang setelah dikurangi bagian lancar	153,000	139,316	<i>Long-term loan, net of current portion</i>
<b>Total pinjaman</b>	<b><u>153,000</u></b>	<b><u>210,577</u></b>	<b>Total debt</b>
<b>Total ekuitas</b>	<b>1,627,213</b>	<b>1,547,808</b>	<b>Total equity</b>
<b>Rasio utang terhadap ekuitas</b>	<b>0.09</b>	<b>0.14</b>	<b>Debt to equity ratio</b>

**33. REKONSILIASI LIABILITAS YANG TIMBUL DARI AKTIVITAS PENDANAAN**

**33. RECONCILIATION OF LIABILITIES FROM FINANCING ACTIVITIES**

	<u>31 Desember/ December 2020</u>	<u>Arus kas/ Cash flows</u>	<u>Transaksi non-kas lainnya/ Other non-cash transaction</u>	<u>31 Desember/ December 2021</u>	
Pinjaman jangka panjang	210,577	(47,812)	(9,765)	153,000	<i>Long-term loan</i>
Liabilitas sewa	109,758	(7,316)	-	102,442	<i>Lease liabilities</i>
	<b><u>320,335</u></b>	<b><u>(55,128)</u></b>	<b><u>(9,765)</u></b>	<b><u>255,442</u></b>	
			<u>Penyesuaian saldo awal berdasarkan PSAK 73/ Adjustment beginning balance based on SFAS 73</u>		
	<u>31 Desember/ December 2019</u>	<u>Arus kas/ Cash flows</u>	<u>31 Desember/ December 2020</u>		
Pinjaman jangka panjang	246,207	(35,630)	-	210,577	<i>Long-term loan</i>
Liabilitas sewa	31,924	(8,735)	86,569	109,758	<i>Lease liabilities</i>
	<b><u>278,131</u></b>	<b><u>(44,365)</u></b>	<b><u>86,569</u></b>	<b><u>320,335</u></b>	

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**34. WABAH COVID-19**

Sampai dengan tanggal laporan keuangan konsolidasian ini, terdapat wabah COVID-19, yang sangat mempengaruhi diantaranya permintaan global atas barang dan jasa serta komoditas gas bumi dan *supply chain*. Manajemen telah menilai dampak dari kejadian ini terhadap kegiatan operasional Grup dan meyakini bahwa tidak ada dampak negatif yang signifikan terhadap operasional Grup. Manajemen akan terus memonitor hal ini dan mengambil langkah yang diperlukan untuk mengatasi risiko terkait dan ketidakpastian terkait hal tersebut di masa depan.

**35. UNDANG-UNDANG CIPTA KERJA**

Pada tanggal 5 Oktober 2020, DPR menyetujui Undang-Undang Cipta Kerja ("RUU Cipta Kerja") - yang biasa dikenal dengan "Undang-Undang Omnibus", yang kemudian ditandatangani Presiden pada tanggal 2 November 2020. Undang-Undang Omnibus mengamendemen lebih dari 75 undang-undang, dan mengharuskan pemerintah pusat untuk menerbitkan lebih dari 30 peraturan pemerintah dan peraturan pelaksana lainnya yang harus dikeluarkan dalam waktu tiga bulan setelah diundangkan Undang-Undang Omnibus.

Undang-Undang Omnibus berfokus pada peningkatan kemudahan berusaha di Indonesia (diantaranya, menyederhanakan proses perizinan, menyederhanakan proses pengadaan tanah, memformalkan zona ekonomi, memberikan lebih banyak insentif untuk zona perdagangan bebas, dan mengubah undang-undang ketenagakerjaan).

Di tahun 2021, Pemerintah resmi mengundangkan berbagai peraturan pelaksana Undang-Undang Omnibus. Berdasarkan penilaian manajemen, peraturan pelaksana Undang-Undang Omnibus tidak berdampak signifikan terhadap laporan keuangan konsolidasian Grup.

**34. COVID-19 OUTBREAK**

*As of the date of these consolidated financial statements, there has been a COVID-19 outbreak, severely affecting among others global demand for products and services including natural gas commodities and supply chains. Management has assessed the effect of the event on the Group's operations and believes that there is no significant adverse impact on the Group's operation. Management will continue to monitor this and take the necessary actions to address related risks and uncertainties going forward.*

**35. JOB CREATION BILL**

*On 5 October 2020, the Indonesian Parliament approved the Job Creation Law - commonly known as the "Omnibus Law", which was later signed by the President on 2 November 2020. The Omnibus Law amended more than 75 current laws and will require the central government to issue more than 30 government regulations and other implementing regulations which must be issued within three months of its enactment.*

*The Omnibus Law focuses on increasing the ease of doing business in Indonesia (e.g., simplifying licensing processes, simplifying land acquisition processes, formalising economic zones, providing more incentives for free trade zones and amending the labour law).*

*In 2021, the Government officially enacted various implementing regulations of the Omnibus Law. Based on management assessment, the impact of the implementing regulations of the Omnibus Law on the Group's consolidated financial statements is not significant.*





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**36. UNDANG-UNDANG NO. 7/2021**

Pada tanggal 7 Oktober 2021, DPR mengesahkan Rancangan Undang-Undang Harmonisasi Peraturan Perpajakan yang pada tanggal 29 Oktober 2021 telah disahkan oleh Presiden sebagai UU No. 7/2021 ("UU HPP"). UU ini mengatur sejumlah aturan baru perpajakan sebagai salah satu cara Pemerintah mereformasi sistem perpajakan, salah satu implementasinya Nomor Induk Kependudukan ("NIK") sebagai Nomor Pokok Wajib Pajak ("NPWP") untuk wajib pajak orang pribadi.

• PPN

Kenaikan tarif PPN umum secara bertahap, kenaikan dari 10% menjadi 11% mulai berlaku pada tanggal 1 April 2022 dan 12% mulai berlaku pada tanggal 1 Januari 2025. Adanya sistem multi tarif PPN dengan rentang sekitar 5% - 15% dan tarif PPN 0% untuk ekspor barang kena pajak berwujud, tidak berwujud, dan ekspor jasa kena pajak.

• Pajak Penghasilan Orang pribadi ("PPh OP")

Adanya perubahan dan penambahan rentang tarif PPh OP menjadi 5 lapisan atau kategori yaitu lapisan kena pajak sampai dengan Rp60 juta (tarif pajak 5%), di atas Rp60 - Rp 250 juta (tarif pajak 15%), di atas Rp250 - Rp 500 juta (tarif pajak 25%), di atas Rp500 juta - Rp 5 miliar (tarif pajak 30%), dan lapisan kelima untuk pendapatan di atas Rp5 miliar (tarif pajak 35%).

• Program Pengungkapan Sukarela

Program ini akan diberlakukan selama enam bulan, yaitu pada kurun waktu 1 Januari 2022 sampai 30 Juni 2022 dan program ini hanya akan berlaku bagi wajib pajak badan yang sebelumnya berpartisipasi dalam program pengampunan pajak dan wajib pajak orang pribadi.

• PPh Badan

Tarif PPh Badan dalam negeri dan bentuk usaha tetap sebesar 22% yang mulai berlaku pada tahun pajak 2022. Sementara wajib pajak badan dalam negeri yang berbentuk Perseroan Terbuka, dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek paling sedikit 40% dan memenuhi persyaratan tertentu diberikan tarif 3% lebih rendah dari 22%.

**36. LAW NO. 7/2021**

On 7 October 2021, the Indonesian Parliament approved the Harmonisation of Tax Regulations Bill, which on 29 October 2021, was signed into law by the President as Law No. 7/2021 ("HPP Law"). This law regulates a number of new tax rules as one way for the Government to reform the tax system, one of which is the implementation of the Population Identification Number as Taxpayer Identification Number for individual taxpayers.

• VAT

Gradual increase in general VAT rates, increasing from 10% to 11% starting 1 April 2022 and 12% rate starting 1 January 2025. There is a VAT multi-tariff system with a range of around 5% - 15% and a VAT rate of 0% for the export of tangible and intangible taxable goods and the export of taxable services.

• Personal Income Tax ("PPh OP")

There are changes and additions to the range of PPh OP rates into 5 layers or categories, namely: taxable layer up to Rp60 million (5% tax rate), above Rp60 million - Rp250 million (15% tax rate), above Rp250 million - Rp500 million (25% tax rate), above Rp500 million - Rp5 billion (30% tax rate) and the fifth layer for income above Rp5 billion (tax rate of 35%).

• Voluntary Disclosure Programme

This programme will be implemented for six months, from 1 January 2022 to 30 June 2022 and this will be applicable only for corporate taxpayers who previously participated in the tax amnesty programme and individual taxpayers.

• Corporate Income Tax

Domestic corporate income tax rates and permanent establishments are 22% which will come into effect in the 2022 fiscal year. Meanwhile, domestic corporate taxpayers in the form of Perseroan Terbuka, with the total number of paid-up shares traded on the stock exchange at least 40% and fulfilling certain requirements are given a tariff which is 3% lower than 22%.

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**36. UNDANG-UNDANG NO. 7/2021 (“UU HPP”)  
(lanjutan)**

• Pajak karbon

Kebijakan pajak karbon akan dijalankan secara bertahap. Tarif pajak karbon ditetapkan lebih tinggi atau sama dengan harga pasar, yaitu minimal Rp30/kg karbon dioksida ekuivalen. Penerapan pajak karbon akan dimulai pada tanggal 1 April 2022 di sektor PLTU batubara dengan skema batas emisi (*cap and tax*). Implementasi perdagangan karbon secara penuh dan perluasan sektor pemajakan pajak karbon dengan penahapan sesuai kesiapan sektor terkait, dan akan diterapkan pada tahun 2025.

• Perubahan UU Cukai

Perubahan berupa penambahan atau pengurangan jenis barang kena cukai, menggunakan prinsip pemidanaan sebagai upaya terakhir terkait pelanggaran cukai yang mencakup pelanggaran perizinan, pengeluaran barang kena cukai, barang kena cukai tidak dikemas, barang kena cukai yang berasal dari tindak pidana, dan jual beli pita cukai.

Sampai dengan tanggal laporan keuangan konsolidasian ini, Grup masih mereviu dan mengevaluasi dampak potensial UU HPP terhadap bisnis dan laporan keuangan konsolidasian Grup namun telah menambah aset pajak tangguhan dan manfaat pajak tangguhan sebagai akibat dari kenaikan tarif pajak tersebut.

**37. INFORMASI KEUANGAN TAMBAHAN**

Informasi keuangan tambahan setelah halaman ini adalah informasi keuangan PT Pertamina Gas (entitas induk saja) pada tanggal dan untuk tahun yang berakhir 31 Desember 2021 dan 2020, yang menyajikan investasi Perusahaan pada entitas anak berdasarkan metode ekuitas.

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**36. LAW NO. 7/2021 (“HPP LAW”) (continued)**

• Carbon tax

*The carbon tax policy will be implemented in stages. The carbon tax rate is set higher than or equal to the market price, which is a minimum of Rp30/kg carbon dioxide equivalent. The implementation of the carbon tax will begin on 1 April 2022 in the coal-fired power plant sector with an emission scheme (cap and tax). Full implementation of carbon trading and the expansion of Carbon Taxation more generally will occur in stages according to the readiness of the relevant sectors, and will be fully implemented in 2025.*

• Changes to the Excise Law

*The change is the addition or reduction of types of excisable goods, using the principle of punishment as a last resort related to excise violations which include licensing violations, releasing excisable goods, unpackaged excisable goods, excisable goods originating from criminal acts and the sale and purchase of excise stamps.*

*As at the date of these consolidated financial statements, the Group is still reviewing and evaluating the potential impact of the HPP Law on the Group's business and consolidated financial statements but it has increased the deferred tax assets and deferred tax income as a result of the tax rate increase.*

**37. SUPPLEMENTARY FINANCIAL INFORMATION**

*The supplementary financial information after this page represents the financial information of PT Pertamina Gas (parent entity only) as at and for the year ended 31 December 2021 and 2020, which presents the Company's investments in subsidiaries under the equity method.*



INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION

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LAPORAN POSISI KEUANGAN  
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(Dinyatakan dalam ribuan Dolar Amerika Serikat)

STATEMENT OF FINANCIAL POSITION  
31 DECEMBER 2021

(Expressed in thousands of United States Dollar)

	<u>2021</u>	<u>2020</u>	
<b>ASET</b>			<b>ASSETS</b>
<b>ASET LANCAR</b>			<b>CURRENT ASSETS</b>
Kas dan setara kas	159,444	131,052	Cash and cash equivalents
Piutang usaha			Trade receivables
- Pihak berelasi	103,543	182,805	Related parties -
- Pihak ketiga	6,218	14,519	Third parties -
Piutang lain-lain	6,130	8,894	Other receivables
Persediaan	216	239	Inventories
Uang muka dan biaya dibayar dimuka	8,074	2,847	Advances and prepayments
Pajak dibayar dimuka - pajak lain-lain	<u>16,268</u>	<u>17,604</u>	Prepaid taxes - other taxes
Jumlah aset lancar	<u>299,893</u>	<u>357,960</u>	Total current assets
<b>ASET TIDAK LANCAR</b>			<b>NON-CURRENT ASSETS</b>
Piutang usaha – pihak ketiga	9,075	10,153	Trade receivables – third party
Aset pajak tangguhan	25,654	27,228	Deferred tax assets
Investasi	215,753	200,506	Investments
Aset tetap	1,303,803	1,265,503	Fixed assets
Aset hak-guna	17,537	19,268	Right-of-use assets
Pajak dibayar dimuka			Prepaid taxes
- Pajak penghasilan badan	3,491	3,491	Corporate Income taxes -
- Pajak lain-lain	23,379	7,830	Other taxes -
Aset tidak lancar lainnya	<u>55,121</u>	<u>58,030</u>	Other non-current assets
Jumlah aset tidak lancar	<u>1,653,813</u>	<u>1,592,009</u>	Total non-current assets
<b>TOTAL ASET</b>	<u><b>1,953,706</b></u>	<u><b>1,949,969</b></u>	<b>TOTAL ASSETS</b>

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LAPORAN POSISI KEUANGAN  
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(Dinyatakan dalam ribuan Dolar Amerika Serikat, kecuali nilai nominal dan data saham)

STATEMENT OF FINANCIAL POSITION  
31 DECEMBER 2021

(Expressed in thousands of United States Dollar, except for par value and share data)

	2021	2020	
<b>LIABILITAS JANGKA PENDEK</b>			<b>CURRENT LIABILITIES</b>
Utang usaha			Trade payables
- Pihak berelasi	51,441	44,678	Related parties -
- Pihak ketiga	2,098	7,398	Third parties -
Utang lain-lain	22,203	14,299	Other payables
Utang pajak			Taxes payable
- Pajak penghasilan badan	551	689	Corporate Income taxes -
- Pajak lain-lain	1,527	781	Other taxes -
Beban yang masih harus dibayar	37,976	77,097	Accrued expenses
Bagian lancar atas pendapatan yang ditangguhkan	23,029	22,686	Current portion of deferred revenue
Bagian lancar atas pinjaman jangka panjang	-	71,261	Current portion of long-term loan
Liabilitas sewa jangka pendek	1,140	844	Short term portion of lease liabilities
Jumlah liabilitas jangka pendek	<u>139,965</u>	<u>239,733</u>	Total current liabilities
<b>LIABILITAS JANGKA PANJANG</b>			<b>NON-CURRENT LIABILITIES</b>
Liabilitas imbalan pascakerja	13,235	12,563	Post-employment benefit obligation
Pendapatan ditangguhkan setelah dikurangi bagian lancar	13,530	2,287	Deferred revenue, net of current portion
Pinjaman jangka panjang setelah dikurangi bagian lancar			Long-term loan, net of current portion
- Pihak berelasi	50,000	139,316	Related parties -
- Pihak ketiga	103,000	-	Third parties -
Liabilitas sewa jangka panjang	13,622	14,705	Long-term lease liabilities
Liabilitas jangka panjang lainnya	-	11	Other non-current liabilities
Jumlah liabilitas jangka panjang	<u>193,387</u>	<u>168,882</u>	Total non-current liabilities
<b>TOTAL LIABILITAS</b>	<b><u>333,352</u></b>	<b><u>408,615</u></b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>			<b>EQUITY</b>
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk</b>			<b>Equity attributable to owners of the parent</b>
Modal saham			Share capital
Modal dasar – 5.200.082 saham dengan nominal Rp1.000.000 (nilai penuh) per saham			Authorised – 5,200,082 shares at par value of Rp1,000,000 (full amount) per shares
Modal ditempatkan dan disetor - 5.080.585 saham	566,847	566,847	Issued and paid up - 5,080,585 shares
Tambahan modal disetor	(261,515)	(261,515)	Additional paid-in capital
Komponen ekuitas lainnya	2,424	2,599	Other equity components
Saldo laba	<u>1,312,598</u>	<u>1,233,423</u>	Retained earnings
<b>TOTAL EKUITAS</b>	<b><u>1,620,354</u></b>	<b><u>1,541,354</u></b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>	<b><u>1,953,706</u></b>	<b><u>1,949,969</u></b>	<b>TOTAL LIABILITIES AND EQUITY</b>



INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION

PT PERTAMINA GAS INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY		STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021 <i>(Expressed in thousands of United States Dollar)</i>	
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2021 <i>(Disajikan dalam ribuan Dolar Amerika Serikat)</i>	2021	2020	
<b>PENDAPATAN</b>	301,095	290,361	<b>REVENUE</b>
<b>BEBAN POKOK PENDAPATAN</b>	<u>(192,815)</u>	<u>(184,356)</u>	<b>COST OF REVENUE</b>
<b>LABA BRUTO</b>	<b>108,280</b>	<b>106,005</b>	<b>GROSS PROFIT</b>
Beban umum dan administrasi	(28,795)	(26,806)	<i>General and administrative expenses</i>
Beban keuangan	(7,581)	(12,020)	<i>Finance costs</i>
Pendapatan keuangan	3,492	6,321	<i>Finance income</i>
Penurunan nilai piutang	(1,132)	(794)	<i>Impairment of receivables</i>
Kerugian selisih kurs	(1,646)	(366)	<i>Foreign exchange loss</i>
Bagian laba dari ventura bersama dan entitas anak	56,188	34,397	<i>Share of profit from joint venture and subsidiaries</i>
Pendapatan lain-lain, bersih	<u>17,562</u>	<u>21,148</u>	<i>Other income, net</i>
<b>LABA SEBELUM PAJAK PENGHASILAN</b>	<b>146,368</b>	<b>127,885</b>	<b>PROFIT BEFORE INCOME TAX</b>
<b>BEBAN PAJAK PENGHASILAN</b>	<u>(19,219)</u>	<u>(21,272)</u>	<b>INCOME TAX EXPENSES</b>
<b>LABA TAHUN BERJALAN</b>	<u><b>127,149</b></u>	<u><b>106,613</b></u>	<b>PROFIT FOR THE YEAR</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>			<b>OTHER COMPREHENSIVE INCOME</b>
Pos-pos yang tidak akan direklasifikasi ke laba rugi			<i>Item that will not be reclassified to profit or loss</i>
Pengukuran kembali atas liabilitas imbalan pascakerja, setelah pajak	<u>(175)</u>	<u>86</u>	<i>Remeasurement of post-employment benefit obligation, net of tax</i>
<b>JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN</b>	<u><b>126,974</b></u>	<u><b>106,699</b></u>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>

INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION

PT PERTAMINA GAS  
INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY

LAPORAN PERUBAHAN EKUITAS  
UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2021  
(Disajikan dalam ribuan Dolar Amerika Serikat)

STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2021  
(Expressed in thousands of United States Dollar)

	Modal saham/ Share capital	Tambahan modal disetor/ Additional paid-in capital	Komponen ekuitas lainnya/ Other equity components	Saldo laba/ Retained earnings	Total ekuitas/ Total equity	Balance as of 1 January 2020
Saldo 1 Januari 2020	566,847	(261,515)	2,513	1,151,810	1,459,655	1,459,655
Laba tahun berjalan	-	-	-	106,613	106,613	106,613
Laba komprehensif lainnya	-	-	86	-	86	86
Dividen	-	-	-	(25,000)	(25,000)	(25,000)
<b>Saldo 31 Desember 2020</b>	<b>566,847</b>	<b>(261,515)</b>	<b>2,599</b>	<b>1,233,423</b>	<b>1,541,354</b>	<b>1,541,354</b>
Laba tahun berjalan	-	-	-	127,149	127,149	127,149
Rugi komprehensif lainnya	-	-	(175)	-	(175)	(175)
Dividen	-	-	-	(47,974)	(47,974)	(47,974)
<b>Saldo 31 Desember 2021</b>	<b>566,847</b>	<b>(261,515)</b>	<b>2,424</b>	<b>1,312,598</b>	<b>1,620,354</b>	<b>1,620,354</b>





INFORMASI TAMBAHAN/SUPPLEMENTARY INFORMATION

PT PERTAMINA GAS  
INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY

LAPORAN ARUS KAS  
UNTUK TAHUN YANG BERAKHIR PADA  
31 DESEMBER 2021

(Disajikan dalam ribuan Dolar Amerika Serikat,  
kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
31 DECEMBER 2021

(Expressed in thousands of United States Dollar,  
unless otherwise stated)

	<u>2021</u>	<u>2020</u>	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan dari pelanggan	394,345	241,267	Receipts from customers
Pembayaran kepada pemasok	(142,486)	(75,555)	Payments to suppliers
Pembayaran kepada karyawan	(24,485)	(26,635)	Payments to employees
Pembayaran pajak penghasilan	(17,661)	(24,293)	Payments for income taxes
Pembayaran pajak lainnya	(1,733)	-	Payments of other taxes
Penerimaan dari pengembalian pajak lainnya	2,151	31,352	Receipts from other taxes refund
Penerimaan dari penghasilan bunga	3,492	6,321	Receipts from interest income
Pembayaran beban keuangan	(5,342)	(30,578)	Payments of finance costs
Penerimaan dari aktivitas operasi lainnya	12,977	19,773	Receipts from other operating activities
<b>Arus kas bersih yang diperoleh dari aktivitas operasi</b>	<b><u>221,258</u></b>	<b><u>141,652</u></b>	<b>Net cash generated from operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penambahan aset tetap	(129,762)	(135,742)	Additions of fixed assets
Penerimaan pengembalian piutang lain-lain	2,112	-	Collection of loan receivable from a related party
Penerimaan dividen dan pengembalian modal dari ventura bersama dan entitas anak	40,942	51,037	Dividends received and capital repayment from joint ventures and subsidiaries
<b>Arus kas bersih yang digunakan untuk aktivitas investasi</b>	<b><u>(86,708)</u></b>	<b><u>(84,705)</u></b>	<b>Net cash used in investing activities</b>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>			<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Penerimaan pinjaman bank jangka panjang	103,000	-	Receipt of long-term bank loan
Pembayaran pinjaman dari pemegang saham	(160,577)	(35,630)	Payment of shareholder loan
Pembayaran dividen	(47,974)	(25,000)	Payment of dividends
Pembayaran liabilitas sewa	(1,132)	(1,132)	Repayments of lease liabilities
<b>Arus kas bersih yang digunakan aktivitas pendanaan</b>	<b><u>(106,683)</u></b>	<b><u>(61,762)</u></b>	<b>Net cash used in financing activities</b>
<b>KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS</b>	<b><u>27,867</u></b>	<b><u>(4,815)</u></b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>
Efek perubahan nilai kurs kas dan setara kas	525	1,935	Effect of exchange rate changes on cash and cash equivalents
<b>SALDO KAS DAN SETARA KAS AWAL TAHUN</b>	<b><u>131,052</u></b>	<b><u>133,932</u></b>	<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>
<b>SALDO KAS DAN SETARA KAS AKHIR TAHUN</b>	<b><u>159,444</u></b>	<b><u>131,052</u></b>	<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>



# CREATIVE EMPOWERMENT

Memberdayakan secara Kreatif



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